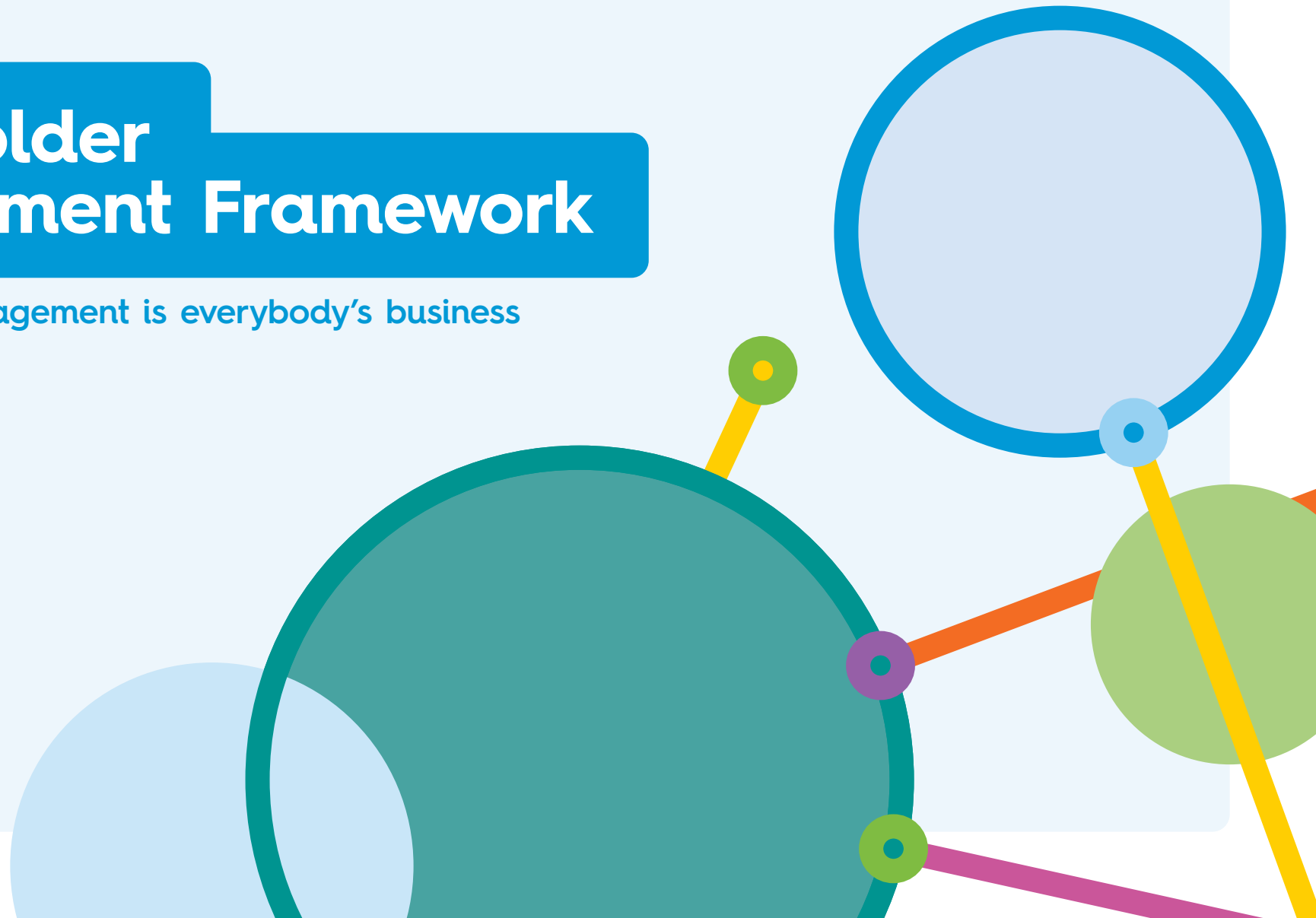


Stakeholder Engagement Framework

Stakeholder engagement is everybody's business



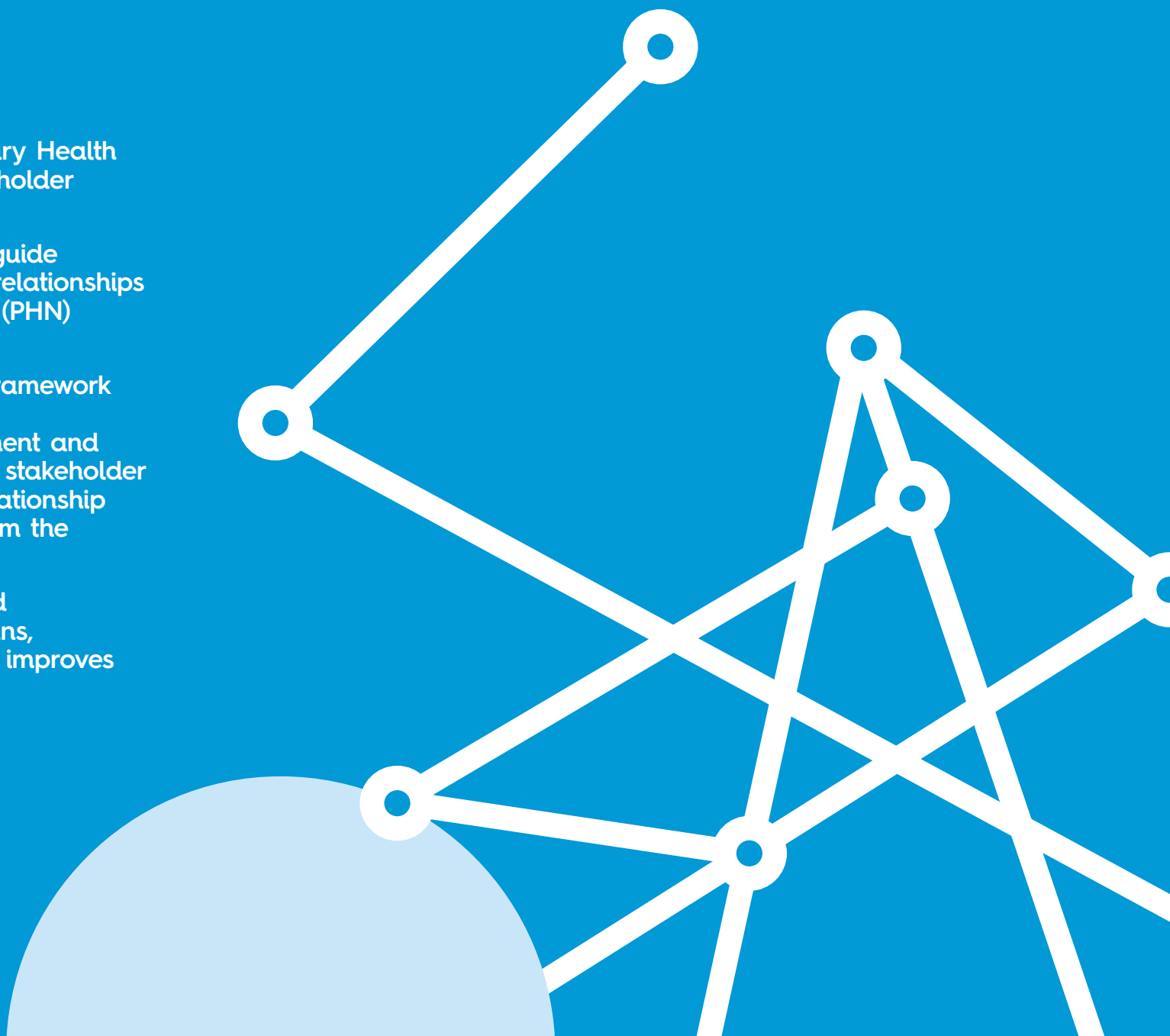
About this Framework

This document outlines the WA Primary Health Alliance (WAPHA) approach to stakeholder engagement.

It provides a detailed framework to guide respectful, meaningful and effective relationships with diverse Primary Health Network (PHN) stakeholders.

WAPHA's Stakeholder Engagement Framework (the Framework) is supported by our comprehensive Stakeholder Engagement and Communications planning document, stakeholder engagement training, stakeholder relationship management system and support from the Stakeholder Engagement Team.

These resources set the standard and expectations for the way WAPHA plans, undertakes, assesses and continually improves stakeholder engagement.



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Stakeholder engagement at WAPHA

Stakeholder engagement is everyone's business at WAPHA and our Stakeholder Engagement Framework sets clear standards and expectations for our staff and our external stakeholders for effective and inclusive engagement. It documents the commitment we make when we engage with stakeholders and is the standard by which we hold ourselves to account.

Our Definitions

At WAPHA our stakeholders are those individuals, organisations and agencies which benefit from, or contribute to, the diverse primary health care system.

WAPHA's stakeholders vary in relevance and influence and are segmented as such. They represent individuals, agencies and organisations that enable WAPHA to fulfil our purpose and carry out our core functions of:

