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The establishment of a major project to enhance the quality of services with the use of consumer input. (outline below)

Desired outcomes

All Alcohol, Tobacco and Other drug service providers actively seeking consumer feedback in their normal service provisions and that these organisations use this information to enhance practice and to assess/evaluate the quality of their services.

A robust mechanism be established to access consumers and an established set of consumer groups be established.

Principles underpinning the process

- Respect for individuals and organisations involved.
- ATOD Clients have rights to access and receive high quality services.
- “ownership” by all of the process and engagement in service changes to achieve outcomes.
- Use of Quality Improvement principles and processes enhances service outcomes.
- Hearing and responding to consumers needs improves services.

The central construct of the plan is based on the concept/belief that:

The quality of a service received is dependent on the communication that occurs between the consumer and service provider. The better the communication and subsequent service provider consumer relationship the better the service outcome.

There are a number of critical points in such a consumer relationship that are able to be analysed and developed to maximise the goal attainment in the service being provided.

These points of engagement are

1. Access >2. Engagement >3. Service Provided >4. Follow-up....>5. Evaluation/accreditation

The project would be to have a planned approach to the description and review of these critical points to enable consumer input to assist in continual quality improvement on the strategies used at each step. It is envisaged that the process will end up with 3 products as detailed below. Product 1&2 are the property of the organisation and will be designed to compliment their accreditation process and Advocacy Tas will not be sharing these without the written permission of the relevant organisation. Product 3 is a document available to the sector.

Product 1 Service Detailing. a service profile for each participant organisation describing consumer/client engagement and participation strategies at the critical points as advised by the organisation and an agreed process for measuring the effectiveness of each of those steps. This product is to be aligned with the nominated quality standards used by the individual organisation.

Product 2 Client feedback report. A report back to each participant organisation on how consumers experience their service and broken down into the effectiveness of the strategies at each critical point (as itemised in product 1). This report will also include some recommendations for service development. TO achieve product 2 effective consumer engagement strategies will be needed for each ATOD organisation. These are expected to be sustainable and available for future engagement on policy or service development.

Product 3 Overview thematic analysis and recommendations, is a compilation and theme analysis across all participant organisations to provide a basis for generic service development strategies including professional development. Product 3 will also form a major part of the project reporting.

Plan Major Quality Improvement Project

Step	Strategies	Communication and consultation	Evaluation
<p>1. Environmental Scan/Project Brief (a) Developing a paper and file on what already exists locally, nationally and in other equivalent jurisdictions. (b) Preparing a project brief for endorsement and stakeholder consultation.</p>	<ul style="list-style-type: none"> • Literature search • Key informant discussion/structured interview. 	<p>Formation of a reference committee of Key stakeholders and representatives. (TOR) Key stakeholder engagement and structured interview.</p>	<p>Project Brief endorsement. Feedback on process to date. End February 2010 Milestone 1 Plan endorsement at Reference group and by CEO</p>
<p>1. Stakeholder Consultation. Wider deliberate consultation with all stakeholders to enable a common vision and engagement into the project plan</p>	<ol style="list-style-type: none"> 1. Devise structured interview instrument. 2. Network appointments with all ATOD providers and other stakeholder organisations 3. Consumer consultation and representatives. 4. Consultation Report preparation 5. Planning Forum <p>Parallel activity will be the formation of consumer groups in each region</p>	<p>Structured interview and focus group approach for needs assessment with: Alcohol and Drug Service ATDC and member organisations (Link, AIDs Council, Salvos, City Mission, Youth and Family Focus, Burnie Youth Service, Anglicare, ...) Mental Health Director Public Health Richmond Fellowship Hospital Emergency Departments Other organisations as identified by steering committee and early consultations. Consumer Groups Consumer focus groups Consumer survey</p>	<p>Draft Consultation Report for reference group endorsement for circulation to all stakeholders for comment. Consultation report finalised with stakeholder comment included. Process feedback from steering committee. April 2010</p>

<p>2. Project Plan A 12 month plan that is 'owned' by stakeholders.</p>	<p>DRAFT preparation. Reference group feedback Finalise plan and instruments</p>	<p>First to draft and build on plan and capture all local needs and revise Draft instruments and give in principle support to progress. Email distribution of finalised document.</p>	<p>6-8 weeks preparation 4 weeks finalising and endorsement Initial April 2010 Finalised methodology June 2010</p>
<p>3. (A) Service detailing Implementation (B) Client/Customer feedback</p>	<p>Service profiles and targeted survey development (product 1) implementation of Surveys and targeted organisation report (product 2) Client/customer feedback strategies Opening pathways for other feedback and to safely provide that to organisations.</p>	<p>Organisation by organisation consultation for profiling and survey development, working group formation would be envisaged. Client focus group and individual survey application. Raising feedback with organisations supporting advocacy or direct client feedback.</p>	<p>3-4 months per organisation whole process 12 months Concurrent overlapping activity with typically 3 organisations/service units being detailed and reported upon simultaneously as well as consumer engagement strategies being applied concurrent to other organisational detailing.</p>
<p>4. Report and change recommendations</p>	<p>Product 3 the theme analysis of all information gathered from research and consultations and developing a strategy document to assist organisational development</p>	<p>Draft Report development and circulation for input (with reference group) Refinement and finalisation and recommendation development</p>	<p>Report available September 2011</p>
<p>5. Change Plan and implementation Using the recommendations from the 3 products to produce a change plan with implementation strategies</p>	<p>Providing staff development Supporting consumer groups in ongoing service input Enabling sustainability and mainstreaming of client feedback in service development</p>	<p>Use if trials of the various instruments and feedback. Working parties regarding tool improvement and rollout.</p>	
<p>6. Evaluation Structured survey approach with key stakeholders and consumer groups</p>	<p>1. Devise structured interview instrument. 2. Network appointments with all ATOD providers and other stakeholder organisations 3. Consumer consultation and representatives.</p>	<p>Survey questions to be captured with each organisation on the provision of the products. Structured interview and focus group approach for needs assessment with: Alcohol and Drug Service</p>	<p>Draft Evaluation Report for reference group endorsement for circulation to all stakeholders for comment. June ? 2011 Evaluation report finalised with stakeholder comment included. Process feedback from reference</p>

