

Consumer Engagement Framework





Acknowledgements

The development of this Framework has involved the contributions, reflections and suggestions of numerous stakeholders, such as our Consumer Network, staff and other Health Organisations. The individuals involved share a passion for ensuring our breast screening services continue to evolve to meet the changing needs of our current and future clients. We would like to thank everyone who donated their time and experience to support the development of this document.

For a full list of contributors, please see Appendix A.

Contact details

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Traditional Owners

BreastScreen Victoria acknowledges the traditional custodians of the lands on which our program takes place and pays respect to Elders past, present and emerging.

We pay respect to the culture and values of all Aboriginal and/or Torres Strait Islander people.

Audience

The audience of the Consumer Engagement Framework is the BreastScreen Victoria Board, the One BreastScreen Victoria team (Coordination Unit, Screening Services and Reading and Assessment Services), Consumer Network Members, and those who are working in a similar field and are involved in the development of a Consumer Framework.

Definitions

These definitions are for words that appear in this document, as applied in the organisational context of BreastScreen Victoria.

Accessibility: The practice of being able to be easily used. At BreastScreen Victoria, accessibility is inclusive of but not limited to physical, regional, cultural, language, environmental and emotional safety of the service—particularly for under-screened groups.

BreastScreen Coordination Unit: The central hub for all information, appointment services, consumer and community engagement, communications, recruitment, information technology support and quality improvement initiatives.

Client: A person who has booked or attended a breast screen appointment with BreastScreen Victoria.

Co-design: An approach that actively involves consumers, inviting collaboration on the design process by bringing together different experiences and perspectives to achieve a shared outcome.

Community: A group of people who share common characteristics or interests such as location, experiences, beliefs, traditions or customs. People may be considered members of more than one community.

Community organisation: Organisations that represent groups with common interests.

Consumer: A person who accesses, or may access, health services. In the context of BreastScreen Victoria, a consumer is a person who routinely screens, has previously had a breast screen or is eligible to have a breast screen. A consumer may also be a carer, guardian or other person with a strong connection to a BreastScreen Victoria client.

Consumer Advisory Group: An established group comprised of consumer representatives, along with community organisations that represent under-screened communities, as appropriate. It provides a structured partnership between consumers and the health service and may give advice, direction and guidance to the organisation.

Consumer engagement: The process through which consumers are actively involved in the decision making, service planning and policy development of the service.

Consumer Network: The network of Consumer Members who are actively engaged with BreastScreen Victoria.

Consumer Network member: An individual who has chosen to regularly engage as part of the BreastScreen Victoria Consumer Network.

Consumer Representative: A Consumer Network Member who has been appointed to a specific role, such as to a committee or project, to represent the broader consumer perspective.

Mammogram: An x-ray of the breast tissue that provides a two-dimensional, digital image of each breast. It can detect cancer that is too small to see or feel, before symptoms develop.

Mobile Screening Service: Mobile vans which travel across Victoria to deliver breast screening services to under-screened, rural and regional communities.

One BreastScreen Victoria Team: All staff from our Screening Services, Reading and Assessment Services and BreastScreen Coordination Unit who work as one cohesive and integrated team with a shared vision and purpose—to deliver the best possible health outcomes, as defined by the BreastScreen Victoria Strategic Plan 2021–2025.

Reading and Assessment Service: These services read images from multiple sites, including the MSS, along with providing all clinic services—from the initial breast screen to any further follow-up tests required and eventual diagnosis.

Screening services: A network of contracted providers that deliver the breast screening service to clients at screening sites across the state.

Under-screened: Population group or community that participates in screening programs at lower rates than the rest of the Victorian population.

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1. Introduction

BreastScreen Victoria is an accredited part of BreastScreen Australia—the national population screening program for breast cancer, jointly funded by both the Victorian and Commonwealth Governments. The service is delivered through a network of contracted providers that provide breast screening services to clients across Victoria. This includes over 40 Screening Services, Reading and Assessment Services and a Mobile Screening Service.

Consumer engagement is a key focus of the [BreastScreen Victoria Strategic Plan 2021-2025](#). The voice of consumers will increasingly inform our decisions, our priorities and our strategies to ensure we continue to deliver a high-quality breast screening service that meets the needs of eligible Victorians and is compliant with all regulatory and quality standards.

Rita Butera, CEO of BreastScreen Victoria, on our commitment to consumer engagement:

“We have a strong commitment to meaningful consumer engagement and we are very excited to work alongside our Consumer Network to continue to improve the BreastScreen Victoria service.”

This Consumer Engagement Framework is a guide designed to help staff across BreastScreen Victoria identify opportunities to involve consumers in their work. It will assist them in understanding the different levels of consumer engagement and how consumers can be involved in a meaningful way.

A consumer engagement implementation plan sits alongside the Framework to prioritise consumer engagement actions, support BreastScreen Victoria staff and build capacity to embed consumer engagement across the organisation.



2. What is consumer engagement?

Consumer engagement is the process through which consumers are involved in decision making, service planning and policy development for the delivery of BreastScreen Victoria services. It involves working in partnership with consumers to hear the voices of the communities they represent, so that our services can be responsive to the health and wellbeing needs of all Victorians.