- Coordinating and integrating local health care services in collaboration with Health Service Providers (HSPs) to improve quality of care, people's experience and efficient use of resources
- Commissioning primary health care and mental health services to address population health needs and gaps in service delivery and to improve access and equity
- Capacity-building and providing practice support to primary care and mental health providers to support quality care delivery.

Stakeholder engagement is the discipline of connecting with stakeholders to seek their input and utilise their skills, knowledge and experience to maximise the positive impact of what we do.

Our Commitment

Our Strategic Plan continues the commitment to pursue *Better health, together*, through authentic partnerships and places emphasis on equity and access.

Building a strong culture of engagement practice, supported by this Framework, enables us to engage with stakeholders more clearly, consistently and effectively. Collaboration is complex and challenging, but we know that it is the only way to achieve our mission to shape, strengthen and sustain primary health care in Western Australia.



Koorn Koorl Danjoo (Coming Together)
By John Walley 2018

WAPHA was founded on the principles of partnerships, stakeholder engagement and collaboration. These are fundamental to our identity and mandate as Primary Health Networks (PHNs).

Our Reconciliation Action Plan artwork depicts a journey to a central meeting place and a gathering of people coming together around a shared goal at the heart of who we are as an organisation.

Overview of WAPHA's Stakeholder Engagement Framework

At the core of our engagement is the intent to facilitate Better health, together.

