

Patient-reported measures stakeholder engagement and communications framework

February 2024

The information in this resource should not replace a clinician's professional judgement.

The Agency for Clinical Innovation (ACI) is the lead agency for innovation in clinical care.

We bring consumers, clinicians and healthcare managers together to support the design, assessment and implementation of clinical innovations across the NSW public health system to change the way that care is delivered.

The ACI's clinical networks, institutes and taskforces are chaired by senior clinicians and consumers who have a keen interest and track record in innovative clinical care.

We also work closely with the Ministry of Health and the four other pillars of NSW Health to pilot, scale and spread solutions to healthcare system-wide challenges. We seek to improve the care and outcomes for patients by re-designing and transforming the NSW public health system.

Our innovations are:

- person-centred
- clinically-led
- evidence-based
- value-driven.

aci.health.nsw.gov.au

Agency for Clinical Innovation

1 Reserve Road St Leonards NSW 2065

Locked Bag 2030, St Leonards NSW 1590

Phone +61 2 9464 4666

Email aci-info@health.nsw.gov.au | aci.health.nsw.gov.au

Title	Patient-reported measures stakeholder engagement and communications framework		
Published	2024		
Next review	2029		
Produced by	The ACI Integrated Digital Enablement Accelerator (IDEA) team		
Preferred citation	NSW Agency for Clinical Innovation. Patient-reported measures stakeholder engagement and communications framework. Sydney: ACI; 2024		
TRIM ACI/D24/329	SHPN (ACI) 240050	ISBN 978-1-76023-779-0	ACI_9151 [02/24]

Produced by: The Integrated Digital Enablement Accelerator (IDEA) directorate, Patient Reported Measures Stream

Further copies of this publication can be obtained from the Agency for Clinical Innovation website at aci.health.nsw.gov.au.

Disclaimer: Content within this publication was accurate at the time of publication.

© State of New South Wales (Agency for Clinical Innovation) 2024. Creative Commons Attribution-No Derivatives 4.0 licence. For current information go to: aci.health.nsw.gov.au The ACI logo is excluded from the Creative Commons licence and may only be used with express permission.

Contents

Introduction1

 Background 1

 This document 2

 Intended audience 2

 Guiding principles 2

Structure of the framework3

 Stakeholders..... 3

 Levels of engagement 5

 Communication channels 5

Communication channel by stakeholder group.....6

Using the framework10

References.....11

Introduction

Background

NSW Health's vision in the Commissioning for Better Value Strategy 2021-25 is to deliver a "sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled."¹ To deliver on this vision and the objectives of [Future Health](#), we need to know and measure what matters most to patients, carers, the community and staff, and the degree to which the health system improves these outcomes and experiences.²

The NSW Patient Reported Measures (PRMs) Program supports and enables several objectives in Future Health, including "patient and carers have positive experiences and outcomes that matter", "people are healthy and well", "our staff are engaged and well supported" and "digital advances inform service delivery".² The NSW PRMs Program is also an enabler of [Regional Health Strategic Plan 2022-2032](#)³ and the [NSW Health and NSW Primary Health Networks: Working together to deliver person-centred healthcare](#)⁴. These documents support a one health system approach.

The aim of the NSW PRMs Program is to enable patient and carers to provide direct, timely feedback about their health-related experiences and outcomes to drive improvements in care across the NSW health system. Patient-reported measures (PRMs) are surveys which help assess experiences and outcomes of healthcare according to patients. The program is designed to enhance individual patient and carer outcomes and experiences of care, inform improved models of care, referral pathways and partnerships and strengthen the health system to provide value-based healthcare and a more efficient and sustainable health system.

The Health Outcomes and Patient Experience (HOPE) platform is designed to enable the digital collection and reporting of PRMs across the system. The HOPE platform enables the delivery of PRMs surveys to patients and their carers. It provides access to individual patient data and aggregated data among clinicians, across services and the health system.

The PRMs HOPE platform was developed as a minimum viable product (MVP) and is subsequently being implemented in phases:

- Phase 1 involved the enhancements to MVP, specifically introduction of a patient and carer portal, additional surveys, and translations of surveys into 10 community languages.
- Phase 2 enabled the HOPE platform to be integrated with NSW electronic medical record.
- Phase 3 is intended to integrate the HOPE platform with general practice management systems.

