

Stakeholder Engagement Framework

JULY 2021

“Stakeholder engagement is everybody’s business at WA Primary Health Alliance”

About this Framework

This document outlines WAPHA's approach to stakeholder engagement

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

The Stakeholder Engagement Framework ('the Framework') is supported by an internal toolkit for staff.

These two resources set the standard and expectations for the way WAPHA undertakes stakeholder engagement.

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Stakeholder engagement is everyone's business at WAPHA

Stakeholder engagement is the key enabler for our vision

WAPHA was founded on the principles of partnerships and collaboration. These are fundamental to our identity and mandate as 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.

With the launch of our [Strategic Plan 2020-23](#), we renewed our commitment to pursue “Better health, together” through authentic partnerships. This Stakeholder Engagement Framework reflects our maturing approach to working with our diverse stakeholders, and incorporates feedback and learnings from our work to date.

Building a strong culture of engagement practice, supported by this Framework, will enable us to engage with stakeholders more clearly, consistently and effectively. True collaboration is complex and challenging, but we know that it is the only way to achieve our vision of shaping, strengthening and sustaining a health system that works for people.

Our Framework sets the standards for effective engagement

WAPHA has developed this Stakeholder Engagement Framework to set clear standards and expectations for our staff and our external stakeholders. This Framework sets our commitment to you and to the people of our community. We will hold ourselves accountable for meeting these standards.

OUR DEFINITION

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

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



Koorn Koornl Danjoo (*Coming Together*)

Our Framework includes key components to maximise our influence and deliver against our primary purpose

At the core of our engagement is the intent of facilitating *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 how we involve our stakeholders to create mutual benefit.
- We engage in multiple ways to create purpose and meaning.
- We use tools and measures to help us to engage well and continuously monitor and improve our relationships.

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

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



Click on the various parts of the visual to jump to more information on that component

Our engagement is underpinned by five guiding principles

WAPHA has five overarching principles that guide our approach to stakeholder engagement. These set the direction for the rest of our Framework. The principles have been developed in consultation with our stakeholders so that our practices are underpinned by what matters to them. We hold ourselves accountable against these principles in order to inform continuous improvement.

RESPECTFUL

We acknowledge, respect and value the expertise, experience, perspectives, time and needs of our stakeholders. We will foster mutual respect in engagement and build trusting relationships.

AUTHENTIC

We will be genuine and trustworthy in our engagement. We will work within our scope to use the insight and experience of our stakeholders to shape our work.

PRAGMATIC

We approach all of our engagement sensibly and realistically. We will avoid over-complicating our engagement and instead apply practical skills and tools that ensure our engagement approaches are reasonable for everyone.

PURPOSEFUL

We engage with clear intent based on our own strategic priorities and the objectives of our stakeholders. After we engage, we check the purpose has been met to inform our continuous improvement efforts.

By aligning our engagement with these principles and our values, we make informed decisions, foster relationships and ultimately enable our vision of *Better health, together*.

TRANSPARENT

We are open and unambiguous about our engagement purpose and practice. We will share information with stakeholders so they can participate in a meaningful way, and we will 'close the loop' to keep people informed.

Respect

Integrity

Wisdom

Courage

Humility

We need to engage stakeholders appropriately, at differing levels

Effective engagement does not look the same for every stakeholder or every situation. WAPHA uses a tailored **Stakeholder Engagement Spectrum*** to fit our context and the needs of our stakeholders. It provides a pragmatic and planned approach to support a shared understanding of the scope of influence stakeholders have.

We use **four levels** to engage, each with increasing stakeholder involvement – 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 by the Australian Government Department of Health and focuses on gathering input and contributions from those stakeholders who have direct contact with the issue at hand, rather than just the views of certain stakeholders. It is not applied as a discrete level in the WAPHA engagement spectrum as initiatives that take a codesign approach are delivered across the consult, collaborate and enable levels.

