Government of **Western Australia**
South Metropolitan Health Service

South Metropolitan Health Service Consumer and Carer Engagement Strategy

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Foreword

As we advance our vision of delivering excellent health care, every time, the South Metropolitan Health Service (SMHS) recognises that delivering care based on partnerships provides many benefits for patients, consumers, clinicians, health service organisations and the health system as a whole.

Including consumers in the planning, delivery and evaluation of health care ensures patients and the community have a say in what their health care experience looks and feels like.

Effective and authentic engagement with representatives from our diverse community assists us to deliver a service that is accessible and inclusive for all Western Australians, and especially those in the southern metropolitan region.

This Consumer and Carer Engagement Strategy sets the future course for us to be a more responsive health service that strives to meet the needs of all members of our community.

I look forward to your input and feedback as we embark upon this journey.

Introduction

The importance and the impact of genuine and consistent consumer and carer engagement on the quality of patient experience and the ability to meet the health care needs of the community is becoming increasingly recognised and understood. With this in mind, the SMHS Consumer and Carer Engagement Strategy (the strategy) will guide and ultimately embed, consumer and carer engagement activities at all levels of the health service.

Barriers to accessing and receiving health care are experienced on a regular basis by consumers and carers across the complex health service, particularly those patients from vulnerable groups. Providing these patient groups with a voice is essential to SMHS delivering equitable, accessible, safe and quality health care to the community.

South Metropolitan Health Service

SMHS delivers hospital and community-based public health care services to a population of more than 630,000 within a catchment area stretching 3300 square kilometres across the southern half of the Perth metropolitan area[1].

In 2015, 26 per cent of the population in the region was less 20 years of age and 20 per cent was aged 60 years or older. Aboriginal people represent almost 2 per cent of the population in our catchment area and 16 per cent speak languages other than English at home.

In any one year, SMHS collectively see more than 150,000 Emergency Department presentations and 150,000 hospital admissions. Mental health community based teams see more than 13,000 patients in their home or a community setting[1].

SMHS offers care to adults and children across a range of clinical services and is also home to several state-wide services including:

- State Adult Burns
- State Hyperbaric
- State Rehabilitation
- Heart and Lung Transplant.

Vision and values

The SMHS Consumer and Carer Engagement Strategy seeks to embed authentic consumer engagement at all levels of the organisation and is consistent with our vision and values.

Our vision

Excellent health care, every time

We will become an excellent health service when we focus on our patients' journey and experience, staff members' engagement, clinical and financial performance[1].

Our values

Care

We provide compassionate care to the patient, their carer and family.

Integrity

We are accountable for our actions and always act with professionalism.

Respect

We welcome diversity and treat each other with dignity.

Excellence

We embrace opportunities to learn and continuously improve.

Teamwork

We recognise the importance of teams and together work collaboratively and in partnership.

Governance

SMHS Board and SMHS Board Culture and Engagement Committee

The SMHS Board and SMHS Board Culture and Engagement Committee are responsible for ensuring:

- SMHS has a strategy and implementation plan to drive consumer and carer engagement across the organisation
- The establishment of governance structures and processes to underpin the development and implementation of the strategy.

SMHS Chief Executive and SMHS Area Executive Group

The SMHS Chief Executive and SMHS Area Executive Group are responsible for:

- Developing and implementing the strategy
- Providing leadership and resources for the implementation of strategies that embed the involvement of consumers, carers and the community in the planning, delivery and evaluation of services, including those from vulnerable groups
- Providing oversight of the implementation of the strategy, monitoring outcomes and ensuring consumer and carer participation is reflective of the diverse range of backgrounds in the SMHS catchment area.

SMHS site Executive teams

SMHS site Executive Teams are responsible for:

- Providing leadership and resources for the implementation of strategies that embed the involvement of consumers, carers and the community in the planning, delivery and evaluation of services, including those from vulnerable groups
- Ensuring consumer and carer representation from vulnerable patient groups on site Consumer Advisory Councils and Governance Committees
- Providing oversight for evaluation of the consumer and carer engagement initiatives with a view to ongoing quality improvement.