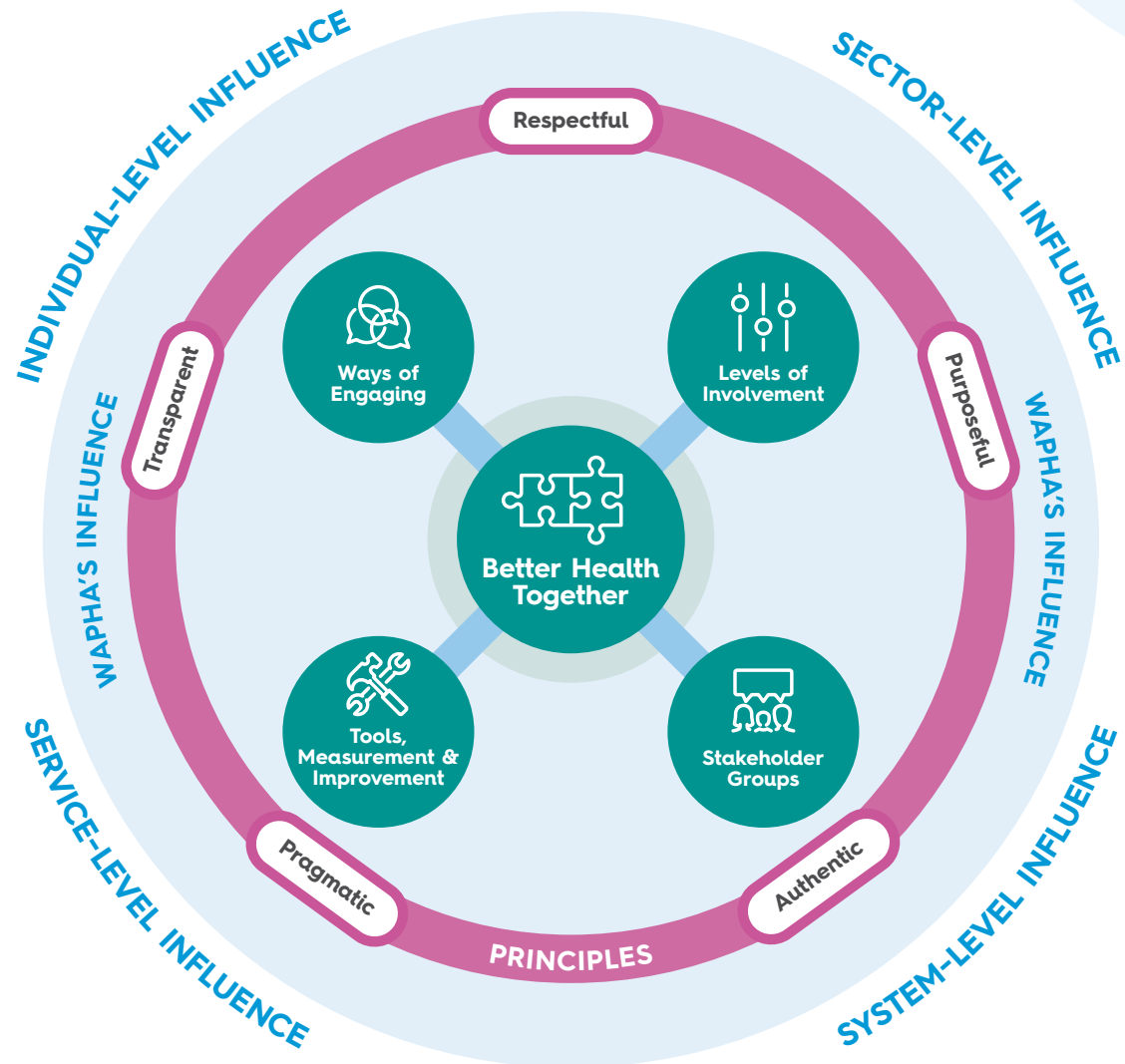
We do this by bringing together four key components when we engage:

- We are deliberate about which **stakeholder groups** we will engage with, and when.
- We think carefully about the **levels of engagement** we are working at, recognise they are iterative and are for purpose, to match the scope, scale and risk profile of the work.
- We **engage in different ways** to realise our purpose, and the aligned needs and ambitions of our stakeholders.
- We use common **tools, measurements, and an improvement mindset** to help us to engage well and continuously monitor and develop our relationships.

These key components are framed by a set of five principles that underpin everything we do:

- Purposeful
- Transparent
- Respectful
- Authentic
- Pragmatic

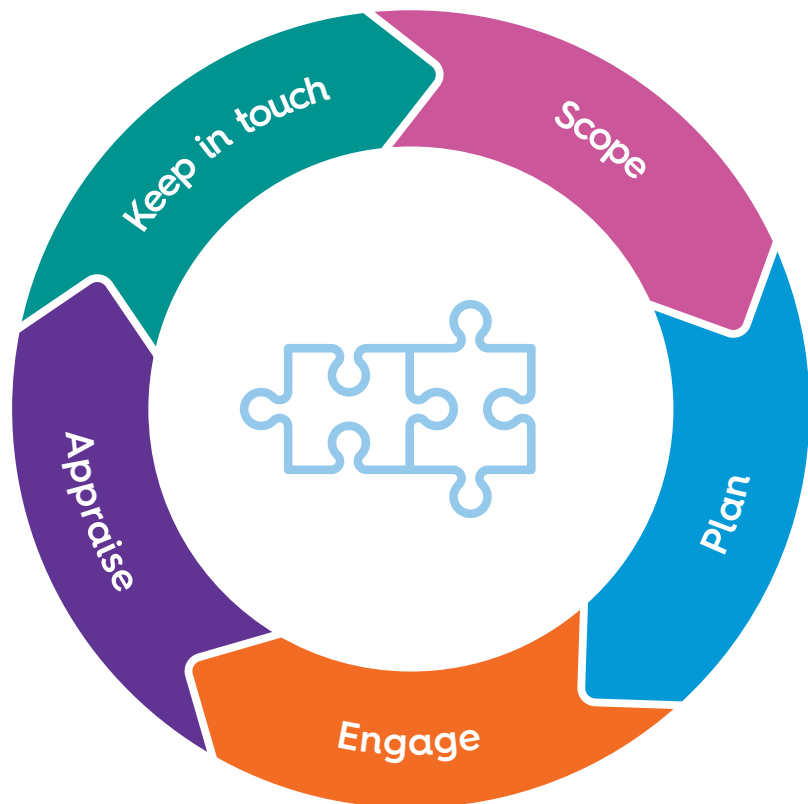
Consistent application of this framework enables WAPHA and our stakeholders to maximise our impact on primary health outcomes and increase our influence at every level. The future direction and priorities set by the Commonwealth for our PHN program will also play a role, and the Framework will help us leverage our value among those shaping our future.