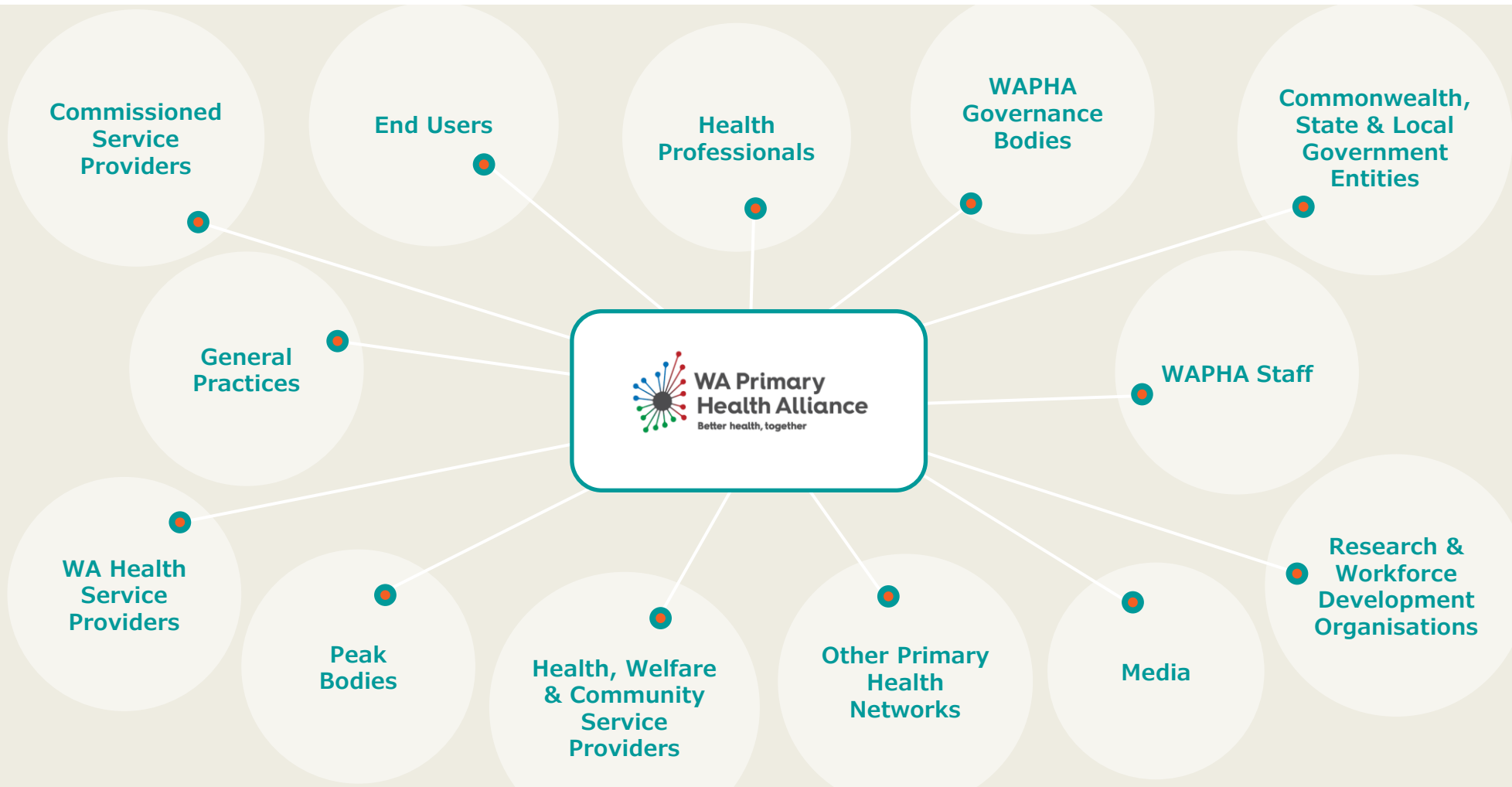


*Adapted from the International Association for Public Participation (IAP2) Public Participation Spectrum

WAPHA's stakeholder landscape is large and complex

WAPHA defines 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 Quadruple Aim, our relationships with other PHNs, the Aboriginal health sector, government health agencies and general practices are of enduring importance.

People with lived experience as consumers, family and carers are represented in a number of groups, including as the End Users of WAPHA commissioned services and in Peak Bodies, as advocates and peer representatives.



