Policy Stakeholder Consultation Guideline

1. Purpose

This document has been developed to provide guidance and direction to support high quality consultation for policy documents. This guideline is to be read in conjunction with the Policy Development, Management and Governance Policy.

Undertaking stakeholder consultation is a mandatory element of policy document development and review. This document does not set out document endorsement or approval processes.

2. Guideline

This guideline assists the policy document developer to appropriately undertake consultation for policy documents and enable Executive Sponsors to assess and ensure that consultation is undertaken sufficiently and to an appropriate level.

2.1 Consumer Engagement Spectrum

The spectrum outlines the different levels of participation as part of consultation and engagement and outline when this is appropriate based on the organisational goals, resources, timeframes and levels of concern. This should be applied when considering the level of consultation and engagement for policy documents.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Always source current documents from WACHS HealthPoint Policies.
Copies sourced otherwise are considered uncontrolled.

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2.2 Selection and Nomination of Stakeholders

The Policy Developer is to nominate suitable stakeholders to be included in the consultation process. A stakeholder can be any person or group who:

- has expert knowledge to verify and contribute to the information provided within the draft document
- represents a group of staff or consumers to whom the subject matter pertains
- has a related interest in the subject matter.

The consultation is to be as extensive as practicable to ensure that optimal quality assurance of policy documents is achieved.

2.3 Mandatory Stakeholders

There are several mandatory stakeholders that Policy Developers must engage. The below outlines the mandatory stakeholders for WACHS policy documents.

Clinical Policy Mandatory Stakeholders

WACHS-wide Documents	Regional / Site Documents
- WACHS Safety & Quality - WACHS Clinical Directors - WACHS Aboriginal Health Strategy - WACHS Health Information Management - Regional Medical Directors - Regional Nursing & Midwifery Directors	- WACHS or Regional Safety & Quality - Regional Medical Director - Regional Nursing & Midwifery Director - Regional Aboriginal Health Consultant - Regional Clinical Leads (e.g. FACEM) - Regional Health Information Manager

Mental Health Policy Mandatory Stakeholders

WACHS-wide Documents	Regional / Site Documents
- WACHS Mental Health - WACHS Safety & Quality - WACHS Aboriginal Health Strategy - WACHS Health Information Management - Regional Mental Health Managers - Clinical Leads (e.g. Psychiatrists)	- WACHS Mental Health - Regional Mental Health Managers - Regional Clinical Leads (e.g. Psychiatrists) - Regional Health Information Manager - Regional Aboriginal Health Consultant

Non-Clinical Policy Mandatory Stakeholders

WACHS-wide Documents	Regional / Site Documents
- WACHS Aboriginal Health Strategy - Relevant WACHS Directors (e.g. Information Management and Technology, Business Performance and Improvement)	- Regional Aboriginal Health Consultant - Regional Operation Managers - Regional Director of Business Services - Other Relevant Regional Managers (e.g. Fleet Manager, Contracts Manager, Health Information Manager)

Other Mandatory Stakeholders

Depending on the policy document being developed, further mandatory stakeholders (key roles and teams) must be engaged to ensure appropriate representation for the subject matter.

Audit and Risk	• WACHS Risk Management • WACHS Audit
Emergency Management	• WACHS Emergency Management • WACHS Command Centre • WACHS Operation Hub
Employment Conditions	• Human Resource Services • Work Safety & Health • Industrial Relations • Industrial Bodies (if relevant) • Staff representation
Finance	• WACHS Chief Financial Officer • Director Business Performance and Improvement
Medications	• WACHS Chief Pharmacists • Regional Pharmacists
Medical Imaging	• WACHS Chief Medical Imaging Technologist • Senior Medical Imaging Technologists
Patient or Consumer (including carer) Facing	• WACHS Patient Experience and Consumer Engagement (PEaCE) • Regional Consumer Representative(s) • Please refer to the WACHS Consumer and Carer Engagement Policy for consumer and carer consultation suggestions
Digital Innovation (Technology)	• WACHS Information Management and Technology • Regional Information Communication and Technology • Regional Telehealth Coordinator • Regional Health Information Managers • Health Support Service Representative(s)