SPEAK stakeholder engagement stages

Stakeholder engagement is everyone's business at WAPHA. It is critical all staff have the capability as required for their role, and support they need to engage with stakeholders to a high standard on every interaction.

Central to the Framework's implementation is the Stakeholder Engagement and Communications Plan, a step-by-step guide for staff to fulfill the engagement process. Scope, Plan, Engage, Appraise and Keep in Touch (SPEAK) are the steps we take to ensure a well planned engagement approach is achieved, and that stakeholders know what to expect from WAPHA teams at every stage. Teams have access to supporting materials and training for each stage of SPEAK.



**SPEAKing with all of our
key stakeholders**

SCOPE At the first stage, we conduct an initial scoping exercise to define the purpose of our engagement and consider how deep and broad we should engage and with whom.

PLAN At the plan stage we add more detail to our initial scope and plan our engagement method or approach, as well as our communication strategy. Here we identify the levels of engagement and the ways we will connect with each stakeholder. We also think about how we will recognise successful engagement and what the indicators for that might be.

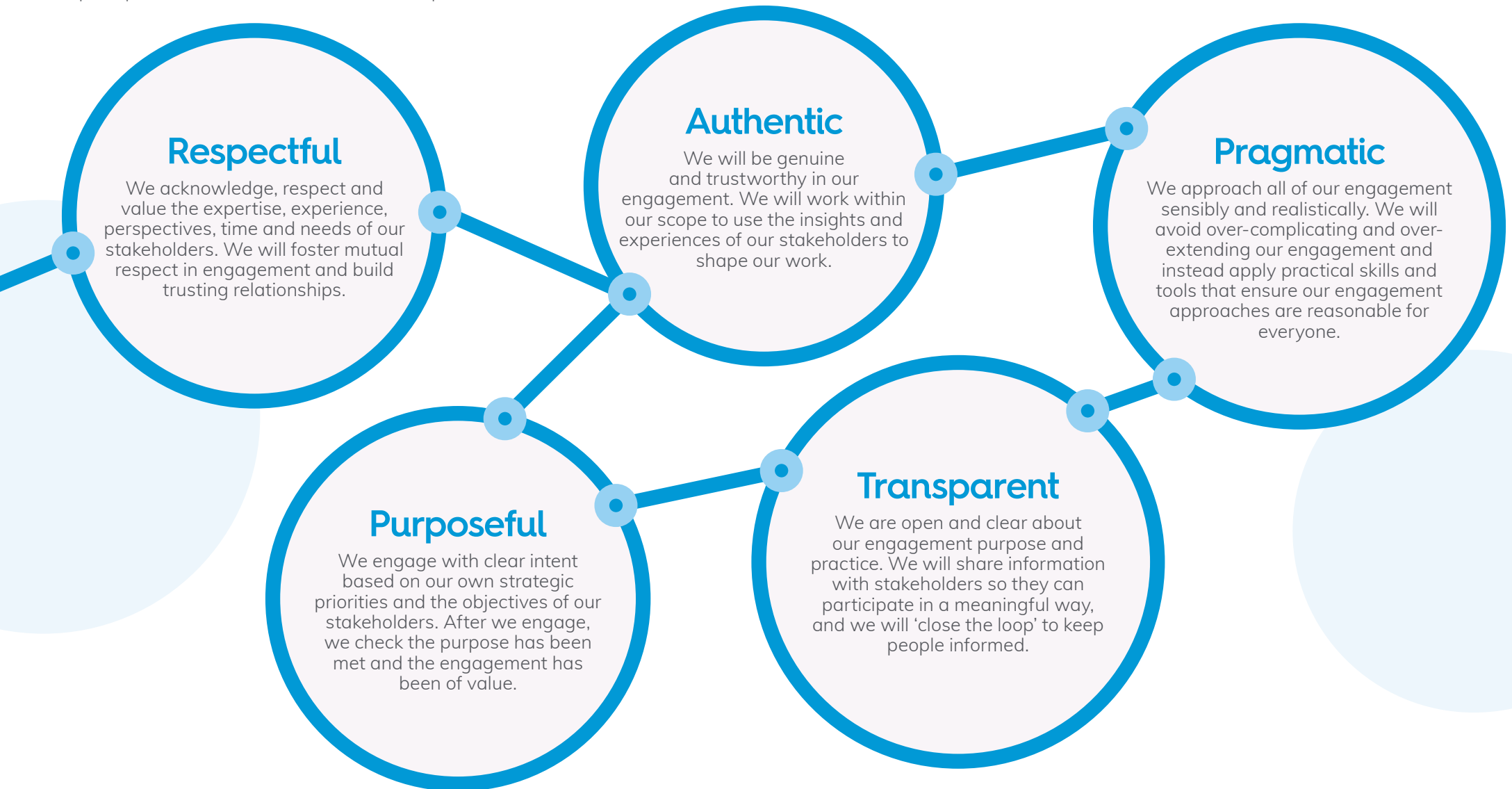
ENGAGE This is where our plan is put into action and we engage with our identified stakeholders. During this stage, we also remain ready to respond to unexpected challenges, we collect the information received from our stakeholders and we gather feedback on how effectively we are engaging to deliver WAPHA's purpose and core functions.

