



**CENTRAL  
GIPPSLAND  
HEALTH**

CENTRAL GIPPSLAND HEALTH

*Care Opinion Australia Subscription Project  
Information Pack*

August 2021



Dear Small Rural Health Service,

We are proud to have been sponsored by the Victorian Agency for Health Information (VAHI) to fund full subscriptions to the Care Opinion Australia platform for up to 40 Small Rural Health Services (SRHS) over a twelve-month period.

As a division of the Department of Health, VAHI is dedicated to delivering trusted information to inform better decisions that improve the health and wellbeing of Victorians.

By endorsing this project, VAHI is promoting the opportunity for improved patient health, wellbeing and quality and safety outcomes across the Victorian Healthcare system, as well as better organisational culture, community transparency and consumer engagement.

At CGH, we have used the Care Opinion Australia platform for several years and have found it a key tool that assists our organisations cultural shift towards improved person-centred care. The use of the platform has assisted us to:

- further humanise the care we provide;
- improve our service delivery;
- help staff to see the care experience through consumers' eyes; and
- contribute to improving staff morale by acknowledging the recognised care and compassion shown and reported by consumers to staff in real time.

Our goal is to support you to experience this same shift towards increasing reputational enhancement with your community by valuing and respecting the power of the consumer voice.

To support all SRHS's to participate in the project, we have appointed Jude Bridgeman as Project Manager to coordinate and provide you with specialised assistance.

If you have any questions, please do reach out so that we can work closely with you as we all seek to listen, understand and communicate with the consumers we serve.

Kind regards,

Mark Dykgraaf

Chief Executive Officer

### What has Care Opinion been to Central Gippsland Health?

*"The **most powerful heart of the equation** in terms of moving from wanting to defend ourselves around what people are telling us to genuinely starting to **listen, and acknowledge and do something about it**, in terms of what it means for individuals and what their experience is."*

**Frank Evans, Former CEO, Central Gippsland Health Service**





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## Background

The Victorian Agency for Health Information (VAHI) has secured funding for up to 40 SRHS to trial the Care Opinion Australia platform for one (1) year.

This is a state-wide project with a focus purely on SRHS/MPS with the aim of testing whether this platform provides SRHS with consumer feedback/engagement opportunities that the current Victorian Health Experience Survey cannot.

It aims to validate the impact and benefits Care Opinion Australia has on the SHRS sector as well as inform future direction and investment needs.

The Secretary of the Department, the Rural and Regional Health Branch and Safer Care Victoria are interested to see this trial progress and tangible outcomes confirmed.

## Objectives and Scope

### Objective

The objective of this project is to explore the efficacy of facilitating state coverage of the Care Opinion Australia platform for all SRHS care service providers so they can:

- Understand consumers' care experiences and expectations;
- Meet consumers' growing expectations of transparency and accountability around health care feedback;
- Inform service improvements; and
- Build on, and reinforce a compassionate workforce.

### Scope

As a participating SRHS, we will fund your Care Opinion Australia subscription over a 12-month period, commencing 1 October 2021. This subscription is inclusive of all associated subscription benefits and support services (see Table 1).

Table 1: Services provided as per project scope

Features and inclusions of services provided
<p><b>Care Opinion Australia Subscriber Platform</b></p> <ul style="list-style-type: none"> <li>• Ability to monitor, read and respond to stories via the Care Opinion Australia Platform;</li> <li>• Unlimited staff email alerts per service;</li> </ul>



### Features and inclusions of services provided

- Unlimited responders per service;
- Up to 5 administrators with access to manage members per service; and
- Ability to post public-facing blogs via the Care Opinion Australia website.

### Care Opinion Australia Team

#### CGH Project Manager

As the implementation lead, CGH is an integral force in the success of Care Opinion Australia across all services. As part of our commitment to the identified goal, CGH has assigned a dedicated Project Officer with the responsibility for:

- Liaising with Care Opinion Australia staff;
- Holding education sessions with services;
- Receiving and discussing KPI progress reports quarterly with services;
- Visiting each service bi-annually to support and monitor the implementation and roll-out of Care Opinion Australia;
- Training service staff;
- Organising training and shared learnings (e.g. online and face-to-face workshops);
- Providing support to services as required; and
- Sharing KPI data with VAHI for the agency's public-facing dashboard.