This document

The NSW PRMs Program seeks to communicate effectively, relevantly and appropriately with our key stakeholders in a meaningful and relevant way.

The NSW PRMs Stakeholder Engagement and Communication Framework (the framework) outlines the key stakeholders of the NSW PRMs Program and details the ways the NSW PRMs Program team communicates with them.

Effectively implementing this framework will help embed the NSW PRMs Program within services across NSW.

The framework describes the stakeholder engagement and communication channels for the NSW PRMs Program, it will:

- identify key stakeholders who the NSW PRMs Program team leads, influences and engages with
- outline the various communication channels used to inform stakeholders and provide two-way communication and feedback opportunities.

The objectives of the framework align with the [NSW Health PRMs Strategic Framework](#)⁵.

Intended audience

The NSW PRMs Program has a strong [governance structure](#) to ensure key stakeholders are involved in shaping appropriate program direction and delivery.⁶ The NSW PRMs Program is a partnership between the Agency for Clinical Innovation (ACI), eHealth NSW and the NSW Ministry of Health.

The audience for the framework are key stakeholders who the NSW PRMs Program team leads, influences and engages with to implement the program, including:

- PRMs Program leads
- PRMs Program executive sponsors
- PRMs Program managers
- clinicians and administration support officers
- consumers (can be patients, carers, family members or other support people)
- network and service managers.

Guiding principles

This framework supports the broader NSW Health [Patient Reported Measures Framework](#)⁵, including the following guiding principles:

Patient-centred and integrated

Patient communications will be tailored and use multiple channels to ensure that stakeholders receive information in ways that resonate.

Transparent

Information about the NSW PRMs Program will be readily available. Program implementation progress, updates, achievements and information about data use will be accessible to relevant stakeholders.

Takes a co-design approach

Two-way communication methods will be promoted to enable feedback and engagement from key stakeholders, especially patients, carers and clinicians, who are key partners in the NSW PRMs Program.

Consistent, trusted, and reputable

Communications will be factual and authentic, to enable consistent messaging and build credibility.

Structure of the framework

To understand diverse communication needs, the framework has been structured to identify the NSW PRMs Program key stakeholders and their contribution to the program. The framework also describes the various levels of engagement required for each stakeholder group.

Stakeholders

Each key stakeholder has a unique role in implementing the NSW PRMs Program at point of care. Understanding the roles and responsibilities of each stakeholder is important to guide the communication channel and level of engagement.

Table 1: Stakeholder role and contribution to the NSW PRMs Program

Stakeholder	Role	Contribution
Administration support officers	Vital to enabling the collection of PRMs. They need to understand and use the HOPE platform to engage a patient or carer in the NSW PRMs Program and support them to complete PRMs survey(s) before seeing a clinician. Can be defined as Targets and Champions in supporting the adoption of PRMs at a service level.	Direct contribution to program outcomes.
Clinicians	Integral to enabling the collection and use of PRMs at the point of care, enabled by the HOPE platform. They need to use the HOPE platform to digitally collect, interpret and use PRMs data at the point of care and service level. To enable this, clinicians also need to support consumers to understand the NSW PRMs Program. Can be defined as our Targets and Champions in the adoption of PRMs at a service level.	Direct contribution to program outcomes and responsible for direct communication with consumers.
PRMs Program leads	Responsible for leading the implementation of PRMs at a local level. They need to understand the value of PRMs at an individual, service and system level and train users across elements of the NSW PRMs Program within their Local Health District, Speciality Health Network and Primary Health Network. PRMs leads are supported by their counterparts in the ACI PRMs team. Can be defined as the Agents who are critical to implementing PRMs within their local context.	Direct contribution to program outcomes and responsible for direct communication with administration support officers, and clinicians for local implementation and reporting to PRMs Program executive sponsors.
PRMs Program executive sponsors	Responsible for direct communication with administration support officer, clinicians for local implementation and reporting to PRMs Program executive sponsors. Can be defined as Reinforcing Sponsor.	Direct contribution to program outcomes.
Network and service managers (managers)	Reinforce the change required to implement PRMs, enabled by the HOPE platform. These individuals need to understand the NSW PRMs Program and value of implementation and can often play an enabling role in leveraging change champions as well as fostering knowledge sharing environments. Can be defined as the NSW PRMs program Reinforcing Sponsor.	Direct contribution to program outcomes.
Consumers	Have the opportunity to participate in the NSW PRMs Program and complete outcome and experience surveys. Their responses help healthcare providers to better understand what matters most to them. Consumers can be patients, carers, family members or other support people.	Primary beneficiary of the NSW PRMs Program.