“Engagement is a mechanism that can enable health service organisations to better plan, design and deliver services that meet the needs of the people who use them, to gather feedback about initiatives and reforms that will impact upon service delivery and to monitor the quality and safety of providers to deliver improved services for consumers, their families and carers,”

Health Consumers Queensland, Consumer and Community Engagement Framework.

Evidence has shown that partnering with consumers in healthcare can yield many benefits for both the service and consumer. This may include:

- Services become more accessible, responsive and meet the needs of current and future clients, including those from vulnerable communities.
- Improved health and wellbeing outcomes for communities.
- Increased health literacy and understanding of the service by consumers and within the communities they represent.
- Consumer voices inform decision making, which in turn improves the quality and sustainability of services into the future.

Effective consumer engagement involves communication, listening, participation, responsiveness and feedback. Where the input of consumers cannot be implemented, it is still important to inform involved consumers of the final outcome and explain why their feedback couldn't be implemented.





3. Context at BreastScreen Victoria

BreastScreen Victoria has a long history of consumer engagement, with a state Consumer Advisory Committee formed in 1996, along with regional Consumer Reference Groups. Both the advisory committee and reference groups involved consumers in the development of health promotion activities, client satisfaction surveys, service planning and more.

In 2012, BreastScreen Victoria underwent an operational change, consolidating resources under the BreastScreen Coordination Unit. As part of this change, the Consumer Advisory Committee and Consumer Reference Groups were disbanded in order to develop an Ambassador Program, state and regional consumer engagement forums, and a register of consumers to consult for policy and planning projects.

BreastScreen Victoria launched a Client Centric Care Strategy in 2016 to complement the consumer engagement activities already being undertaken locally at screening services. The Client Centric Care Strategy led to the initiation of the MyCare Program in 2018, which grouped 12 key projects into five streams, with the aim of ensuring every client received the best possible service at every step along the screening and assessment pathway.

Consumer Representatives were recruited as part of MyCare to represent the voice and experience of BreastScreen Victoria clients in formalised processes such as Project Boards, focus groups and the Capacity Steering Committee.

The MyCare Program identified that consumer engagement needed to be embedded in the business-as-usual practices of BreastScreen Victoria. This led to the creation of a dedicated role within the Communications and Client Engagement team with the remit of expanding on the consumer engagement work that had been carried out by the Client Centric Care and MyCare projects.

Now, underpinned by this Framework, consumer engagement is embedded at every level of the organisation. The establishment of the Consumer Advisory Group and the Aboriginal Consumer Advisory Group ensures that the consumer voice is heard at the highest levels of the organisation while the broader Consumer Network continues to support operational activities.



3.1

BreastScreen Victoria Service Model

BreastScreen Victoria is made up of three components:

1. BreastScreen Coordination Unit
2. Screening Services
3. Reading and Assessment Services

BreastScreen Victoria's Screening Services, Reading and Assessment Services and Coordination Unit all work together with a shared purpose of reducing the impact of breast cancer. The Consumer Engagement Coordinator at the BreastScreen Coordination Unit provides support to the broader BreastScreen Victoria team and staff at Screening Services and Reading and Assessment Services, implementing consumer engagement in all components of our work.

3.2

Strategic Plan 2021–2025

The BreastScreen Victoria Strategic Plan 2021–2025 includes four focus areas—the first of which is 'Client First'. This is defined as:

"Clients come first in everything we do and we seek their contribution to the planning and delivery of a service that delivers a high-quality experience."

There are four goals that support BreastScreen Victoria in putting clients first—two of which are directly supported by the Consumer Engagement program of work.

Goal 1.2: There are a broad range of opportunities throughout our network of services for consumers and clients to contribute feedback that informs our work.

Goal 1.3: Consumers and clients are actively engaged in the development and design of our programs and services.

3.3

Accreditation

The BreastScreen Australia National Accreditation Standards (NAS) recognise that consumer engagement is essential to the provision of a high-quality breast screening service that is client focused.

NAS Standard 6: Client Focus states that consumers should be involved in the structure, design and delivery of the program to ensure that, "processes meet the needs and expectations of consumers."

The importance of engaging with consumers in service planning is also highlighted in the National Safety and Quality Health Service (NSQHS) Standards. Reading and Assessment Services operating out of public or private hospitals must meet these accreditation standards in addition to the BreastScreen Australia Standards.

NSQHS Standard 2: Partnering with Consumers states, "Leaders of a health service organisation develop, implement and maintain systems to partner with consumers. These partnerships relate to the planning, design, delivery, measurement and evaluation of care. The workforce uses these systems to partner with consumers."

Through applying the principles of consumer engagement, as documented in this Framework, it is intended that all BreastScreen Victoria Screening Services and Reading and Assessment Services will be able to successfully meet the accreditation criteria for both NAS Standard 6 and NSQHS Standard 2 where applicable.

4. Framework consultation process

Over 40 stakeholders were involved in the development of this Consumer Engagement Framework. Stakeholders were gathered from the Consumer Network, BreastScreen Victoria staff and other key individuals working in community and health organisations with knowledge and experience in consumer engagement. A detailed list is provided in Appendix A.