#### Care Opinion Australia

- Customer service and advice from a dedicated team (phone and email during AEST business hours) throughout the duration of the subscription;
- Consumer or storyteller customer support (phone or email during AEST business hours), including data entry for any paper-based feedback received;
- Story moderation in line with relevant principles and policies;
- Direct and timely contact upon receipt of high criticality stories (see Appendices A, B & C);
- Tailored advice and support regarding story responses;
- Initial system training with the ability to provide several refreshers as required; and
- General staff information and education sessions to support program implementation.

#### Technical Support:

- Set-up of subscriptions;
- Initial training of key contacts;

Features and inclusions of services provided
<ul style="list-style-type: none"> <li>• Access to IT support as and when required during AEST business hours;</li> <li>• Set-up and updating of services, tags and members during the subscription period;</li> <li>• Automation of various email alerts and reports based on participating services' requirements;</li> <li>• Access to various reporting features and functionality to support creation of reports; and</li> <li>• Set-up of Patient Reported Experience Measures (PREMs) linked to relevant service types.</li> </ul> <p><b>Tools and Resources</b></p> <ul style="list-style-type: none"> <li>• Suggested Care Opinion Australia Implementation Plan;</li> <li>• Care Opinion Australia Starter Pack;</li> <li>• Care Opinion Australia presentations;</li> <li>• Customised widget for embedding on the SRHS' websites;</li> <li>• Widget for social media; and</li> <li>• Suite of promotional materials (available in hardcopy format)**</li> </ul>

\*\*After the initial provision of promotional materials, additional materials will be provided at a cost (see Promotional Materials on page 9).

## The Opportunity

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### About Care Opinion Australia

Care Opinion Australia is a not-for-profit organisation that facilitates transparent, independent and two-way communication across an online public platform. Care Opinion Australia allows consumers (patients, service users, clients, carers, family members and loved ones) to tell real and holistic stories of their health and social care experiences without reserve or the confines of survey boxes. These stories are lived experiences that are being told to recognise the exceptional care that was received and/or to highlight the need for change.

Having access to public, qualitative data allows services to gain unique insights into consumer experiences and expectations of care. It drives change and showcases to other members of the community that they are listening and serious about using the consumer voice to continually improve service experience, organisational culture, systems and processes.

As part of Care Opinion Australia's own quality improvement initiatives, and consumer and service engagement strategies, Care Opinion Australia is guided by a national Advisory Committee, made up of consumers, service providers and government representatives.

Care Opinion was founded in the UK and is currently utilised by a number of large-scale service providers across Western Australia (all public hospitals across the state), Victoria and New South Wales.

Care Opinion Australia is committed to supporting services to achieve their mission by facilitating connections and conversations between people to enable consumers to share their experiences of health and care in ways which are safe, simple and lead to change and learning, for service providers. Care Opinion Australia's dedicated team moderates each story to ensure anonymity is maintained, services are protected and do their best to keep everyone safe (see Appendices A for more detailed information on how this is achieved).

## The Storytelling Process

By giving services access to this safe, user-friendly, independent online feedback platform, Care Opinion Australia provides services with a transparent, two-way communication mechanism to support them in understanding and responding to stories of consumers' experiences and their expectations of care. These stories can be taken to reinforce positive outputs and/or to drive change across areas in need of improvement within the organisation.

As a Care Opinion Australia subscriber, services will have the ability to read and respond to stories via the Care Opinion Australia site, with the option to provide follow-up communication relating to any implemented change. In providing consumers with a safe, two-way platform through which to provide feedback, they will be empowered to inform service improvements. The data collected through the stories will give insightful and meaningful metrics, while making changes, will improve service delivery.

To ensure stories are submitted via Care Opinion Australia, participating services will be supported to promote the platform to their consumers. Feedback can be received through multiple mechanisms:

- via the Care Opinion Australia website
- via feedback Care Opinion Australia leaflets, or
- over the phone.