Levels of engagement

Communication and engagement used with stakeholders will be based on stakeholder need, the situation, time and resources.

Table 2 outlines the different levels of stakeholder engagement. Each stakeholder group will receive targeted levels of engagement and messaging.

Table 2: Stakeholders levels of engagement

Inform	Consult	Involve	Collaborate	Empower
Inform or educate stakeholders using one-way communication (there is no invitation to respond).	Gain information and feedback from stakeholders, to inform decisions made internally. Includes limited two-way communication (questions are asked and the stakeholder provides answers).	Work directly with stakeholders throughout the process to ensure issues and concerns are understood and considered. Includes two or multiple ways of communicating, where learning takes place on both sides.	Partner with stakeholder and/or stakeholder groups to develop mutually agreed solutions and joint plans of action. Includes two or multiple ways of communicating with learning, negotiation and decision making on both sides. Stakeholders work together to take action.	Delegate decision-making in the hands of the stakeholders on a particular issue. Stakeholders are enabled and equipped to actively contribute to the achievement of outcomes.
Applies to: <ul style="list-style-type: none"> administration support officers clinicians PRMs Program leads PRMs Program executive sponsors managers consumers. 	Applies to: <ul style="list-style-type: none"> administration support officers clinicians PRMs Program leads PRMs Program executive sponsors managers consumers. 	Applies to: <ul style="list-style-type: none"> administration support officers clinicians PRMs Program leads PRMs Program executive sponsors managers consumers. 	Applies to: <ul style="list-style-type: none"> administration support officers clinicians PRMs Program leads PRMs Program executive sponsors managers consumers. 	Applies to: <ul style="list-style-type: none"> PRMs Program executive sponsors managers.

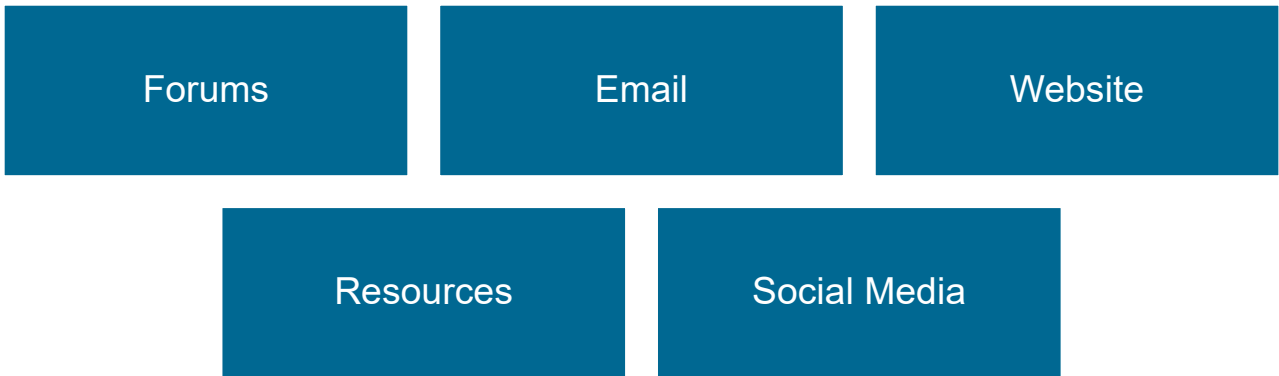
Communication channels

The NSW PRMs Program will use multiple channels to engage with stakeholders. This approach aims to deliver relevant messages in an accessible and culturally appropriate way for a diverse range of stakeholders.