Recommended Stakeholders

In addition to mandatory stakeholder consultation, the relevant positions, bodies, networks and forums must be included in the consultation process, including at least one (1) of the below (based on subject matter):

• Relevant Executive Sub-Committees
• Falls Management Committee
• Learning and Development Network
• Midwifery Advisory Forum
• Obstetrics Leadership Group
• Clinical Practice Improvement Coordinators
• Clinical Risk Managers
• Clinical Leadership Network
• Operation Managers Network
• Human Resource Manager Network
• Command Centre
• Mental Health Policy Steering Committee
• Blood and Blood Products Governance Group

- Coordinators of Nursing and Midwifery Forum
- Medication Safety Group
- Infection Prevention and Control Committee (WACHS or Regional)
- District Health Advisory Council (DHAC)
- Relevant Working Groups (WGs) or Project Control Groups (PCGs)
- Relevant bodies, committees and groups (internal and external)

The above list is not exhaustive. The responsibility to identify an appropriately wide selection of stakeholders remains with the policy document developer.

The WACHS Policy Unit may recommend additional stakeholders appropriate to the subject matter.

2.4 Manage Consultation

Consultation may be undertaken in a variety of forms including:
- formal tabling at meetings, committees, forums and networks
- Issues Tracking System (ITS) submission to subject matter expert
- informal discussions
- WACHS Policy Consultation Hub
- involvement of Aboriginal and culturally and linguistically diverse (CaLD) groups
- distribution of documents for review and collation of feedback
- Outlook voting functionality.

Consultation with Aboriginal and CaLD groups is to be undertaken in line with the WACHS Partnering with Consumers Guideline.

2.5 Validation and Second Round of Consultation

The Policy Developer is to incorporate feedback via consultation into the draft document. After the first round of consultation, a second (or more) round of consultation may be required. This is likely to be required where the subject matter is complex or sensitive, feedback spans more than one field or business area or feedback received is extensive or contradictory.

Engaging in consultation generates expectations that the feedback provided will be acknowledged and adopted. This may not always be the case and developers should provide a response back to stakeholders where their feedback is not adopted, including reasons why this has not occurred.

2.6 Timeframes, Delays and Escalation

Stakeholders are to be given a reasonable timeframe to review the policy documents, depending on the subject matter and size of the document.

Where stakeholders may be delayed in responding, the Policy Developer should attempt to gain feedback through reminders. If this is unsuccessful, this should be escalated to the Executive Sponsor for advice. The options available are to progress the document without the feedback from stakeholders who have not met the deadline, or to wait for the feedback which may delay the progress to the next stage of the policy development process.

2.7 Records of Consultation

The Policy Developer is responsible for the retention of records related to consultation in compliance with the Records Management Policy. Evidence of consultation may be retained in the form of:

- a copy of endorsed minutes or actions from a meeting at which the policy document has been formally tabled
- copies of correspondence and file notes produced following informal consultations
- voting results
- other written evidence.

In some cases, stakeholder feedback will identify contentious issues previously not known or understood. It is important to capture this feedback appropriate to support escalation for resolution. The Executive Sponsor is responsible for ensuring any contentious issue related to policy documents are appropriately addressed, including seeking legal advice.

The Policy Developer should provide a declaration to the Policy Unit (within the WACHS Policy Submission Form) about which stakeholders were consulted in the development or review of the policy document.

3. Roles and Responsibilities

Executive Sponsor(s) are WACHS Executive members that 'own' the policy document. They are responsible for;
- verifying appropriate consultation has occurred
- supporting the escalation and resolution of contentious issues.