*The stakeholders listed above are not intended to be exhaustive or presented in any particular order.

WAPHA engages its stakeholders in many varied ways

Where possible, WAPHA plans the way we engage with stakeholders. 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 commonly used ways of engaging stakeholder groups. These align with the levels of the engagement spectrum.

Our expert Stakeholder Engagement Team is on hand to assist with complex, sensitive and bespoke engagement approaches.

STRUCTURED WAYS WE ENGAGE STAKEHOLDERS



Newsletter. A one-off or repeated print or electronic method of sharing ideas, updates and insights with large or small groups of stakeholders.

Digital. The website and social media platforms used to share our latest news and updates keep interested stakeholders informed. This includes dedicated portals for providing information to, and receiving documents from, specific stakeholder groups.

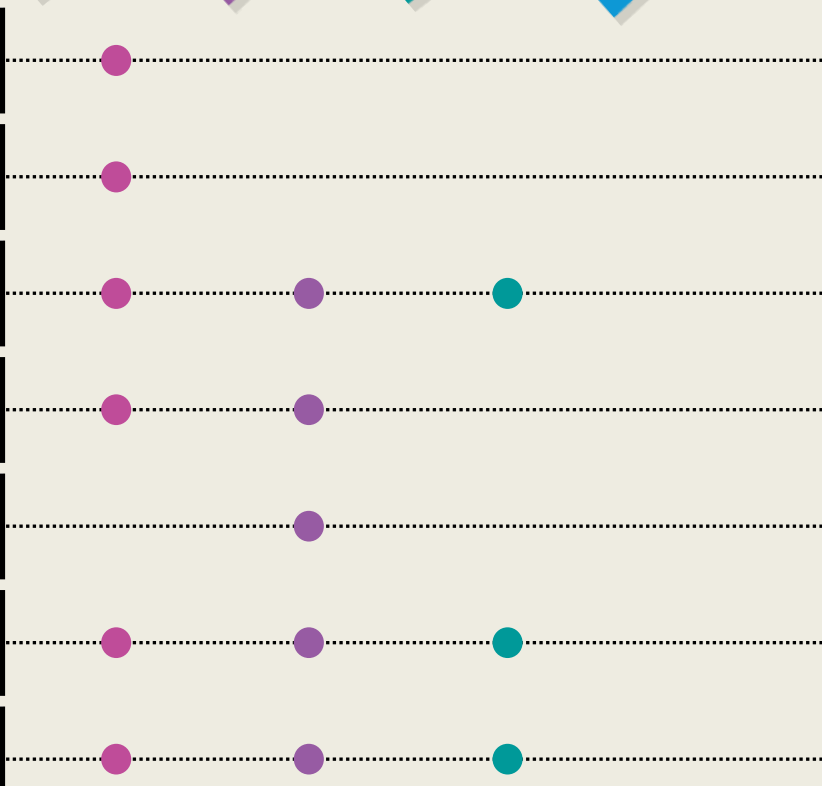
Primary Health Exchange. An online consultation platform with a range of tools to support stakeholders to share their insights and stay connected to WAPHA projects and activities.

Events. A way to present information and provide a structured opportunity for discussion that focusses on building shared understanding across stakeholders. At WAPHA these include Better Health Together Forums and sector briefings.

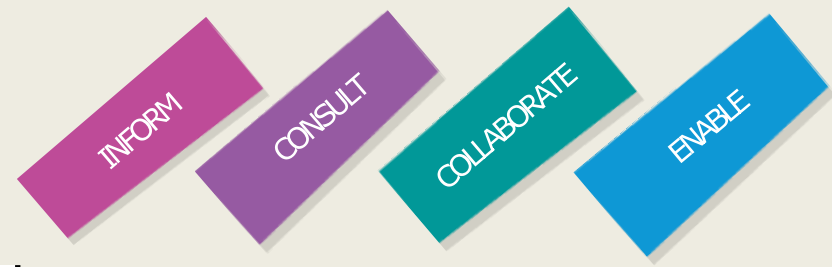
Survey. A quick and easy way to rapidly seek input from a select group or broader audience. WAPHA typically uses Primary Health Exchange to distribute surveys.