The consultation process took place between February to June 2021 and included a wide variety of activities in which consumers could get involved—both face to face and through online methods. This included semi-formal events, individual and small-group interviews, surveys, a half-day workshop and online feedback sessions. The feedback and input received across all consultations shaped the development of this Framework.

Feedback received from consumers regarding participation in the co-design process for the Framework.



5. Purpose, aims and principles for consumer engagement

The Framework is underpinned by specific purposes, aims and principles, designed to guide consumer engagement at BreastScreen Victoria, along with a set of principles that reflect the values of consumers and staff who were involved in the co-design process.

Purpose

To improve the quality, accessibility and uptake of breast screening services for current and future clients, as informed by the consumer voice.

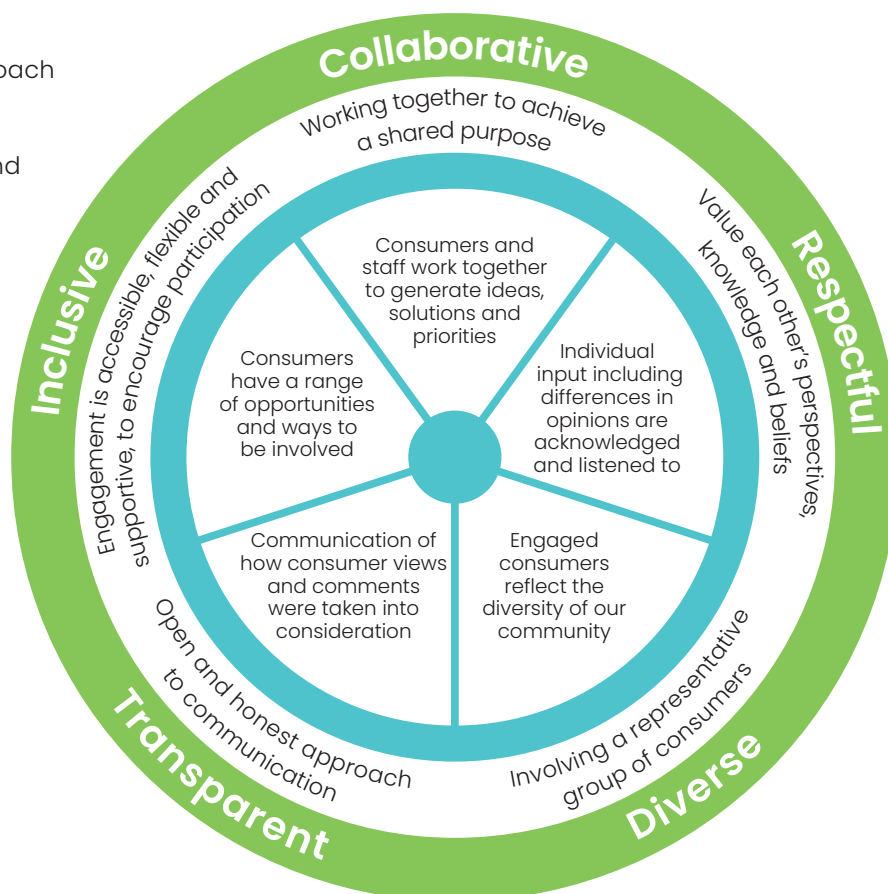
Aims

The aims will be reflected as key outcomes to be achieved as part of the Implementation Plan.

- Consumers are engaged early in projects and activities.
- Consumers and staff work in partnership to achieve the best outcomes.
- Consumer engagement is embedded in the culture of BreastScreen Victoria.

Principles

Five principles guide our approach to consumer engagement at BreastScreen Victoria. These principles reflect the values and priorities of the Consumer Network members involved in the development of the Framework. The model outlines the definition and practice for each principle.



6. Consumer engagement guide

Consumer engagement is not a one-size-fits-all activity; it involves thinking about the purpose of the engagement and the potential benefits. If an activity has no impact on consumers, either directly or indirectly, it may not be the best use of resources to engage with consumers.

If there is little or no engagement with consumers on projects with outcomes that will likely impact BreastScreen Victoria clients, it is possible that the project may not meet client needs. On the contrary, if there is too much engagement, consumers and staff may experience fatigue and feelings of inaction. For this reason, it is important to plan and select the most suitable engagement process for each project or activity. When selecting an engagement process, it is important to consider what types of engagement are most suitable according to the timing, resources, consumer interest and likelihood of consumer input influencing the outcome.

Levels of engagement

The level of engagement refers to the point at which engagement takes place within a service or organisation. Engagement can occur at all levels of BreastScreen Victoria, from an individual attending their breast screen appointment, to providing feedback, right through to involvement in strategic planning workshops. The table below outlines the levels of engagement possible within a population screening service like BreastScreen Victoria.