Every story and response submitted to the Care Opinion Australia site is assessed and moderated prior to publication, with publication delays offered for more serious stories. For further information on this process, please see:

- Appendix A for a detailed explanation of Care Opinion Australia's storytelling process;
- Appendix B for Care Opinion Australia story rating process (Criticality Table);
- Appendix C for the storytelling process in a snapshot; and
- Appendix D for Care Opinion Australia's Moderation Principles

## Support and Resources

To support services with implementing, managing and utilising the Care Opinion Australia platform, a number of tools and resources are provided as part of the service subscription.

### Care Opinion Australia Subscriber Area

As an online platform, Care Opinion Australia is backed by a user-friendly software system with tailored login areas for storytellers and services. Unique logins will be created for staff within services, allowing for access to the platform from wherever they are physically located, via an Internet connection. Services will have the ability to classify their users under three different access levels - *subscriber, responder or administrator*, to grant or limit particular permissions.

Their unique Care Opinion Australia subscriber access is inclusive of an array of features and functionality including story alerts; response systems; new member/user development; story tagging, status updates; and report development and scheduling.

As a Care Opinion Australia subscriber, services also have the ability to create blogs which are published on the Care Opinion Australia website. They may like to use this feature to share how consumers' stories have led to change across their organisation or why they appreciate receiving consumers' stories. This can contribute to their Search Engine Optimisation (SEO) by creating backlinks to their site while gaining positive brand exposure on a consumer-focused website.

### Personalised support

CGH is committed to supporting Care Opinion Australia to successfully execute the project with services with the implementation of the platform across their organisation. The Care Opinion Australia Team is on hand, during business hours (AEST) to answer any questions throughout the duration of their subscription. The Care Opinion Australia Team are proactive in taking the time to check in with Site Administrators to assist with engagement of the platform.

Tailored information sessions can be delivered by the Care Opinion Australia Team to educate and engage staff on the benefits of the platform and to support services with program implementation.

The Care Opinion Australia Team will work one-on-one with Site Administrators to ensure critical stories are brought to their attention in a timely manner and, if required, provide guidance around crafting responses.

### Training

To further support the implementation of the Care Opinion Australia platform across participating services, personalised training on Care Opinion Australia's systems and processes is provided.

The training steps staff through the Care Opinion Australia subscriber platform and details how to utilise all of its features and functionalities. Responding to stories is a particular



area of focus. Although this training is provided upon commencement of the subscription, the Care Opinion Australia Team hosts subscriber training or refresher events on request.

To support the personalised training offered, a number of user guides, such as an 'Administrator Member User Guide' and 'Responding to Feedback Guide' are available.

### **Starter Kit**

Once participating services are set-up as a subscriber, they will be emailed a Care Opinion Australia Starter Pack to support staff engagement with the platform. Documents included in the Starter Pack are:

- Introduction to Care Opinion Australia;
- Suggested Care Opinion Australia Implementation Plan;
- Administrator Member User Guide;
- Responding to Feedback Guide;
- Implement Checklist for Service Managers;
- Benefits of a Care Opinion Australia subscription;
- Widget to enable stories told on Care Opinion Australia to be embedded on VAHI's and services' websites; and
- Overview of available tools and resources included as part of the subscription.

### **Promotional Materials**

In order for the Care Opinion Australia platform to be successful, it is imperative that consumers are encouraged to share their stories. A range of initial promotional materials are sent via post to assist with Care Opinion Australia communications to consumers.

Additional materials can be purchased through Care Opinion Australia, with additional options to develop your own co-branded promotional materials in-house.

#### Implementation Plan

If implemented well, Care Opinion Australia can result in a multitude of benefits for participating services, their consumers and the local community. Care Opinion Australia is a valuable tool in supporting client participation and engagement.

As part of Care Opinion Australia's resource offerings, an Implementation Plan has been developed as a guide to assist with the roll-out of the platform across services. This plan suggests key roles and responsibilities to be undertaken by nominated staff and Care Opinion Australia to ensure service and consumer engagement in the platform occurs.

Strategies are highlighted to support services with organisational change, encouraging a strengthened focus on developing a quality culture to enhance operational efficiencies and consumer outcomes.