One-to-one conversation. Individual engagements, that may be structured as interviews to generate detailed insights on a specific topic or as touch-points to foster relationships.

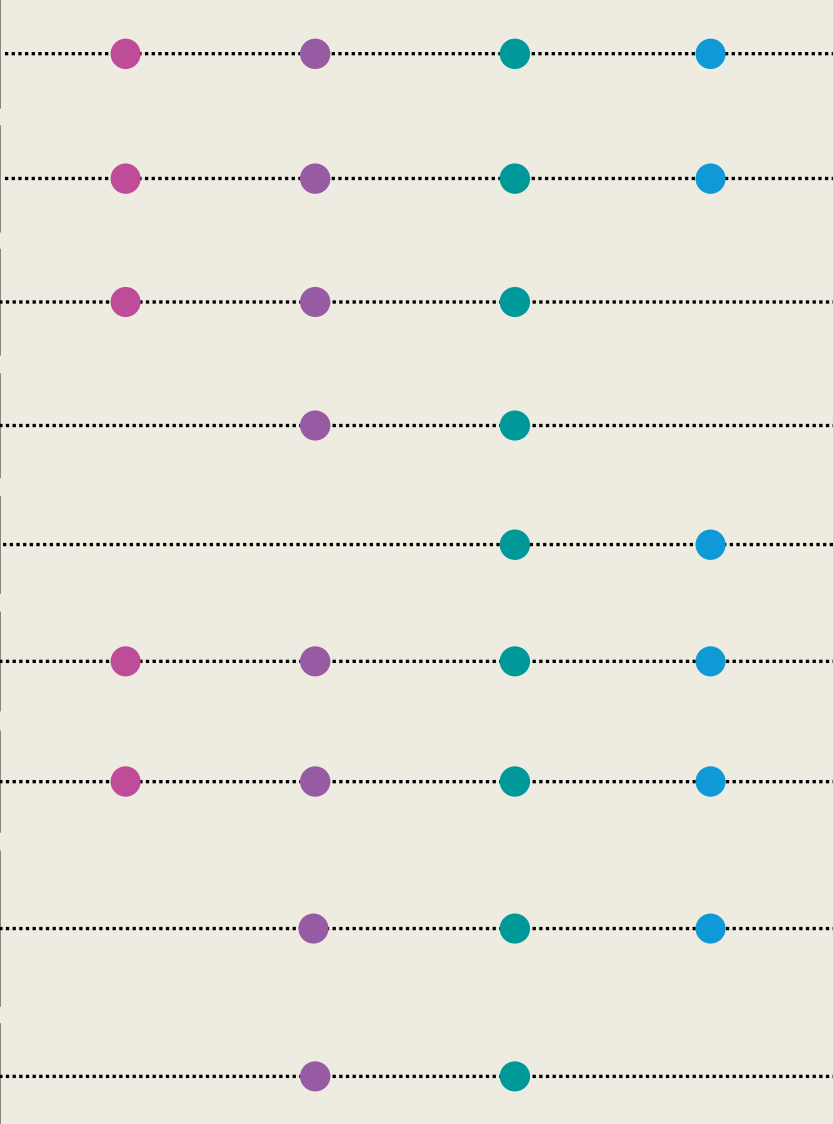
Governance groups. Formal structures required of all PHNs for ensuring input from clinicians and primary care consumers.