Level of engagement	Explanation	BreastScreen Victoria context
Individual	Engagement between clients and service staff about their breast health.	• Breast screen appointment
Service/Program	Engagement with consumers for their input into how the service is delivered, monitored and how it could be improved.	• Screening Services • Reading and Assessment Services • BreastScreen Coordination Unit
Organisation	Engagement with consumers to gather their input into organisational planning, strategy, development and evaluation, and policy review.	• BreastScreen Coordination Unit

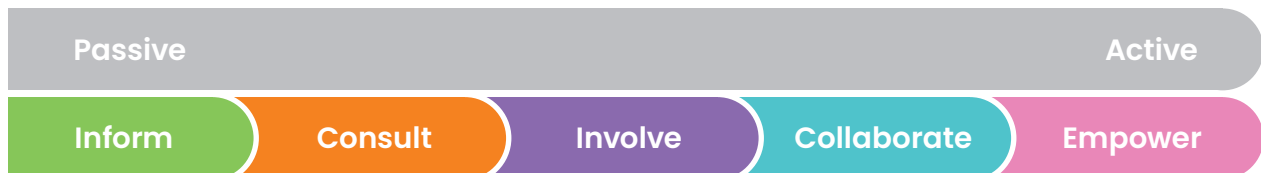
As outlined in section 3.1, the BreastScreen Victoria service model operates as three independently managed components (BreastScreen Coordination Unit, Screening Services and Reading and Assessment Services). For effective consumer engagement to take place across the service, there must be systems and structures in place that support engagement within each component of the service.

This means delivering training to staff and the Consumer Network and providing support through the development of policies and procedures that outline core processes such as consumer remuneration and position descriptions. These supports will be developed and expanded further in the Consumer Engagement Implementation Plan.

BreastScreen Victoria's spectrum of engagement

This spectrum of engagement is adapted from the model developed by the International Association of Public Participation (IAP2)—a format utilised by health organisations and services across Australia and internationally when engaging with consumers and communities.

The IAP2 spectrum outlines five levels of participation, which are on a continuum of increasing consumer influence. The spectrum helps to identify engagement activities, ensuring that the methods chosen are aligned with the purpose of the engagement and the level of influence the consumer input will have on the outcome.



The applicable level of consumer participation will vary depending on the situation. In some cases, the process may be as simple as informing relevant consumers and clients about a situation. One example of this is sending an email informing clients that there will be specific COVID-19 safety measures in place on the day of their breast screen appointment. No action or input is required from the clients in this instance; however, by simply engaging with this communication, the clients know what to expect and should have a better experience at their appointment.

In other cases, involving consumers can offer rich insights that benefit both staff and clients. For example, one Reading and Assessment Service based at a hospital spoke to consumers about the idea of purchasing a wheelchair

to transport clients to and from the service. A wheelchair was available, but at the main hospital reception. Through this discussion, it became apparent that many more clients would use a wheelchair if it was readily available at the Screening Service reception. Older clients who can become fatigued after the screening process reported that they would appreciate easy access to a chair. As the reception was at the far end of the hospital, many felt it wasn't worthwhile to ask staff to collect the chair for them. However, a chair at the screening reception would be much more accessible. This learning resulted in saving staff time, and an improved service experience for clients, at minimal expense to the service. This solution could easily be replicated at other Reading and Assessment Services.

Promise to consumers

The spectrum also outlines the promise to consumers at each level of participation. Consumers who are invited to provide feedback or input into activities expect that their input will be valued, listened to and carefully considered.






When planning consumer engagement, it is important to first understand how much influence the consumer input will have and choose an approach that matches this level of influence. For example, when requesting feedback on a leaflet design or illustrations, it must be clear to the consumer what influence their opinions will have on the final product. Will feedback simply determine a preferred design from set options (consulting) or will there be scope for the design to be changed based on consumer feedback (involving)? Understanding the level of influence ahead of time will help determine the best way to seek consumer feedback.

It is also important to "close the loop" by providing feedback to those involved in the decision or outcomes of the consumer engagement. Where consumer feedback cannot be implemented, it remains important to explain to the involved consumers why this was the case.

The spectrum outlines the definition of each level on the spectrum of engagement, the promise to consumers, and the different engagement methods relevant for that level. Please note, this is not an exhaustive list.

As part of the implementation of this Framework, tools, templates and training will be developed to support staff in planning for consumer engagement.

Spectrum of participation for consumer engagement

IAP2 Spectrum of Public Participation	 Inform	 Consult	 Involve	 Collaborate	 Empower
Level of engagement and influence	The consumer is provided with information. There is no two-way communication or opportunity to provide input.	The consumer is asked to provide their feedback and input on something previously prepared. This feedback may or may not be implemented.	The consumer works directly with the service in the development process. Their input is likely to influence the outcome.	The consumer is involved as a partner in the development process, including the initial idea generation, priority setting and outcome.	The final decision sits with the consumer. The service implements what the consumer decides.
Promise to consumers	We will keep you informed.	We will keep you informed, listen to and acknowledge any concerns, and provide feedback on how/if consumer input influenced the decision.	We will work with you to ensure that your concerns and issues are reflected in the work developed and provide feedback on how consumer engagement input influenced the eventual decision.	We will look to you for advice in identifying solutions and incorporate your recommendations into the decisions to the fullest extent possible.	We will implement what you decide.
Example tools	<ul style="list-style-type: none"> • Website • Letters • Leaflets/ Resources • Newsletters <p>e.g. Clients receiving a reminder letter when they are due for a breast screen.</p>	<ul style="list-style-type: none"> • Focus groups • Surveys • Interviews <p>e.g. Preparing a new screening results letter and asking a group of consumers to review the draft letter content.</p>	<ul style="list-style-type: none"> • Workshops • Lunch and Learn • Project Boards <p>e.g. Consumers are invited to a workshop to discuss potential changes to the service waiting area.</p>	<ul style="list-style-type: none"> • Committees • Working groups • Co-design <p>e.g. A dedicated consumer seat on a Service Quality Committee.</p>	<ul style="list-style-type: none"> • Voting • Delegated decision making <p>e.g. Artwork design for the Beautiful Shawl Project is chosen by local ACCO clients.</p>