APPRAISE Once the engagement is complete we collate and summarise what we have heard from our stakeholders. We consider what their insights mean and what they mean to WAPHA, objectively collating them for use in decision making and continuous improvement. We also evaluate our engagement approach, using stakeholder feedback on their experience to identify lessons learned for future engagements.

KEEP IN TOUCH To demonstrate that WAPHA values and respects the insights and time our stakeholders provide, we make sure that we 'close the loop' back to them. We share summaries directly with those engaged through WAPHA communication channels. We continue to keep in touch to let stakeholders know how their insight has shaped decisions and influenced actions, right through to conclusion or implementation of the initiative.

Stakeholder engagement principles

WAPHA has five overarching principles that guide and set the direction for our approach to stakeholder engagement. The principles have been developed in consultation with our stakeholders so that our engagement practices are informed by their purpose and objectives. We hold ourselves accountable against these principles in order to inform continuous improvement.



WAPHA's stakeholder engagement spectrum

Engagement does not look the same for every stakeholder or every situation. We need to engage stakeholders appropriately, at differing levels. WAPHA uses a tailored **stakeholder engagement spectrum** to fit our context and to align to the needs of our stakeholders. The engagement spectrum provides a planned approach to support a shared understanding of the scope of influence stakeholders have.

We use **four levels** to engage, each with increasing stakeholder influence – from passive engagement (on the left) through to decision-making and leadership within the parameters of our scope (on the right). These levels set the common language and expectations that support the detailed planning of activities and the relationships with our stakeholders.

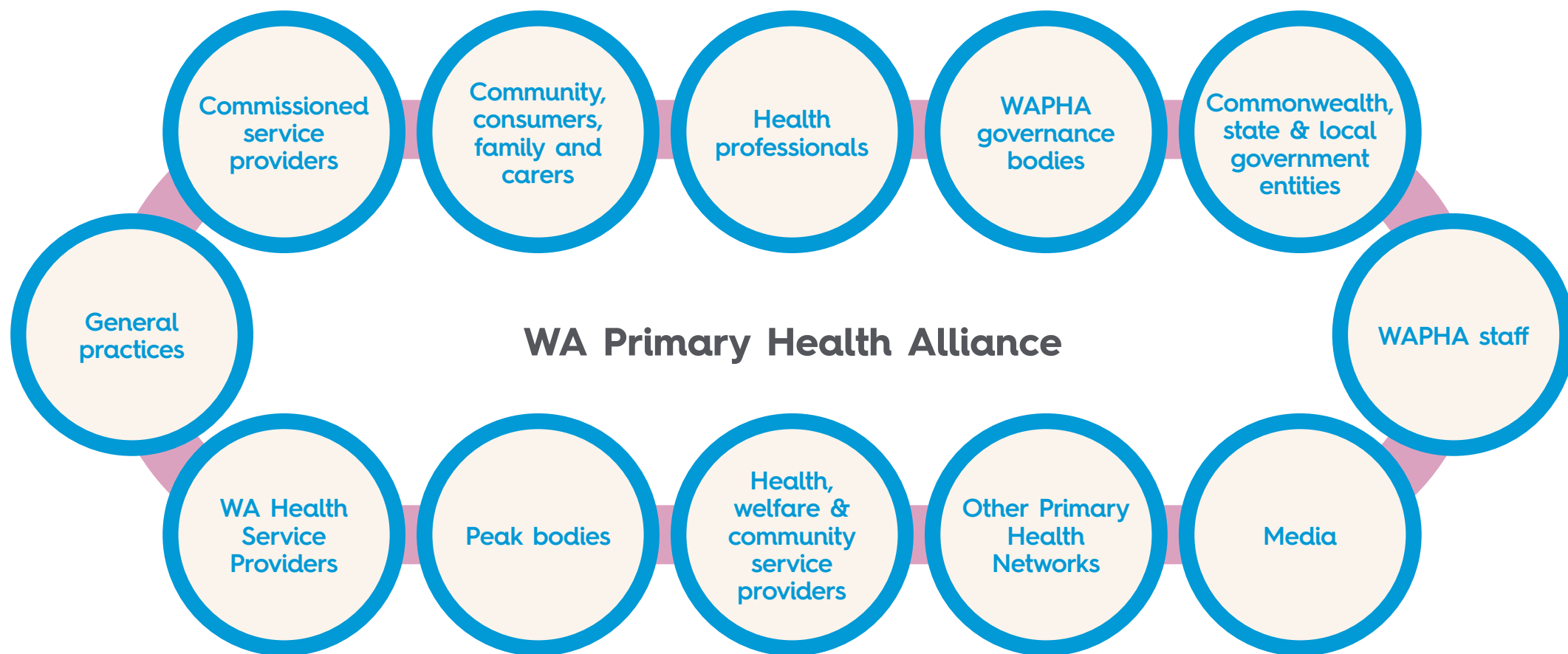
Codesign in the PHN context is defined in guidance from the Australian Government Department of Health and Aged Care and focuses on gathering input in varying ways across the commissioning cycle. It is not applied as a discrete level in the WAPHA engagement spectrum as initiatives that require codesign are delivered across the inform, consult, collaborate and enable levels.