It is hoped that the Care Opinion Australia Implementation Plan provides the service with a trusted framework around the roll-out of the platform, however, noting that every service is different, additional tips and strategies may be required. CGH's Project Manager can, in consultation with services, customise it to meet their services' operational needs.

After the initial launch of the Care Opinion Australia platform, the Care Opinion Australia Team will ensure that additional assistance and advice is provided to support the continued drive for consumer engagement.

CGH is dedicated to working with the Care Opinion Australia Team and services to make the implementation process as minimally disruptive as possible.

### Technical Assistance

Care Opinion Australia has a dedicated IT Manager and Project Officer available to support services with set-up and any technical questions they have or support they may require in regards to the Care Opinion Australia platform.

To guide the subscription set-up, Site Administrators will be asked to complete a number of provided templates to allow for services, tags, users and responders to be uploaded to the system to support their platform needs.

Care Opinion Australia will work with staff to ensure relevant reporting requirements are activated and automated, and available Patient Reported Experience Measures (PREMs) are aligned to service types.

### Privacy and Safety

Being a public website, Care Opinion Australia takes privacy very seriously. Each story is moderated before publishing and adheres strictly to Care Opinion's [Moderation Principles](#) (see Appendix D) and [Keeping Everyone Safe](#) Policy, which have been developed in line with legal advice.

The Care Opinion Australia Team takes every step possible to maintain the anonymity of consumers and their relatives, friends or carers that may be telling a story about their care experience. It should be noted, however, that due to the story context, Care Opinion Australia cannot guarantee that a consumer and/or staff member will remain completely anonymous.

## Requirements

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Implementing the Care Opinion Australia platform across your service can result in significant benefits for your staff, systems and processes and, most importantly, to the provision of safe and quality care to your consumers.

Although CGH is offering to fund your service's subscription and you have the support of the Care Opinion Australia Team and our Project Manager, it's important to note that implementing the Care Opinion Australia platform across your service does involve resources, time and effort.

By choosing to participate in this project, you are choosing to better engage with consumers while supporting the ongoing development of a quality and caring culture, ongoing improvement, strengthened engagement and enhanced transparency. It also builds staff morale as excellence in providing good care is acknowledged.

To ensure successful implementation and engagement with the Care Opinion Australia platform, it is important that your service is able to commit to embracing the use and

promotion of the platform for the twelve-month duration of the project. Doing so will enable your service to reap the full benefits available to subscribers, including, but not limited to:

- Increased consumer engagement while working towards the requirements of the NSQHS Standards;
- Reduction in time spent reporting on feedback and quality improvement activities with an in-depth and automated reporting system;
- Utilisation of a cost-effective feedback management system; and
- Tailored and personalised alerts which can be allocated to staff at Board level through to front-line staff.

As part of this commitment, we've provided a list of the **top 5 actions** required from your team.

### Your top 5 actions to support your consumer engagement success

#### 1. Ensure support and communication of key benefits is shared from the top down

When staff know that the Board and key senior staff believe in the positive outcomes the Care Opinion Australia Platform can deliver, they are encouraged to promote the platform to consumers. As a service, consumer engagement is a key priority and Care Opinion Australia supports your whole team to be proactive in developing honest and open communication with your consumers. The Care Opinion Australia platform has the ability to further humanise the way in which you deliver care and can result in significant positive change across various aspects of your service.

#### 2. Allocate a Site Administrator(s) (within a team such as the Quality and Safety department, Patient Experience department) to oversee your subscription and to coordinate story responses

Staff resourcing to support the implementation and management of the Care Opinion Australia platform across your service is essential. This creates internal accountability and provides Care Opinion Australia with key contacts in order to provide support and assistance in regard to all aspects of the platform, including incoming consumer stories.

Responding to stories in a personalised and timely manner is an incredibly important component of the platform subscription and demonstrates to consumers that your service is really listening and responding to the consumer voice. Your Site Administrator(s) will liaise with the Care Opinion Australia Team and our Project Manager in regard to platform management and communication, training and education, promotion and information, and reporting and evaluation. Site Administrators will also be responsible for:

- Providing information required to create the site's subscription with Care Opinion Australia and promoting the use of the platform within the site;
- Coordinating the provision of story responses;
- Administering staff access to the platform; and

- Answering and discussing brief KPI progress questionnaires with our Project Manager quarterly.