	4. Evaluation Report preparation	ATDC and member organisations and other relevant stakeholders.	group Sept 2011
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Plan Consumer consultation mechanisms

Background

Within the Alcohol and Drug client group there a large variety of subcultures and developing a single consultative group that represents all these sub cultures is very unlikely.

Alcohol and other drug service delivery is most often in the form of a brief intervention with a support period to enable a lifestyle change so consumers engage with services for shorter periods 3-6months typically.

Consumers often feel ashamed of needing to use alcohol and drug services and with illegal substance use often feel vulnerable and some risk associated with seeking help.

Goal

To establish and test effective consumer engagement strategies for each member organisation in the process of gathering the information required for product 2 (above)

Process

Engaging with the member organisation to identify the engagement strategy that is agreed as having the best potential and then devising the instruments or meeting required to implement the strategy. Examples of potential mechanism are listed in the next sections. It is realistic that combination of these mechanisms may form the chosen strategy.

Consumer Consultation mechanisms

Mechanism	Implementation Strategy	Evaluation
Opportunistic individual approach Survey with individuals as they contact services seeking involvement in surveys	Engage with service provider organisations and staff and gain support for the strategy. Make it easy to do and have an easy mechanism for the gathering of returns.	Surveys returned and the reports to organisations

	Timely sharing of results so people feel the process is valuable.	Number of feedback received in the target period How information is used by the organisation.
<p>Deliberate service follow-up After each 'occasion of service' follow up with a service effectiveness questionnaire. Usually done in focus months periodically.</p>	Encourage and support organisations is having a culture of gathering and using feedback, develop tools that can be used and a systematic way of being able to incorporate the feedback into service enhancement	Service data Qualitative analysis of services provided. Reporting documents.
<p>Independent Advocacy service Having a service independent of service providers to hear complaints or issues and assist in complaints management</p>	A means of supporting customer input and allowing the safe raising of concerns independent of the service provider. Each staff member working to a plan with their Regional organisations and marketing of the availability and access to service.	Number of focus groups and participation rate. Issue analysis and feedback reports. Documentation of resultant service improvements.
<p>Issue based Focus group Deliberated target group activity to discuss and seek consumer input of specific issues.</p>	Deliberately marketed specific issues forums and run independent of or in collaboration with service providers. These would seek information through structured discussion and minuting of information received. High levels of group work skills are required by the facilitator.	Amount of feedback received and quality of feedback
<p>Support group Ongoing 'treatment' groups that support change process where the possibility of seeking feedback through survey or structured questions can be used</p>	Similar to the opportunistic but through the use of existing treatment groups deliberately seek information on service improvement through a structured discussion approach.	Forum reports Quality of information an Service improvements resulting.
<p>Consumer forum Deliberate marketed consumer forums held Regionally to discuss service effectiveness</p>	The collective of service providers and Advocacy service market and manage a consumer forum where a number of issues are explored and feedback sought. Requires resourcing, good venues and assisting with barriers to access such as transport.	
<p>Other e.g. Peer key informant Peer educator</p>		

Housing provider Benefit provider surveys		
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Risk-Benefit Analysis

		Mitigation Strategies
Risks		
Stakeholders being threatened by the process		Neutral non threatening naming of the project that both consumers and stakeholders can engage with e.g 'Quality enhancement by using consumer feedback'. Adequate consultation and input by all stakeholders in formative and reporting stages. Membership of reference group and that group actively encouraging engagement.
Consumer voice being overwhelmed by service providers		Use of advocacy Neutral (or Advocacy Tas) chair to joint forums to ensure appropriate emphasis. Public minuting of key inputs to give confidence all is recorded.
Cynicism, both service providers and consumers believing nothing can change		Open process and engagement into the process. Reference group membership. Finish with Ministerial endorsement of the change agenda.
Time line blowouts due to failure of organisations to meet commitments		Careful Terms of Reference preparations detailing expectations, obligations of organisations and decision making processes. Having well chaired participatory meetings that are action focussed that people want to attend
Discounting the role of Advocacy Tas by organisations so not engaging into the processes		Excellent recruitment by Advocacy Tas of key staff so credibility is high. High level of reference group and endorsement of key documents. Publishing of documents. Marketing organisational profile.