One-way communication will be used when its purpose is to provide information to stakeholders without the opportunity for feedback. Two-way communication will be used when a collaborative approach with stakeholders is needed, including consultation and feedback. The aim of both styles of communication is to support a collaborative approach within the NSW PRMs Program.

Figure 1 outlines the communication channels used to communicate and engage with PRMs key stakeholders.

Figure 1: Communication channels



The communication channel used and frequency of communications with each stakeholder group will be determined by:

- the impact of the NSW PRMs Program on the stakeholder group
- the degree of influence of the stakeholder group on the NSW PRMs Program
- the purpose of communications or nature of the content
- what is a culturally appropriate.

Communication channel by stakeholder group

The table below outlines the different communication channels that will be used to engage with key NSW PRMs Program stakeholders. The table includes the purpose of the communication, schedule, audience and who is responsible for delivering endorsed communications.

Communication channels that are considered business as usual, such as emails, phone calls, standard meetings or Microsoft Teams messaging systems are not included in the table because they are considered standard professional workplace communications.

Communication channel		Purpose and intention	Stakeholder	Responsible for delivering communication
Forums, meetings and events	PRMs workshops (face-to-face and virtual)	Face-to-face or virtual sessions that brings key stakeholders together to share lessons learnt and co-design key program areas within PRMs and value-based healthcare. Workshop discussion topics are chosen based on needs at the time.	Will be determined by the workshop purpose or theme.	ACI PRMs team
	ACI PRMs team and PRMs Program lead one-to-one meetings	Regular meetings that provide updates on the NSW PRMs Program implementation, including escalation of risks and issues.	PRMs Program lead	ACI PRMs team PRMs Program lead
	ACI PRMs team and PRMs Program executive sponsors meeting	Regular meeting that provide updates on the NSW PRMs Program implementation, including escalation of risks and issues.	PRMs Program executive sponsors	ACI PRMs team PRMs Program executive sponsors
	PRMs Open Mic	A drop-in session which provides a forum to share knowledge, experiences, ask questions or discuss opportunities for collaboration between NSW PRMs Program leads.	PRMs Program leads	ACI PRMs team
	PRMs Community of Interest	A virtual meeting that provides a closed forum with opportunities for networking and collaboration between members.	Subscribers to PRMs interest group (open to all stakeholders)	ACI PRMs team
	PRMs Executive Sponsor Community of Practice	A virtual meeting that provides a closed forum with opportunities for networking and collaboration between members.	PRMs Program executive sponsors	ACI PRMs team
	PRMs Lead Community of Practice	A virtual meeting that provides a closed forum with opportunities for networking and collaboration between members.	PRMs Program leads	ACI PRMs team

Communication channel		Purpose and intention	Stakeholder	Responsible for delivering communication
	PRMs primary care workshops and phase 3 planning and coordination meetings	An opportunity for stakeholders to come together to provide consistent and high-level strategic direction and guidance. This helps to plan, scope and prioritise the foundational work that enables the collection of consistent PRMs across healthcare settings.	Primary Health Network (PHN) leads, Local PHN leads, ACI PRMs team, eHealth NSW, PRMs Program leads and PRMs-HOPE early adopters in primary care	ACI PRMs team Primary care team in collaboration with PHN lead organisation
Online	ACI Website	Provides information on the ACI, including clinical networks and statewide programs. Includes information on the NSW PRMs Program, the HOPE platform, program strategy and governance, online training and resources for clinicians, consumers and carers.	All stakeholders	ACI PRMs team ACI Communications team
	ACI PRMs SharePoint	Shares PRMs resources, news and events.	All stakeholders	ACI PRMs team
	ACI PRMs leads SharePoint	Enables collaboration and access to resources and news articles targeted to PRMs Program leads, their managers and PRMs executive sponsors only.	PRMs Program leads PRMs Program executive sponsors	ACI PRMs team
	PRMs Community of Interest digest (delivered via email)	Provides program updates, calendar events, program achievements and showcases patient perspectives on engaging with PRMs. It is distributed to stakeholders who have subscribed to a mailing list.	Open to all stakeholders	ACI PRMs team
	HOPE platform banner announcements	Informs users of issues affecting the HOPE platform.	All stakeholders who use the HOPE platform	ACI PRMs team