### 3. Make the success of Care Opinion Australia a service-wide goal

Even though there will be staff responsible for Care Opinion Australia, the platform can be used and promoted by all staff within your service. Consumers stories can be linked to any department or unit and therefore benefits can be gained across multiple areas of the service. As feedback is anonymous, improvements can result in systematic change or reinforcement rather than simply dealing with one compliment or complaint. Creating a team-based culture to support the use of Care Opinion Australia further strengthens the development of a quality culture.

### 4. Actively promote the use of the Care Opinion Australia platform to consumers

To ensure stories are coming in, consumers need to know your service is supporting the provision of storytelling via the Care Opinion Australia platform. To support storytelling, consumers also need to know that their stories will be personally welcomed, read and responded to, with associated change management strategies applied as required. Promotion is a key part of the platform's success for your service and can significantly improve relationships, care and service provision while decreasing formal complaints and associated administration.

### 5. Utilise the support provided by the Care Opinion Australia Team and Project Manager

CGH and the Care Opinion Australia Team want the platform to be a success for your service as much as you do. We believe in the quality outputs it can provide and we are available to assist with questions big or small. If training is needed in particular areas, more ideas around staff and consumer engagement strategies are required, extra promotional materials are needed or your team is after some advice regarding report functionality or story responses, you're encouraged to reach out.

## Appendices

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### Appendix A: What happens to stories on Care Opinion Australia

Once a consumer submits a story, the Care Opinion Australia Team will moderate and publish (or reject) each story in line with its [Moderation Principles](#) and [Keeping Everyone Safe Policy](#). When submitted stories do not meet Care Opinion Australia's Moderations Principles, they are rejected from the Care Opinion Australia platform and the author notified accordingly.

Stories are rated on a criticality scale from zero (0) (positive feedback) to five (5) (areas of high concern) based on the information provided (refer to Appendix B for more information). When stories are of a higher criticality, services will be given five (5) business days prior to the story being published to allow staff to undertake internal discussions around how to best respond to the submitted story. In these instances, services responses would then be published minutes after the submitted story is published.

Being a public platform, services have the ability to position themselves as being proactive in responding to consumers' complaints and compliments. The way in which they choose to respond to all stories told via the Care Opinion Australia platform, can in turn tell members of the public a story about the values upheld by services.

If Care Opinion Australia has concerns about a story's validity or seriousness, a member of the team will contact Site Administrators to discuss the story prior to processing or publishing it. This is just one of the ways in which Care Opinion Australia works to keep organisations and staff safe.

CGH is committed to working in partnership with the Care Opinion Australia Team and services to support maximised use of the platform.

Once a story is published, Site Administrators and staff with relevant access to the platform will receive email alerts notifying them of this occurrence with a direct link to the story.

Following publication of a story, services will have the opportunity to formulate their response. The Care Opinion Australia Team is available to provide 'response advice' as required, with resources available to guide staff through the process.

When responding to a story via the Care Opinion Australia platform, services can also take an extra step to advise the storyteller of a planned change. Once they action the planned change, this can be added as an additional response and set as a status update within the Care Opinion Australia platform to say the change has been made (refer to Appendix B for an example).

Based on published stories and associated status updates, services will be able to create and automatically receive a variety of reports on:

- overall platform engagement by consumers;
- story sentiments (positive or negative);
- trending tags in the form of visualisations;
- story reads and ratings; and
- weekly digests (snapshots of activity and associated links).



## Appendix B: Care Opinion Australia Criticality Table

Upon receipt of a story via the Care Opinion Australia platform, the Care Opinion Australia Team allocates a criticality rating based on the content of the story.

When a story is rated as a criticality 4 or 5, a member of the Care Opinion Australia Team will promptly contact their specified liaison person within the subscribing service.