SMHS Safety, Quality and Consumer Engagement

SMHS Safety, Quality and Consumer Engagement is responsible for:

- Facilitating comprehensive consultation and collaboration with consumers and carers, including those from vulnerable groups during the development and implementation of the strategy to ensure it is representative of the diverse population groups in the catchment area
- Conducting an evaluation of the impact and the success of the strategy.

SMHS employees

All employees are responsible for:

- Supporting and participating in (where applicable) consumer and carer engagement strategies in order to deliver a responsive health service that meets the needs of the community.

Clinicians are responsible for:

- Developing partnerships with patients, their families and carers while providing respectful care and sharing information in order to support and encourage decision making and input into the patient's own care.

Levels of consumer and carer engagement

Consumer engagement refers to the various methods used to partner with consumers and carers in order to incorporate their needs, experiences and ideas into design, delivery and evaluation of health care. Consumer and carer engagement outlined in this strategy will occur at the following levels:

- Individual: refers to engagement with the individual receiving health care and focuses on informing and discussing treatment and support with the patient and/or their carer or family
- Clinical department: departments/units or services engage with consumers and carers to design, deliver and evaluate care delivered in a particular clinical area
- Health service/hospital: consumers and carers are engaged in the planning, implementation, evaluation and improvement of health care services at SMHS hospitals
- Health Service Provider: focuses on how consumers and carers participate and have input in policy development, service planning and delivery and evaluation and measurement of the health service.

Strategic, legislative and policy context

There are several local, state and national drivers that support, promote and advance the active engagement of consumers, carers and the community in the planning, delivery and evaluation of health care.

SMHS Strategic Plan 2017-2020

The SMHS Board, the SMHS Chief Executive and Area Executive Group lead the service in delivering the inaugural *SMHS Strategic Plan 2017-2020*. The relevant key strategic priorities and goals from this plan associated with consumer, carer and community engagement are:

Provide a great patient experience

- Ensure equity of access to care with a focus on minority groups and the provision of culturally sensitive care.
- Provide exceptional customer service, which is flexible and responsive, to ensure the optimal patient and family experience.
- Place the patient and their family at the centre of the decision making process.

Strengthen relationships with our community and our partners

- Engage with the community to better define and deliver the services required to meet their health and wellbeing needs.
- Optimise existing partnerships and explore new opportunities for innovative alliances both within and outside of health care[1].

Aboriginal Community and Consumer Engagement Framework

The *SMHS Aboriginal Community and Consumer Engagement Framework* guides the consultation and collaboration with Aboriginal consumers and communities to support the delivery of:

- Accessible, effective health care for Aboriginal consumers
- Culturally responsive health care services that are aware and respond to the cultural difference between Aboriginal and non-Aboriginal people
- Effective and safe communication between clinical staff and Aboriginal patients to empower Aboriginal patients and their families and support informed decision-making
- Improved cultural awareness of the SMHS workforce[3].

The Health Services Act 2016

Health Services Act 2016 section 34 (2)(e)(iii) stipulates Health Service Providers are to prepare and keep under review strategies to promote consultation with health consumers and community members about the provision of health services by the health service provider[4].

The Carers Recognition Act 2004

Carers Recognition Act 2004 section 6 states that applicable organisations are to ensure compliance with the Carers Charter[5].

Western Australian Carers Charter

The Western Australian Carers Charter provides clear direction on how carers are to be treated and involved in the delivery of services:

- Carers must be treated with respect and dignity.
- The role of carers must be recognised by including carers in the assessment, planning and delivery and review of services that impact on them and the role of carers.
- The views and needs of carers must be taken into account along with the views, needs and best interest of people receiving care when decisions are made that impact on carers and the role of carers.
- Complaints made by carers in relation to services that impact on them and the role of carers must be given due attention and consideration[6].

WA Carers Strategy 2018

Appreciating and supporting carers is critical to the future of carers and the people they care for, and to overall community wellbeing[7]. An outcome outlined in the WA Carers Strategy is *Carer will be respected and included as expert care partners.* A strategy identified to achieve this is to facilitate the inclusion of carers in decision making.