Policy Developer(s) are 'authors' of policy documents who take responsibility for the policy research, drafting and consultation. Policy developers are responsible for:
- identifying stakeholders for consultation
- planning, undertaking and documenting consultation
- implementing feedback and recommendations post consultation where appropriate
- undertaking validation and/or additional rounds of consultation where required.

Stakeholders are nominated people who are asked to review and provide feedback into the policy document. Stakeholders are responsible for:
- providing feedback within agreed timeframes
- ensuring feedback pertains to the subject matter or formal requirements rather than personal style or preferences
- identifying and referring issues back to the Policy Developer.

All Staff are required to work within policies and guidelines to make sure that WACHS is a safe, equitable and positive place to be.

4. Monitoring and Evaluation

4.1 Monitoring

The implementation of requirements outlined in this guideline will be monitored through ongoing quality assurance activities undertaken by the WACHS Policy Unit.

4.2 Evaluation

The evaluation statements in this guideline will be undertaken by the WACHS Policy Unit in alignment with the evaluation of the Policy Development, Management and Governance Policy.

5. Compliance

Guidelines are designed to provide staff with evidence-based recommendations to support appropriate actions in specific settings and circumstances. As such, WACHS guidelines must be followed in the first instance.

WACHS staff are reminded that compliance with all policies and procedures is mandatory.

6. References

IAP2 Public Participation Spectrum

7. Definitions

Term	Definition
Consultation	The action or process of formally consulting or discussion.
Executive Sponsor	The designated area or service director (Tier 3 or above) who is responsible for driving the development, review, revision, implementation and evaluation of policy documents within their functional area of responsibility. The Executive Sponsor is responsible for addressing any issues or risks relating to the policy document and for ensuring education about the policy document is provided when required. All Executive Sponsors are members of the WACHS Executive.
Guideline	A document which supports a policy by describing a statement or statements which assist service providers and users of health services to make decisions about appropriate health care or service delivery for specific circumstances. A guideline may assist a professional to make judgements and undertake actions in accordance with their skills, expertise and scope of practice.
Policy Developer	Staff who have the responsibility for drafting, amending or recommending rescindment of a policy document.
Policy Documents	A collective term used to describe policies, procedures and guidelines used within an area of WACHS.
Stakeholder(s)	An individual or group with expert knowledge of the policy document subject matter or who represents the relevant groups, staff or consumers.

8. Document summary

Coverage	WACHS-wide
Audience	All Staff; Policy Developers; Executive Sponsors
Records Management	Non Clinical: Records Management Policy
Related Legislation	*Carers Recognition Act 2004 (WA)*; *Health Services Act 2016 (WA)*
Related Mandatory Policies / Frameworks	MP0134/20 National Safety and Quality Health Service Standards Accreditation Policy
Related WACHS Policy Documents	WACHS Consumer and Carer Engagement Policy; WACHS Partnering with Consumers Guideline
Other Related Documents	Department of Health You Matter Guideline
Related Forms	WACHS Policy Submission Form
Related Training Packages	Recordkeeping Awareness Training (RAT EL2); Aboriginal Health and Wellbeing (00016 EL2) 2022; Accountable and Ethical Decision Making (90001 EL2) 2022.
Aboriginal Health Impact Statement Declaration (ISD)	The completion of an Aboriginal Health Impact Statement and declaration (ISD) is required. For further information, please see the ISD Guidelines. Does this policy document stipulate the cultural or clinical needs of Aboriginal people? NO Receipt Number: 1800
National Safety and Quality Health Service (NSQHS) Standards	1.07; 2.11

9. Document Control

Version	Effective Date	Author	Summary of changes (developer to complete)
1.00	3 November 2022	Manager Policy Development	
<Policy Unit only>	<Policy Unit only>	<Policy Unit only>	

10.   Approval

Policy Owner	Chief Executive
Co-approver	Director of the Office of the Chief Executive
Contact	Manager Policy Development
Business Unit	Office of the Chief Executive
EDRMS #	ED-CO-20-5101
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