7. Consumer diversity and inclusion

The Consumer Network, managed by the Consumer Engagement Coordinator, must be diverse and inclusive to ensure that it represents the communities of all current and future clients.

An ongoing priority for BreastScreen Victoria is to increase breast screening participation in under-screened and vulnerable communities. This includes people from culturally and linguistically diverse backgrounds, Aboriginal and/or Torres Strait Islander people, those living in rural and remote areas, people from diverse socioeconomic groups, people with disabilities and those who identify as LGBTQI+.

Additionally, it is important to have diversity in the consumer voices heard at BreastScreen Victoria, to better understand the experiences of these groups.

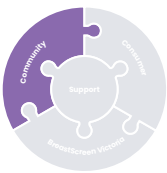
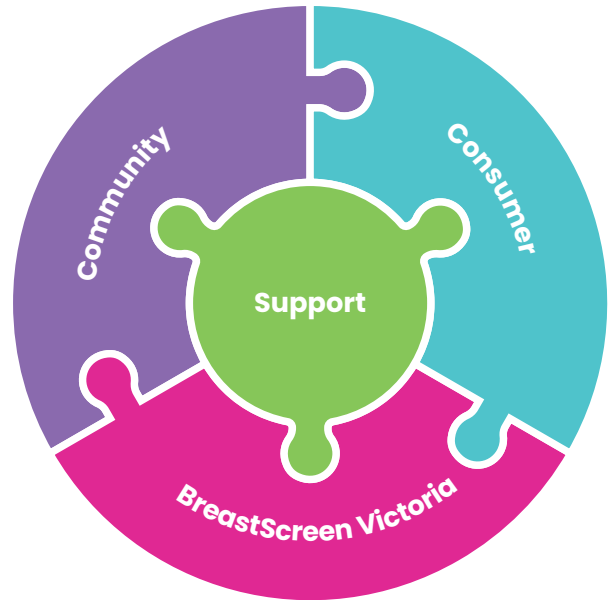
It can be challenging to work with underscreened groups on an individual level, as there are often barriers preventing these people from engaging. To better understand the experiences of these communities, key partnerships have been established with organisations and health services who already work with and have relationships within these communities. BreastScreen Victoria works closely with our partners for support and guidance on effective and appropriate ways to engage these communities.



8. Consumer engagement model

The BreastScreen Victoria Consumer Engagement Model demonstrates the core building blocks of effective consumer engagement and demonstrates the links between consumers and the communities they represent.

BreastScreen Victoria, Consumers and Communities are all part of the same puzzle, connected by the centre piece, 'Support'. Together, all the pieces contribute towards, 'Improving accessibility and quality of breast screening for all eligible Victorians'.



Community

People from culturally and linguistically diverse backgrounds; Aboriginal and Torres Strait Islander people; people from rural and regional areas; people with disability; LGBTQI+ people; people with low socio-economic status; people from migrant and refugee backgrounds; people at risk of or experiencing homelessness; people experiencing mental health issues or illness; VACCHO; VAHS; AMES; Multicultural Centre for Women's Health; Thorne Harbour Health; BreastScreen Victoria LGBTQI+ Regional Network; Trans and Gender Diverse Bendigo and Beyond; VALiD.



Consumer

Consumer Network, carers, family member/relative of client, Victorians eligible for breast screening.



BreastScreen Victoria

Screening Service Provider, Reading and Assessment Services, BreastScreen Coordination Unit.



Support

Training for consumers, training for staff, policies and procedures, resources/materials/templates, Consumer Engagement Coordinator, governance structures, process and systems.

9. Consumer engagement case studies






The following case studies provide examples of consumer engagement in recent projects at BreastScreen Victoria. The graphic below outlines the different ways in which consumers were engaged (or could be engaged) at each level.

These examples demonstrate that the appropriate level of engagement depends on the type of project. BreastScreen Victoria's service model also influences what level of engagement is possible. In cases where not all levels of consumer engagement were appropriate or feasible, examples have been provided for how engagement could happen at each level.

Example 1 – Opening a new screening site

BreastScreen Victoria has experienced high wait times for breast screening appointments due to the COVID-19 pandemic. As a result, new temporary screening sites were identified as a way to help reduce wait times for appointments. This case study is based on a site that opened in June 2021. When selecting a new screening site, BreastScreen Victoria partners with the screening service to ensure the site meets our requirements.