WA Aboriginal Health and Wellbeing Framework 2015-2030

Recognising that the capacity to access and use health care is vital to good and equitable health, a strategic direction identified in the WA Aboriginal Health and Wellbeing Framework 2015-2030 is the equitable and timely access to the best quality and safe care[8]. Essential to strengthening this access is involving Aboriginal people in the planning, design and delivery of health services.

WA Disability Health Framework 2015-2025

The WA Disability Health Framework outlines priority areas for improving health outcomes for people with disability. One such priority area is inclusive health care; evidence indicates that people with disability are currently more likely to experience discrimination and barriers in health care provision. Barriers to inclusion can only be identified and mitigated effectively by the inclusion of people with disability, their families and carers in health care planning and design[9].

WA Health Strategic Intent 2015-2020

Aboriginal Health Services has been identified as a priority in the WA Health Strategic Intent, specifically to increase Aboriginal consumer, carer and community involvement to enhance access to and delivery of culturally appropriate health services[10].

Review of Safety and Quality in the WA health system – A strategy for continuous improvement

The recent safety and quality review in the WA health system conducted by Professor Hugo Mascie-Taylor identified that Health Service Providers need to do more to develop a genuine partnership approach with health consumers[11].

National Safety and Quality Health Service Standards

National Safety and Quality Health Service Standards (NSQHSS) were developed to protect patients from harm and to improve the quality of health care delivery across Australia. Standard 2 Partnering with Consumers requires that health service organisations implement and maintain systems to partner with consumers. These partnerships relate to the planning, design, delivery and measurement and evaluation of care[12].

National Standards for Mental Health Services

Standard 3 - Consumer and carer participation of the National Standards for Mental Health Services (NSMHS) was developed to ensure that health services actively involve consumers and carers in the development, planning, delivery and evaluation of mental health services[13].

Australian Charter of Healthcare Rights

Australian Health Ministers endorsed the Australian Charter of Healthcare Rights (the Charter) for use across the country in July 2008[14]. The Charter describes the rights of patients and other people using the Australian health system which include access, safety, respect, communication, participation and privacy[15].

Purpose

The purpose of this strategy is to:

- Embed the involvement of consumers and carers in the planning, delivery and evaluation of services
- Increase the consistency in the application of engagement strategies across SMHS
- Guide the recruitment and support of consumers with relevant expertise to contribute to planning and evaluation of specific services.
- Progress SMHS as a health service that is responsive to patient, carer and consumer feedback and community requirements.
- Improve the quality, accessibility and inclusiveness of services necessary to meet the health needs of all the community, particularly those from vulnerable groups.

Goals for 2018-2020

Consumer and carer participation in SMHS has evolved. We support consumers to be actively involved in their own health care. We continue to engage with consumers and carers to improve services through listening and learning from their experience.

The goals of the SMHS Consumer and Carer Engagement Strategy are:

1. Further improve the quality, accessibility and inclusiveness of services necessary to meet the health needs of all the community

2. Embed the involvement of consumers and carers in the planning, delivery and evaluation of services
3. Increase the consistency in the application of engagement strategies across SMHS.

Recognising the value of previous activities, this strategy aims to build on this platform to further strengthen our partnerships. We are working to improve the access, inclusiveness, safety and quality of our health service for the community.

Current engagement activities

There is already significant activity occurring at sites in the consumer and carer engagement domain, the purpose of the strategy is not to replace these but integrate them into the one organisational approach and align them with the overarching SMHS Strategic Plan.

Current engagement activities include:

- Patient feedback provided from a variety of sources is used to identify and implement improvement activities. These sources include:
    - Press Ganey Patient Experience surveys
    - Complaints management and feedback system
    - Patient Evaluation of Health Services survey
    - Patient Opinion
- Each SMHS site has an established peak Consumer Advisory Committee or Council. The purpose of these committees is to:
    - Provide suggestions, recommendations and advice from a consumer perspective with respect service delivery, planning and development.
    - Review safety, quality and performance data, including patient feedback and make recommendations for change or improvement as necessary.

  Other consumer, carer and community committees across SMHS include:
    - Fiona Stanley Hospital Mental Health Consumer and Carer Advisory Council
    - Fiona Stanley Hospital Emergency Consumer and Community Advisory Council
    - Fremantle Hospital Mental Health Consumer Advisory Council
    - Fiona Stanley Fremantle Hospital Group Consumer Partnership Committee
    - Rockingham Peel Group Mental Health Guidance Group.