Key stakeholder groups

WAPHA's stakeholder landscape is broad and we define individuals, groups, organisations and representatives by the following high level key stakeholder groups. Within the definition of the PHN program and our alignment with the Quintuple Aim, our relationships with other PHNs, the Aboriginal health sector, government health agencies and general practices are of enduring importance.

People with lived experience* are represented in all groups as their lived experience can inform their engagement as an individual and/or as an advocate representing experience and interests beyond their own.

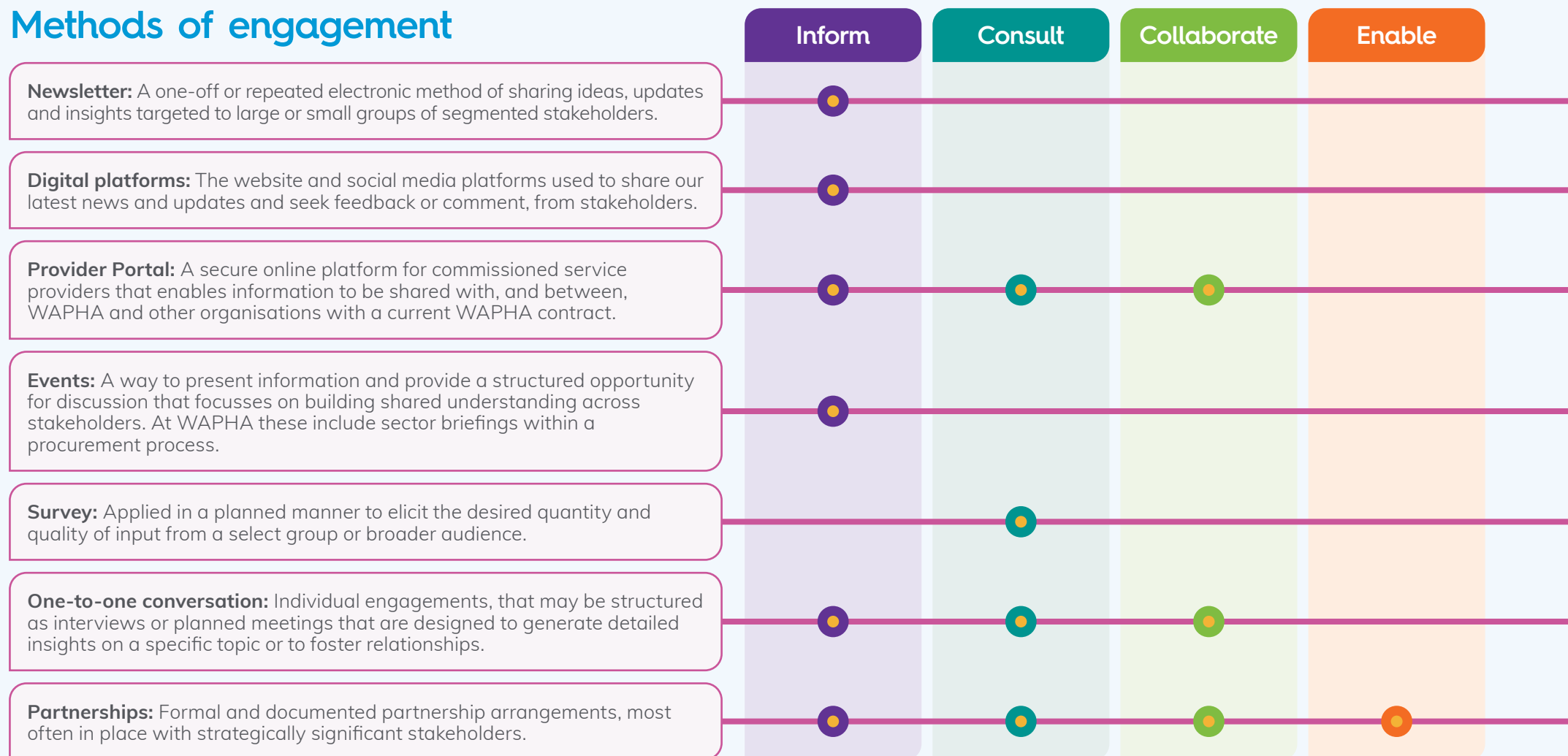


*What someone has experienced themselves, especially when it gives the individual knowledge or understanding that people who have only heard or learnt about such experiences do not have. This 'context expertise' contrasts with academic or 'content expertise'. In Aboriginal and Torres Strait Islander contexts, a lived experience recognises the effects of ongoing negative historical impacts and or specific events on the social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples. It encompasses the cultural, spiritual, physical, emotional and mental wellbeing of the individual, family or community.