STRUCTURED WAYS WE ENGAGE STAKEHOLDERS



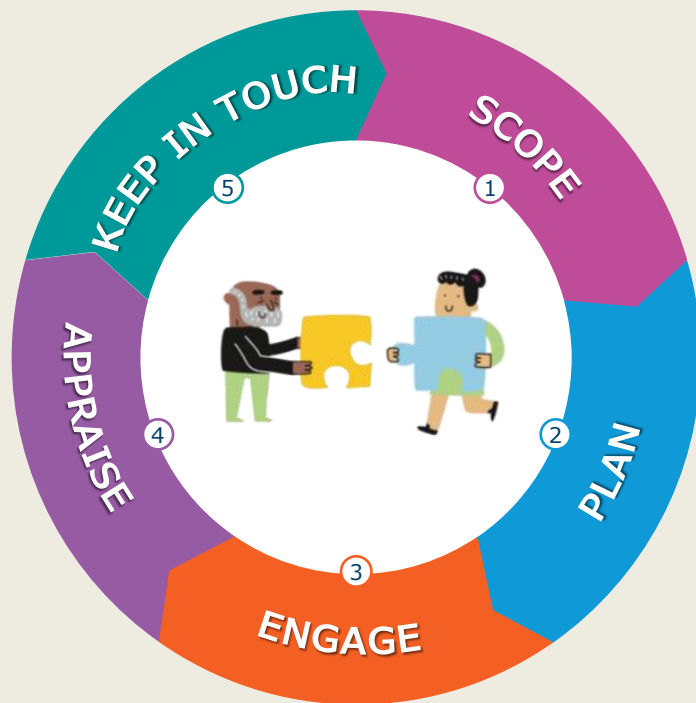
<p>Focus group. A small group discussion usually with about 5-8 individuals hosted by a facilitator and typically exploring a particular topic in depth through a series of questions presented over a few hours.</p>
<p>Stakeholder workshop. A group of people brought together to gather insight from a large and diverse group of stakeholders to inform process, direction and seek feedback or input. Typically includes more individuals than a focus group.</p>
<p>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.</p>
<p>Expert advisory group or reference group. A group of people brought together to seek strategic, independent, timely guidance, advice or options from a range of experts in a given area.</p>
<p>Working group. A group of people brought together to work on a specific problem and/or task, often reporting into other committee or group structures.</p>
<p>Communities of practice. A facilitated discussion amongst a group of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly with each other.</p>
<p>Service delivery partnerships. The formal way we engage our current and potential commissioned service providers through ongoing contractual and partnership arrangements.</p>
<p>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.</p>
<p>Tender assessment panels. The way we incorporate expertise and insight from relevant external stakeholders in the formal assessment of tender submissions</p>



WAPHA has a staged approach to guide engagement

Stakeholder engagement is everyone's business at WAPHA, and it is critical all staff have the information and support they need to engage with stakeholders to a high standard on every interaction.

Central to the Framework's Internal Toolkit for staff is a step-by-step guide to the full engagement process. The SPEAK Guide outlines what stakeholders can expect from WAPHA teams at every stage. Teams are provided with clear links to supporting materials – and a quick-reference visual to encourage best-practice thinking, even where a fully planned engagement is not achievable.



At WAPHA we **SPEAK**
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

The plan stage allows us to add more detail to our initial scope and get completely ready to engage. Here we identify the levels of involvement (on the spectrum) and the ways we will engage each stakeholder, noting their individual preferences, styles and needs. We also think about how we will evaluate our engagement practice to understand what went well and where we can continue to improve.

ENGAGE

This is where our plan is put into action and we have the opportunity to engage with our key stakeholders. During this stage, we also remain ready to respond to unexpected challenges, and we collect information on how well we are engaging.

APPRAISE

Once the engagement is complete, we evaluate and reflect on our approach, incorporating stakeholder feedback on their experience to identify lessons learned and opportunities for improvement.

KEEP IN TOUCH

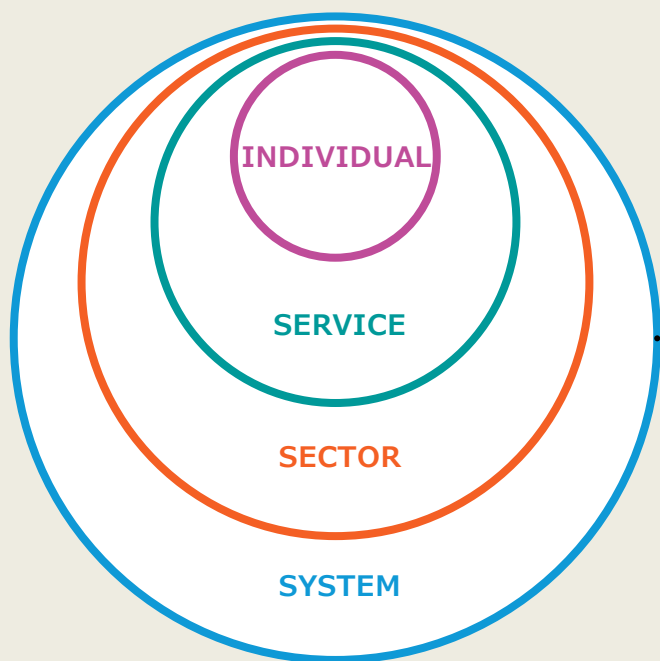
WAPHA values and respects the insights and time our stakeholders provide, and for that reason a key step in our engagement approach is to 'close the loop'. WAPHA seeks to reiterate to stakeholders what we heard/took from our engagement, as well as let them know what we plan/will do with it.