Elements of engagement

The International Association for Public Participation (IAP2) Public Participation Spectrum has been developed to help define the public's role in any public participation process. The spectrum shows differing levels of participation are legitimate depending on the goals, timeframes, resources and levels of concern in the decision to made[2].

The following table outlines the five different levels of participation on the spectrum.

Increasing Impact on the decision

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Engagement methods	• Posters • Pamphlets • Newsletters • Events	• Consumer feedback • Measurement methods of patient experience • Surveys • Focus groups • Attendance at meetings • Forums	• Contribution to document development • Working party membership • Contributing to staff training	• Co-design for service improvement • Committee/meeting membership	• Panel members • Steering committees • Boards • Councils

Table 1. IAP2's Public Participation Spectrum

Engagement principles

The engagement principles that support the strategy are consistent with the Department of Health Engagement Suite Framework and the WA Health You Matter guideline. This ensures the principles are built on a foundation of best practice and align with the WA health context and strategic direction[16].

Table 1. Engagement Principles

Engagement Principle	Explanation	Examples in practice
Purposeful *We know what we want to achieve*	• To build lasting good will with stakeholders, we will: ◦ have clear reasons for engaging ◦ engage for the time required to deliver the quality information needed ◦ commit to actioning the outputs • We are driven by our strategic priorities, but remain aware of our stakeholders' objectives, environment, expertise, capacity to engage and level of influence.	• Everyone (internally and externally) knows what the engagement is about and what it is not about. • The purpose and scope of the engagement is clearly documented and available for everyone to see.
Collaboration and partnership *We are doing this together*	• We strive to build understanding, connections, capacity and trust. • We promote open dialogue. • We involve stakeholders from the very beginning and agree on when and how to engage. • We encourage stakeholders to share ownership of the process and decisions. • We are all accountable for the eventual outcomes. • We respect our stakeholder's expertise and appreciate the benefits of mutual learning. • We foster a culture of sharing ideas, knowledge and resources.	• There are opportunities early in the process for people to generate ideas and express their views. • Stakeholders are involved in defining the problem statement as well as building solutions.
Clear communication *We commit to overcoming barriers to open and timely communication between stakeholders*	• We facilitate two-way communication. • We clearly identify and explain the process. • We negotiate timelines with stakeholders wherever possible. • We provide timely information so stakeholders can understand the content and contribute in a meaningful way.	• Stakeholders have access to the information they need to participate effectively. • Methods to communicate with each other are clear and open.
Inclusiveness *All interested stakeholders are engaged*	• We create an environment to enable a diverse range of stakeholders to fully participate and engage in: ◦ planning ◦ decision-making ◦ implementation ◦ evaluation	• All those who have an interest or may be affected, have a genuine opportunity to participate. • Multiple and varied engagement methods are used to support the

	• We encourage diverse opinion and use engagement techniques to enable all voices to be heard. • We recognise the different communication needs and preferences of stakeholders and will meet these wherever possible.	different learning and communication styles of the stakeholders.
Transparency *We are open and honest and set clear expectations*	• We encourage all participants to be candid, willing to acknowledge mistakes and open to identifying what is not known. • We demonstrate integrity. • We build trust and compassion. • We are open about the stakeholder level of influence. • We inform stakeholders of how their input was used to affect decisions.	• People know what is happening and how their input is being used. • Anyone from the community can find information related to the engagement project, or initiative, where confidentiality allows.
Respect *We acknowledge others' expertise, perspective and needs*	• We are open to alternative views. • We listen and speak with empathy. • We build trust, and identify shared benefits and outcomes beyond self-interest. • We foster mutual respect. • All participants recognise and value each other as equal contributors.	• Stakeholders collaborate, and have the opportunity to appreciate each other's perspective. • We do not enter an engagement session with a solution or outcome in mind.
Commitment *Organisational commitment and high-level champions*	• We have committed leaders who communicate a strategic vision of partnership and act to facilitate effective engagement. • We embed engagement into everyday practices.	• Someone with the authority to make changes, supports the engagement so that decisions can be actioned.