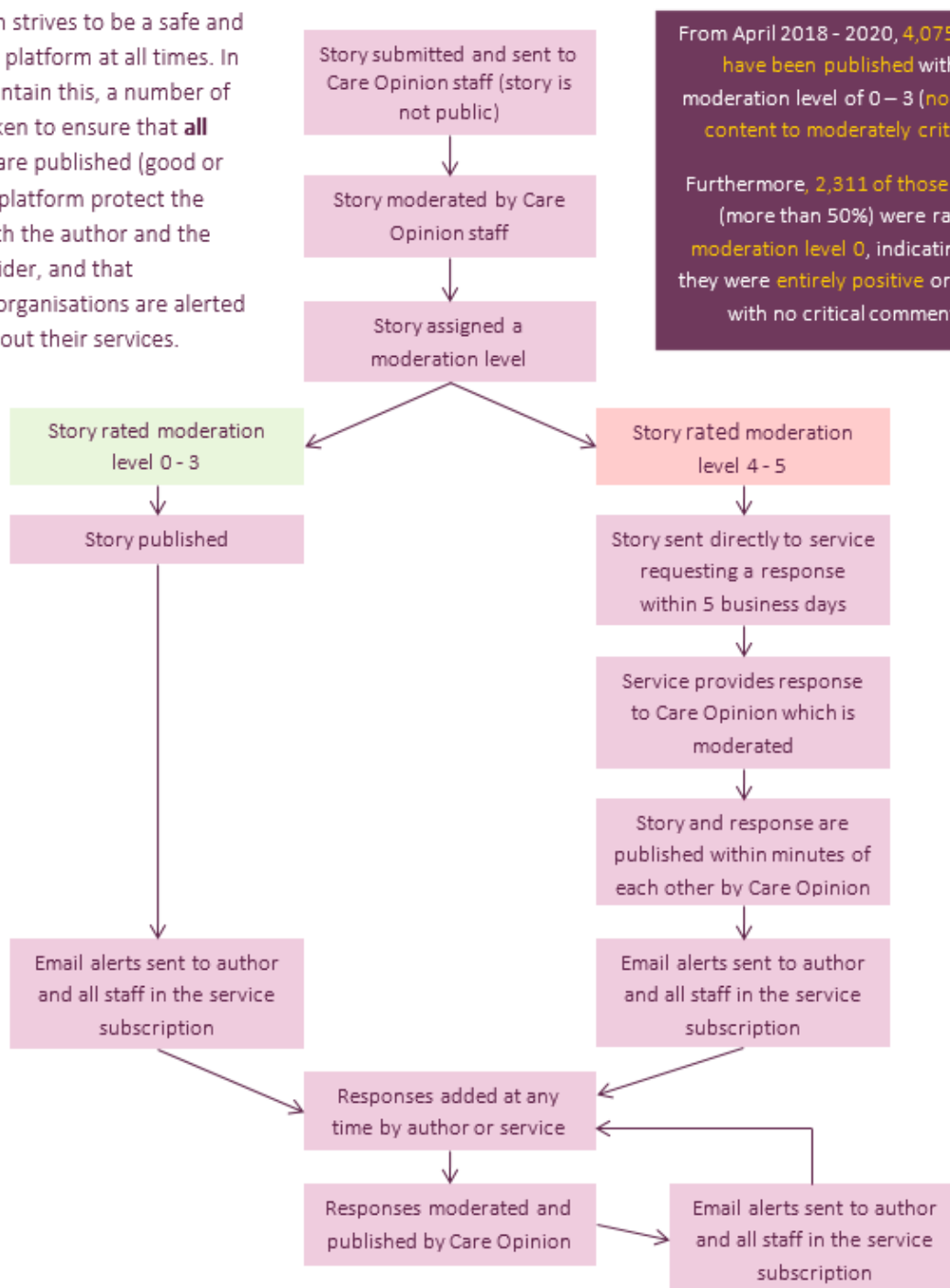
The criticality below identifies the rating number, rating descriptor and explanation for rating.