Structured ways we engage stakeholders

WAPHA plans the way we engage with stakeholders and we think deliberately about the best method to match the intended engagement level with the outcomes we, and our stakeholders, seek from the engagement. WAPHA has a number of methods of engaging with our stakeholders and we align with the levels of the engagement spectrum. Our Stakeholder Engagement team comprises subject matter experts in stakeholder engagement with specific skills and knowledge, and are on hand to assist with complex, sensitive and bespoke engagement approaches.

Methods of engagement



Methods of engagement

	Inform	Consult	Collaborate	Enable
Focus group: A small group discussion (usually with about five to eight individuals), hosted by a facilitator and typically exploring a particular topic in depth through semi-structured discussion.	●	●		
Stakeholder workshop: A large group brought together to gather insight from a diverse group of stakeholders to inform process, direction and seek feedback or input. Typically includes more individuals than a focus group.	●	●	●	
Steering committee: A group of people brought together to guide the development and implementation of a project or activity; provide leadership, oversight and direction; monitor progress and delegate actions to within the membership and to others.	●	●	●	●
Expert advisory group or reference group: A group of people brought together to seek independent, timely guidance, advice or options from a range of experts in a given area and usually convened for multiple sessions to support the life of a project.		●	●	
Working group: A group of people brought together to work on a specific problem and/or task, often reporting into a steering group.			●	
Communities of practice: A facilitated discussion amongst a group of people who share a common interest, concern or a passion for something they do, and learn how to do it better as they interact regularly with each other.	●	●	●	●
Stakeholder panels: A group of stakeholders who are invited to come together to discuss and provide advice and insight on specific strategic topics. Panel arrangement are often delivered in collaboration with strategic partners.	●	●	●	
Codesign initiatives: The process of bringing together various stakeholders as a mechanism for better informing and supporting decision making by harnessing a range of views, ideas and experience. Typically utilises various engagement activities to facilitate shared conversations and problem solving across stakeholder groups.	●	●	●	●
Special interest panel: A subgroup of a stakeholder panel, convened to focus on a specific topic as a one off or short-term advisory group.		●	●	

Co-design in the commissioning context

What is co-design?

In the context of health service commissioning at WAPHA, co-design involves actively partnering with impacted stakeholders, to jointly create a new document, service model or process, that meets their needs.

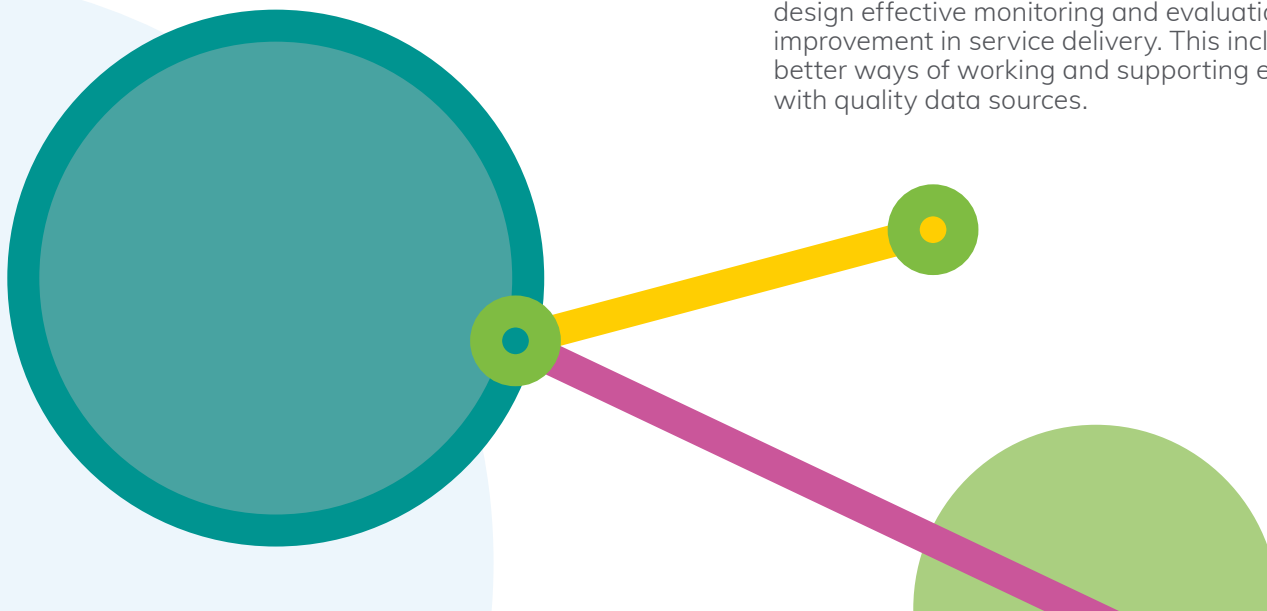
This approach goes beyond consultation, and requires WAPHA to work closely with multiple stakeholders affected by or attempting to address health needs including, commissioned service providers, communities and potentially other co-commissioners.

Effective co-design requires active contribution from a diverse mix of stakeholders (including providers) and ensures patient's needs and experiences are central to the design process. In working towards achieving the objectives of the PHN Program, it is particularly important that co-design includes engagement with Aboriginal people and communities, and those at risk of poor health outcomes.

When might WAPHA use a co-design approach?