For this project consumers were engaged at 'Inform', 'Consult' and 'Involve'. Examples of possible engagement options at 'Collaborate' and 'Empower' are also listed below.

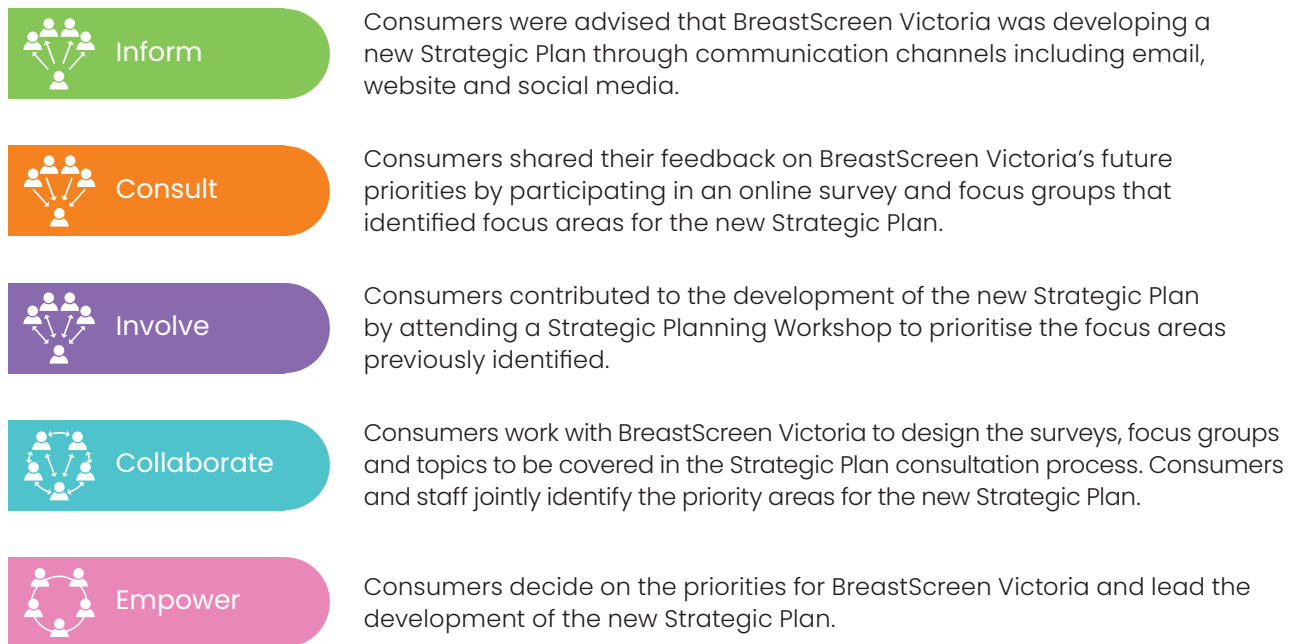
 Inform	BreastScreen Victoria announced to consumers that a new screening site would be opening through social media and invitation letters.
 Consult	A map for the new site, to be included in invitation letters, was drafted and a consumer representative was invited to provide feedback.
 Involve	The consumer representative attended the site with the signage vendor and provided advice on signage. They reviewed and provided feedback on final mock-ups which was taken into account.
 Collaborate	A working group of staff and consumers is established to oversee the floor plan of the new site. The group is involved in all aspects of decision making.
 Empower	Consumers create the information resources and layout for the waiting room to create a safe and welcoming space. BreastScreen Victoria purchases the required items chosen by the Consumers.

"Closing the loop" on this project involved inviting relevant consumers to the virtual opening of the clinic.

Example 2 – Developing a new Strategic Plan

In larger projects, there may be various levels of consumer engagement at different phases. The BreastScreen Victoria Strategic Plan 2021-2025 is one example of this approach. In the development of the Strategic Plan, consumers were engaged at the 'Inform', 'Consult' and 'Involve' levels.

The graphic below outlines how consumers were involved at each of these stages, and outlines the other levels at which they could have been engaged. In this instance, engaging consumers at the 'Empower' level would not be suitable, as the Strategic Plan is ultimately led by the Board.



To "close the loop" on this engagement activity, consumers were invited to attend a virtual launch of the Strategic Plan with former CEO Terri Smith. This gave them an opportunity to see how their participation helped shape the future direction of BreastScreen Victoria.

"At first, I questioned how I could contribute meaningfully but the manner in which the engagement was organised was welcoming and accommodating to my needs. This made me feel like I had a valuable role in the process. Being made to feel comfortable from the get-go certainly affects how you contribute and I'm looking forward to future opportunities in the role of a consumer."