Communication channel		Purpose and intention	Stakeholder	Responsible for delivering communication
Resources (often shared and distributed via other channels)	Documents, fact sheets, videos	Enhances knowledge and understanding of the NSW PRMs Program.	All stakeholders	ACI PRMs team
	Patient and carer resources	Provides information on PRMs and the HOPE platform. Resources have been co-designed with consumers and the ACI PRMs team. Key resources have been translated into 10 languages (as advised by the NSW Health interpreter service).	Consumers	ACI PRMs team
Email	Formal email communication	Provides information about program updates or changes directly to relevant key stakeholders.	All stakeholders	ACI PRMs team via the ACI-PRM inbox
	Major incident notification broadcasts	An email that informs users about major issues and incidents affecting the HOPE platform.	All impacted stakeholders	eHealth NSW
Social Media	ACI accounts including LinkedIn and Twitter (X)	Shares and promotes NSW PRMs Program achievements, opportunities and key messaging to a wide public audience (focused on the health sector).	All stakeholders	ACI PRMs team ACI Communication team
	eHealth NSW accounts including Twitter (X) and LinkedIn		All stakeholders	eHealth NSW communication team

Using the framework

The framework describes the strategic intent for communication between the NSW PRMs Program and stakeholders. It includes:

- who is being communicated with
- why they are being communicated with
- what communication channels are being used.

The framework is designed to be used in the following ways:

Clinicians and administration support officers

For awareness of the different channels each stakeholder group can expect to receive communications through, and opportunities to participate in two-way communication.

This includes:

- how they will receive information about the NSW PRMs Program
- how to contribute to NSW PRMs Program communications.

PRMs Program leads and PRMs Program executive sponsors

- To understand the different channels that each stakeholder group can expect to receive communications through, and opportunities to participate in two-way communication.
- To actively consider how messaging and communications can be adapted and disseminated with other key stakeholders locally, to enable thorough understanding of and transparency around the NSW PRMs Program.
- As the Lead Agents and Authorising Sponsors for the implementation of the NSW PRMs Program locally, to reinforce communication and key messaging.

Network and service managers

- For awareness of the different channels that each stakeholder group can expect to receive communications through, and opportunities to participate in two-way communication.
- To reinforce communications and key messaging related to their individual role and scope.

References

1. NSW Ministry of Health. NSW Health Commissioning for Better Value Strategy 2021-25. Sydney: Ministry of Health; 2023 [cited 25 Jan 2024]. Available from: <https://www.health.nsw.gov.au/Value/Publications/cbv-strategy.pdf>
2. NSW Ministry of Health. Future Health. Sydney: Ministry of Health; 2022 [cited 25 Jan 2024]. Available from: <https://www.health.nsw.gov.au/about/nswhealth/Pages/future-health.aspx>
3. NSW Ministry of Health. NSW Regional Health Strategic Plan 2022-2032. Sydney: Ministry of Health; 2023 [cited 25 Jan 2024]. Available from: <https://www.health.nsw.gov.au/regional/Publications/regional-health-strategic-plan.pdf>
4. Australian Government Department of Health. NSW Health. NSW Primary Health Networks. Working together to deliver person-centred healthcare: Joint Statement. Sydney: Ministry of Health; 2021 [cited 25 Jan 2024]. Available from: <https://www.health.nsw.gov.au/integratedcare/Documents/joint-statement.pdf>
5. NSW Ministry of Health. Patient Reported Measures Framework. Sydney: Ministry of Health; 2019 [cited 25 Jan 2024]. Available from: <https://www.health.nsw.gov.au/Value/Documents/prm-framework.pdf>
6. NSW Ministry of Health. Program Strategy and Governance. Sydney: Ministry of Health; 2023 [cited 25 Jan 2024]. Available from: <https://aci.health.nsw.gov.au/statewide-programs/prms/program-strategy-governance>