Co-design, can be used for a range of purposes throughout the commissioning cycle, as listed below.

- Needs assessments: To work with communities, stakeholders and potential service providers to gain a holistic and more patient-centred perspective of health care needs.
- Planning and prioritisation of commissioning intentions: To build a broader knowledge base and understanding of potential priorities and solutions, including defining the outcomes relevant to local populations.
- Designing services or deriving solutions: To develop place-based models of care that are patient-centred and work towards achieving the desired outcomes.
- In designing a procurement process: To help make procurements straightforward for commissioned service providers to respond to and to maximise high quality responses.
- Monitoring and evaluating: To support identification of key monitoring areas, design effective monitoring and evaluation processes, and inform continuous improvement in service delivery. This includes identifying and implementing better ways of working and supporting effective monitoring and evaluation with quality data sources.



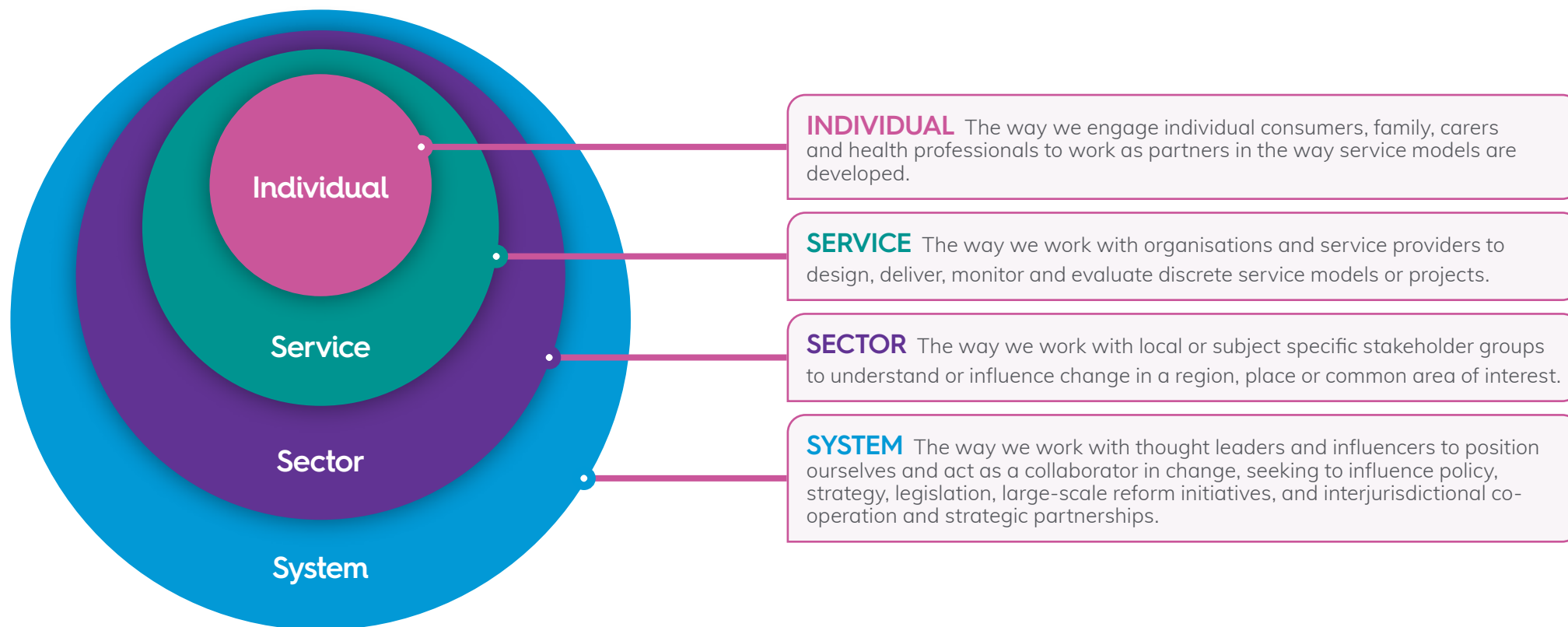
Stakeholder engagement influence

Through engagement, WAPHA and our stakeholders maximise our influence across the primary health care sector, elevating the role of PHNs to demonstrate rigour in stakeholder engagement. WAPHA engages with stakeholders as part of everyday business. This constant flow of interactions with stakeholders has a cumulative effect on the influence we, together with those we engage, exert on the broader landscape. In practice, this means that every engagement matters.

Consistently applying the Framework enables WAPHA and our stakeholders to maximise our impact on primary health outcomes, creating greater influence at the individual, sector, service and system levels.

Recognising the level from which a stakeholder is sharing insight and exerting influence, is an important part of the scoping stage of WAPHA's engagement approach.

Scope of influence



A culture of engagement

Valuing and embedding the insights and experience of our stakeholders into the way we plan and deliver our day-to-day work continues to be essential to achieve WAPHA's vision of Better health, together.

Implementation of our Stakeholder Engagement Framework has established a culture of strong engagement practice at WAPHA. The Framework is recognised and applied across the organisation and underpins seven key operational aspects of the way we work.





WA Primary Health Alliance Stakeholder Engagement Framework

October 2024

Acknowledgement

WA Primary Health Alliance acknowledges and pays respect to the Traditional Owners and Elders of this country and recognises the significant importance of their cultural heritage, values and beliefs and how these contribute to the positive health and wellbeing of the whole community.

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