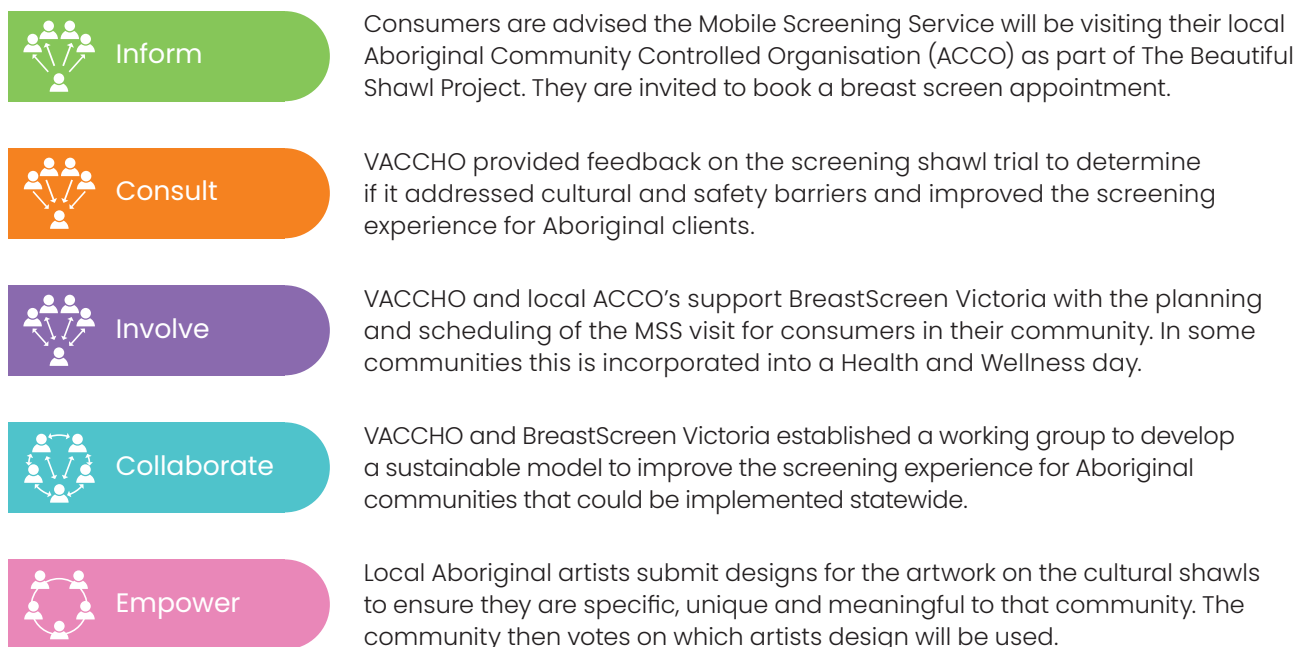
Quote from Annie Fisher, Consumer Network Member

Example 3– Increasing Aboriginal breast screening participation by improving their screening experience

In some projects, engagement with consumers must be supported by organisations who have existing connections within the community. BreastScreen Victoria partners with the Victorian Aboriginal Community Controlled Health Organisation (VACCHO) as a representative for Aboriginal consumers. The partnership aims to help BreastScreen Victoria better understand the barriers that Aboriginal communities might experience to screening.

The Beautiful Shawl Project involves the provision of a locally designed shawl to all Aboriginal screeners. This initiative was rolled out across the state after a successful trial at St Vincent’s BreastScreen. The project aims to address the cultural barrier of having to undress by providing the culturally safe screening shawls. It also helps to overcome barriers of accessibility by bringing our mobile screening service to Aboriginal communities. The graphic below outlines how the Beautiful Shawl Project engages with partner organisations and consumers at different levels and at different times during the project. It also highlights the links between consumer and community engagement, aimed at improving breast screening rates for an under-screened group.

This project involves consumers at all levels of engagement.



Following each visit to an ACCO, “closing the loop” is achieved by scheduling a debrief meeting to reflect on the MSS visit, collect feedback and identify solutions or improvements for the returning visit in two years’ time.

10. Systematic engagement

For consumer engagement to be most effective, it should be embedded systematically across an organisation. This includes all levels of governance, and all stages of a project. Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. At BreastScreen Victoria, this requires consumer engagement at different levels, such as within Service Quality and on various committees.

By creating processes that support this organisation-wide approach, consumer engagement in all activities can become standard practice.

It is important to consider the following questions when preparing to engage consumers:

- How much influence will the consumer input have on the final decision or outcome?
- What engagement activities are feasible given the stage of the project, the resourcing and the timelines for delivery?
- Who will be impacted by the project, and how can we best hear their voices?

Answering these questions will help determine what level(s) of engagement would be most appropriate throughout the lifecycle of a given project. The table on the following page is an example of the various ways in which consumers could be involved in each stage of a project to open a new screening service site.

These examples cover a variety of situations; however, not all examples will be applicable in every new site scenario. The Project Lead will need to evaluate which engagement activity/activities are appropriate for each stage of the project.