Department of Health Engagement Suite: Framework 2017

Engagement strategies

The identified strategies and objectives under each goal of the SMHS Consumer and Carer Engagement Strategy are outlined below. Acknowledging the barriers and difficulties vulnerable patient groups experience in accessing quality health services, the strategy will focus on the following consumers with a view to improving health equity:

- Aboriginal consumers
- People with disability
- Culturally and linguistically diverse consumers
- People living with mental illness

Goal 1: Further improve the quality, accessibility and inclusiveness of services necessary to meet the health care needs of all the community.

OBJECTIVES	STRATEGY	LINKS
Information sharing methods are matched to target groups.	Collaborate with identified target groups to develop appropriate modalities for the sharing of information that is consistent and meaningful.	*SMHS Strategic Plan priorities 2, 4* *WA Aboriginal Health and Wellbeing Framework 4.2* *WA Disability Health Framework 1.1, 2.2, 4.1* *NSQHSS* *1st edition 1.17, 1.18, 2.4* *2nd edition 1.15, 2.8, 2.9, 2.10* *NSMHS 4.5, 6.9, 10.5.3, 10.5.15*
Consumers and carers can easily access, understand and apply information to make effective decisions about health and health care and take appropriate actions[18].	Patient/consumer literature is reviewed to ensure it is easily understood and available to all members of the community accessing SMHS services.	*SMHS Strategic Plan priorities 2, 4* *WA Aboriginal Health and Wellbeing Framework 4.2* *WA Disability Health Framework 1.1, 2.2, 4.1* *NSQHSS* *1st edition 1.17,1.18, 2.4* *2nd edition 1.15, 2.8, 2.9, 2.10* *NSMHS 4.5, 6.9, 10.5.3, 10.5.15*
Patients and carers feel supported and confident to actively participate in their care.	Resources are developed to assist patients and carers ask questions to define any assistance or information they require to help them to understand and participate in their care.	*SMHS Strategic Plan priority 2* *WA Aboriginal Health and Wellbeing Framework 5.2* *WA Disability Health Framework 1.1, 2.1, 2.2, 4.1* *NSQHSS* *1st edition 1.17,1.18, 2.4* *2nd edition 1.15, 2.6, 2.8, 2.9, 2.10* *NSMHS 4.5, 6.9, 7.9, 10.5.3, 10.5.15*
The role of carers in the health care is recognised and systems are in place to identify and record their involvement	Actively promote: • The Carers Charter • The role of carers in health care delivery • The recording of their involvement in health care	*SMHS Strategic Plan priority 2* *WA Disability Health Framework 1.2* *NSQHSS* *2nd edition 2.5, 2.6* *NSMHS 1.12, 3.4, 7.1, 7.2, 7.3, 7.5, 7.8, 7.9,7.10, 7.11, 7.12, 7.13, 7.14, 7.15, 7.16, 7.17*

OBJECTIVES	STRATEGY	LINKS
Patient experience feedback is collected from consumers and carers from vulnerable groups to improve the quality, accessibility and inclusiveness of health care.	Patient experience survey tools for vulnerable groups are developed.	*SMHS Strategic Plan priority 2* *WA Aboriginal Health and Wellbeing Framework 4.2* *WA Disability Health Framework 1.2* *NSQHSS* *1st edition 1.20, 2.9* *2nd edition 1.13* *NSMHS 3.2*
Patient experience feedback is collected from consumers and carers from vulnerable groups to improve the quality, accessibility and inclusiveness of health care.	Feedback captured from various patient experience measurement methods from vulnerable patient groups is used to improve service delivery.	*SMHS Strategic Plan priority 4* *WA Aboriginal Health and Wellbeing Framework 4.2* *WA Disability Health Framework 1.2* *NSQHSS* *1st edition 1.20, 2.9* *2nd edition 1.13* *NSMHS 3.2*
Links are established with external stakeholders to promote and improve inclusiveness of health services.	Work with internal external stakeholders such as Disability Services Commission, Public Health, Health Consumers Council, Carers WA and Aboriginal Health Strategy to develop a calendar of health related events and focus days	*SMHS Strategic Plan priority 4*