Through engagement WAPHA and our stakeholders can maximise our influence at varying levels

WAPHA engages with stakeholders as part of everyday practice at WAPHA. 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.

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

In practice, this means that every engagement matters.



INDIVIDUAL

The way we promote and engage individual consumers, family, carers and health professionals to work as partners in the way service models are developed.

SERVICE

The way we work with organisations and service providers to design, deliver, monitor and evaluate discrete service models or projects.

SECTOR

The way we work with local or subject specific stakeholder groups to understand or influence change in a region, place or common area of interest.

SYSTEM

The way we work with thought leaders and influencers to position ourselves and act as a collaborator in change, seeking to influence policy, strategy, legislation, large-scale reform initiatives, and interjurisdictional co-operation and strategic partnerships.

Building a culture of strong stakeholder engagement practice

Valuing and embedding the insights and experience of our stakeholders into the way we plan and deliver our day-to-day work is essential to achieve WAPHA's vision of *Better Health, Together*.

We will establish a culture of strong engagement by using seven key channels to drive change and maturity.

A deliberate approach to cultural maturity

Our leaders

Our Executive, leaders and managers will model and seek to inspire authentic stakeholder engagement

Our values

Our values and principles of effective engagement set clear expectations around how we will engage

Our capabilities

Our clear roadmap sets a year on year incremental approach to developing our staff and to recruiting the skills necessary for effective engagement practice

Our procedures

Our internal staff toolkit guides staff through clear processes for engagement. This, and the Framework, will be maintained and evolved by WAPHA's Stakeholder Engagement Team

Our management

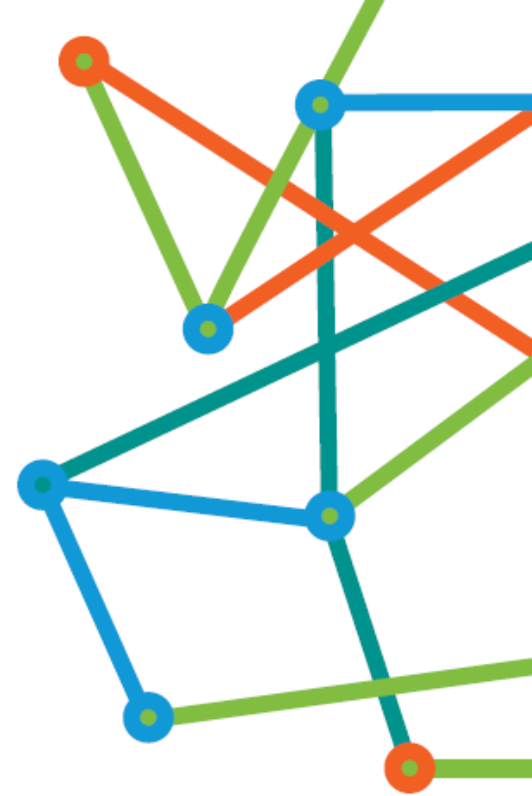
Our desired culture will be reinforced through our recognition and performance management processes

Our systems

Over time, we will invest in systems and structures (including digital enablement) to support our staff to mature their engagement practices

Our evaluation

We have a structured approach to monitor and evaluate our practice over time to ensure relationships remain purposeful and mutually beneficial



Thank you to all who supported the Framework development and provided insights.

We welcome feedback on this document, and our engagement practice, via our website or email via feedback@wapha.org.au .



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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.

Disclaimer

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