Spectrum of participation for consumer engagement

	Inform	Consult	Involve	Collaborate	Empower
Project design	Writing to inform consumers that a new clinic is going to open in a selected location.	Sending an online survey to existing clients asking for feedback on a proposed new clinic location.	Inviting consumers to view potential new site locations that have already been shortlisted and comment on their preference.	Involving Consumer Representatives in a working group to discuss the benefits of potential site locations.	The final decision sits with the consumer. The service implements what the consumer decides.
Implementation and delivery	Using letters and media to inform consumers of the expected opening date of the clinic.	Sending consumers potential site layout options and a survey to complete based on their preferred layout.	Holding a focus group with consumers to plan the site layout and signage options.	Appointing consumers to the working group to oversee project delivery.	Using the results of consumer consultation to make the final layout decision.
Monitoring and evaluation	Website updates on the number of screens completed at the new service location.	Post-screening surveys requesting client feedback on the location and layout of the new clinic and the service they received.	Focus groups of local clients to discuss their experiences with the service and if the layout is appropriate or fit for purpose.	Inviting consumers to volunteer at the service, supporting clients and report on client experience and feedback at team meetings.	Inviting a consumer to oversee client feedback for the service and make quality improvement recommendations.



11. Consumer engagement implementation plan

The Consumer engagement implementation plan outlines activities to be undertaken to build capacity and systems that support consumer engagement.

This includes training for staff and consumers, internal systems to embed consumer engagement in business as usual, and the development of supporting resources. The Consumer Engagement Coordinator will have responsibility for oversight and coordination of implementation. Progress of the implementation plan will be monitored and evaluated against key outcome measures as outlined in the Strategic Outcomes report, and through additional evaluation measures specific to the activities within this plan. The Consumer Engagement Implementation plan outlines the agenda and direction for consumer engagement actions against three key areas:

Governance and quality improvement – representing consumers in decision making, improvement and evaluation of BreastScreen Victoria services.

Capacity building – supporting BreastScreen Victoria staff and consumers to gain the skills to participate fully and effectively.

Embedding systems and processes – how consumer engagement is built into the culture and core practices of BreastScreen Victoria.





Appendix A: Stakeholders consulted

Individuals, organisations, services who participated in the consultation process include:

Name	Position/Role	Organisation
Afsheen Latif	Former Communications Manager	BreastScreen Victoria
Amanda Winiata	Community Programs Manager	Breast Cancer Network Australia
Angela McRae	Radiographer	Sale BreastScreen Victoria
Ann Campbell	Volunteer Consumer Representative	Ballarat Health Services BreastScreen Victoria
Ann Woodward	Consumer Representative	BreastScreen Victoria
Anne Barton	Program Manager	St Vincent's Reading and Assessment Service
Anne Hodgson	Consumer Network Member	BreastScreen Victoria
Annie Fisher	Consumer Network Member	BreastScreen Victoria
Brenda Appleton	Consumer Network Member	BreastScreen Victoria
Catherine Rothberg	Consumer Network Member	BreastScreen Victoria
Catriona Bruce	Consumer Network Member	BreastScreen Victoria
Cheryl Ciantar	Consumer Network Member	BreastScreen Victoria
Diana Christiansen	Consumer Network Member	BreastScreen Victoria
Diane Sartori	Program Manager	Grampians Reading and Assessment Service
Emma Peleg	Consumer Network Member	BreastScreen Victoria
Georgia Lakoumentas	Consumer Network Member	BreastScreen Victoria
Gill Deed	Communications Coordinator	BreastScreen Victoria
Heather Murray	Volunteer	Ballarat Health Services
Jan Porter	Consumer Network Member	BreastScreen Victoria
Jane Anderson	Advocate	LaTrobe Health Advocate
Jemma Gonzalez	Consumer Engagement Lead	NPS MedicineWise
Jenny Lane	Consumer Network Member	BreastScreen Victoria
Jessica Elsworth	Community Engagement Coordinator	BreastScreen Victoria
Jules Wilkinson	Manager Quality and Accreditation	BreastScreen Victoria
Julia Farrell	Consumer Network Member	BreastScreen Victoria
Julie Foat	Program Manager	Gippsland Reading and Assessment Service
Julie Hocking	Consumer Network Member	BreastScreen Victoria
Julie Parker	Consumer Network Member	BreastScreen Victoria
Joylene Fletcher	Breast Care Nurse	McGrath Nurses
Matthew Scanlon	Director, Communications and Engagement (Former)	BreastScreen Victoria
Maureen Boaler	Consumer Network Member	BreastScreen Victoria
Melissa Davis	Director, Engagement and Communications	BreastScreen Victoria
Michelle Clemson	Program Manager	Maroondah Reading and Assessment Service
Milva Franz	Program Manager	Geelong Reading and Assessment Service
Monique Warrillow	Radiographer	St Vincent's BreastScreen Victoria
Natalie Vujovich	Consumer Network Member	BreastScreen Victoria
Shirley Glance	Consumer Network Member	BreastScreen Victoria
Sue Guthrie	Client Services and Program Manager	BreastScreen Victoria
Sue Macaulay	State Radiographer	BreastScreen Victoria
Suzy Goldsmith	Consumer Network Member	BreastScreen Victoria
Tere Dawson	Manager Training and Development	Health Issues Centre
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Victoria Cuevas	Program Manager	Northwestern Reading and Assessment Service
Wendy Leegel	Consumer Network Member	BreastScreen Victoria
Wendy Nieuwerth	Radiographer	Warragul BreastScreen Victoria

Appendix B: References

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The International Association for Public Participation Spectrum of Public Participation





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BreastScreen Victoria gratefully acknowledges the support of the Victorian Department of Health and the Australian Department of Health.

