

Clinician Engagement Strategy 2025-2028



About this strategy

The provision of safe, high-quality, person-centred healthcare depends on the skill and dedication of clinicians that form part of the multidisciplinary team providing ‘great care every day’. As the people on the frontline caring and treating patients, clinicians need the support of, and their issues and opinions understood by, the Townsville HHS. Likewise, it is important that clinicians are enabled to understand the broader economic, legislative, technological and other service delivery pressures impacting the Townsville HHS.

The Townsville HHS recognises that clinicians, providing direct patient care, are best-placed to identify strategies to maintain and enhance service provision across the health service. It is said that ‘everyone in healthcare really has two jobs when they come to work each day: to do their work and to improve the system’. An engaged clinician does just this.

Clinician engagement not only enhances service improvement and decision making but also promotes other outcomes that are mutually beneficial to clinicians and the organisation alike. An engaged clinical workforce is critical to achieving our strategic directions of:

- Enhance patient outcomes
- Improve patient experience
- Improve staff experience
- Better value care

This Clinician Engagement Strategy has been shaped by feedback received from a broad range of engagement and consultation activities capturing the sentiments of allied health clinicians, medical officers, and nursing staff from all over our health service’s geographical footprint.

Our vision for world-class healthcare for northern Queensland relies on our clinicians being actively engaged in supporting or delivering person-centred care and making the Townsville HHS a great place to work. This strategy identifies a range of mechanisms that support a culture of clinician engagement. These mechanisms are grounded in three fundamental tenants: *Communicate* for a culture of shared information; *Consult* to involve clinicians in decisions; and *Collaborate* for improvement and innovation.



Communicate

We foster a culture of sharing information with clinicians about key directions and issues across the Townsville HHS.

What this looks like

- Key information, initiatives, decisions, plans and programs from the Board and Executive are communicated.
- Townsville HHS plans are meaningful, shared, and easy to access.
- Key outcomes and learnings from Clinical Senate are circulated to clinicians.
- Staff forums at HHS, Service Group and team level highlight key issues, opportunities, and achievements.
- Clinical leaders and members of the Executive team collectively attend key governance and performance meetings, and outcomes are routinely fed back.
- Feedback on culture, performance, and satisfaction is monitored and shared.
- Clinical team members and Service Groups are empowered to communicate effectively to the Board and members of the Executive team.

Consult

We involve clinicians in key planning, decision-making, and improvement activities – from team to whole of organisational level.

What this looks like

- Multidisciplinary clinical team members inclusion in the development of operational and strategic plans, models of care, and frameworks.
- All new services coming to the Townsville HHS demonstrate strong collaboration across clinical areas.
- Team initiatives, decisions, plans, and programs involve clinicians.
- Access to support for understanding of data on service delivery and improvement opportunities is encouraged at team meetings.
- Clinical governance activities are able to respond to clinician concerns and with clinician involvement.
- The Board provides opportunities for clinicians to directly inform them of areas of risk and opportunity for the health service.
- The Clinical Council is empowered to function as a key advisory group and drive initiatives that contribute to system improvement.

Collaborate

We organise ourselves in ways that clinicians have opportunities to lead improvement and innovation to enhance patient outcomes and experience.

What this looks like

- Strong participation in quality improvement and relevant clinical research is encouraged and supported throughout clinical areas.
- Key patient safety forums and committees drive improvement initiatives that respond to patient need.
- Townsville HHS clinicians are supported to participate in statewide clinical networks.
- Systems make it is easy for clinicians to access patient feedback and service data information to drive meaningful improvements.
- The Board, Chief Executive, and Service Executives are available and engaged in clinician collaboration.
- Clinicians have access to clinical/peer supervision appropriate for their setting and discipline.

Markers of engagement

- Clinicians included in operational activities, policy and planning.
- Staff Engagement Survey results and actions undertaken in response to issues raised.
- Clinician participation in Statewide Clinical Networks.
- Clinical Council reach, span, and activities.
- Workforce retention data.