Goal 2: Embed the involvement of consumer and carers in the planning, delivery and evaluation of services

OBJECTIVES	STRATEGY	LINKS
The presence, visibility and awareness of the importance and value of the Community and Consumer Advisory Councils and their role in consumer engagement is increased	Work with current site CCAC and relevant key stakeholders including Aboriginal Health Strategy to develop an advertising campaign to promote the role of the committees and future recruitment ensures membership of the committees is reflective of the diversity of the local community.	*SMHS Strategic Plan priority 4* *WA Aboriginal Health and Wellbeing Framework 4.6* *WA Disability Health Framework 1.2* *NSQHSS* *1st edition 2.1, 2.5* *2nd edition 1.15, 2.13* *NSMHS 3.7, 4.3, 4.6, 8.3*
The ongoing patient experience measurement methods for SMHS are determined	Consult key stakeholders regarding the most effective methods to collect feedback regarding methods to measure patient experience across SMHS. Develop paper outlining proposed methods for endorsement by SMHS AEG and Board	*SMHS Strategic Plan priority 4* *WA Aboriginal Health and Wellbeing Framework 4.2* *WA Disability Health Framework 1.2* *NSQHSS* *1st edition 1.20, 2.9* *2nd edition 1.13* *NSMHS 3.2*
Have a current list of key stakeholders to engage when planning, delivering and evaluating services	Establish links with external stakeholders particularly those from vulnerable groups to develop a database for staff to access when planning consumer and carer engagement activities	*SMHS Strategic Plan priority 4*

Goal 3: Increase the consistency in the application of engagement strategies across SMHS

OBJECTIVES	STRATEGY	LINKS
The presence, visibility and awareness of the importance and value of the Community and Consumer Advisory Councils and their role in consumer engagement is increased.	Work with current site CCAC and relevant key stakeholders including Aboriginal Health Strategy to develop an advertising campaign to promote the role of the committees encouraging SMHS employees planning, delivering or evaluating services to gain input and advice from CCAC members.	*SMHS Strategic Plan priority 4* *WA Aboriginal Health and Wellbeing Framework 4.6* *WA Disability Health Framework 1.2* *NSQHSS* *1st edition 2.1, 2.5* *2nd edition 1.15, 2.13* *NSMHS 3.7, 4.3, 4.6, 8.3*
SMHS employees are provided with the necessary guidance, tools and resources to consistently engage consumers and carer when planning and evaluating service delivery.	Actively promote: • SMHS Aboriginal Community and Consumer Engagement Framework • WA Health You Matter 4C engagement guideline • WA Disability Health Framework 2015-2025 • Department of Health Engagement Suite These documents will guide engagement processes and the establishment of strong, respectful partnerships with consumers and carers particularly those from vulnerable groups.	*NSQHSS* *1st edition 2.6* *2nd edition 2.1*
SMHS employees are provided with guiding principles and requirements when effecting consumer and carer participation.	Develop a consumer and carer participation policy to direct SMHS employees when facilitating consumer and carer participation.	*NSQHSS* *1st edition 2.6* *2nd edition 2.1*
A genuine partnership approach with health consumers and carers is developed, providing them with a voice at all levels of the organisation.	SMHS Board engage consumers and carers to determine their expectations for safety and quality and board members receive the necessary training/advice to ensure the engagement activities are effective.	*SMHS Strategic Plan priority 4* *Review of S&Q in WA health system recommendation 12* *NSQHSS* *1st edition 2.6* *2nd edition 2.1*

Evaluation and reporting

The consumer and carer engagement strategies will be monitored and evaluated. Evaluation of the outcomes and the success of the strategy will be established through:

1. Regular reporting on consumer and carer engagement activities
2. Regular reporting of feedback captured from patient experience activities including patients from vulnerable groups
3. Count of patient/carer literature that is available in range of formats that is inclusive of Aboriginal patients, patients with disability and CALD patients
4. Measurement of SMHS sites against Standard 2: Partnering with Consumers.

Evaluation of the strategy will be transparent and available to stakeholders. The results and actions from the evaluation will be reported through site Consumer Advisory Councils, SMHS Area Executive Group and SMHS Board Culture and Engagement Committee.

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