Rating Number	Rating Descriptor	Explanation
0	No critical content	Entirely positive or neutral postings with no hint of criticality
1	Minimally critical	Mention of dissatisfaction with non-clinical, non-personal aspects of care, typically 'facilities' issues such as food, parking or waiting
2	Mildly critical	More specific, but still mild criticism, which may also include non-clinical but interpersonal issues such as attitude of staff
3	Moderately critical	Criticism which may include alleged shortcomings in clinical aspects of care. Also includes serious comments about facilities – 'never cleaned', 'parent never fed'
<b>↓ CONTACT SERVICE AND EMAIL AUTHOR OF THE DELAY ↓</b>		
4	Strongly critical	Serious criticism of specific unnamed staff or groups of staff, or of clinical care or facilities, and when breaches of confidentiality arise.
5	Severely critical	Posting alleges or describes actions or events which may be illegal, grossly negligent, or allege serious misconduct by name members of staff or organisations



## Appendix C: Story Process on Care Opinion Australia in a Snapshot

Care Opinion strives to be a safe and constructive platform at all times. In order to maintain this, a number of steps are taken to ensure that **all** stories that are published (good or bad) on the platform protect the safety of both the author and the service provider, and that subscribing organisations are alerted to stories about their services.



From April 2018 - 2020, 4,075 stories have been published with a moderation level of 0 – 3 (no critical content to moderately critical).  
Furthermore, 2,311 of those stories (more than 50%) were rated moderation level 0, indicating that they were entirely positive or neutral with no critical comments.



## Appendix D: Care Opinion Australia's Moderation Principles

Care Opinion Australia exists so that people can share the story of their care and have conversations with care providers and staff that improve services. Our editorial policy aims to publish as many of the stories we are told as we possibly can, however, in some cases we may need to make changes. Here are the guidelines we use to make sure that this is done sensitively and with minimum change.

### Moderation Principles

There are four principles, which guide the Care Opinion Australia's editorial policy:

1. Enable a clear, timely, public, constructive conversation about care.
2. Make giving feedback safe and easy for consumers, residents, family representatives, service users and carers.
3. Encourage authentic feedback, based in personal experience.
4. Treat staff legally and fairly.

These principles guide the decisions made by moderators. There are guidelines that come from these principles, which help our moderators to decide if and how they should edit a story.

### 1. Enable a clear, timely, public, constructive conversation about care

**To ensure the conversation is constructive, we will:**

- (a) Reject postings which are primarily commercial, obscene or irrelevant.
- (b) Reject postings relating to events which ended over two years ago.
- (c) Reject postings which we suspect may be untruthful
- (d) Remove obscene or offensive language, including racist, sexist, homophobic or other discriminatory material.
- (e) Edit postings to remove words which are capable of defamatory meaning i.e. - imputations which injure the reputation or business of a person or a group of persons or effect how others treat the person or group of persons
- (f) Consider limiting the length of stories, by heavily editing extremely long postings

**To ensure the conversation is clear, we will:**

- (g) Consider changes to the story title to make it more helpful to other users.
- (h) Replace upper case (CAPITALS) text with mixed case.
- (i) Make minor changes to spelling, punctuation or layout to improve readability.





## 2. Make giving feedback safe and easy for consumers, residents, family representatives, service users and carers

### To avoid identifying individuals, we will:

- (a) Anonymise author details to reduce the chances of them being identified by public readers (please refer to our Keeping everyone safe page)
- (b) Remove all service user names from postings, especially negative postings.
- (c) Consider removing details which might identify an individual, particularly where we suspect there are small numbers of staff or service users in any one treatment area. This may mean linking the posting to generic rather than specific services, e.g. to a region rather than an office.
- (d) Remove mention of specific dates and times, if they are not relevant to the context of the story.

Where there are postings that are known to be part of a current, formal complaints or legal, police, coronial, AHPRA or other similar procedure we will carefully consider the content of the postings to determine the relevance of publication. To determine the purpose for publication, we may seek further information from the author and / or service.

If we are concerned that the author of a posting may be vulnerable, we will take appropriate action to protect that person. This may include signposting the person to an appropriate agency for support, not publishing the postings or, in the most serious cases, we may contact the appropriate authority.

## 3. Encourage authentic feedback, based on personal experience

### To avoid generalisation and speculation in postings, we will:

- (a) Make sure that postings directly report the experiences, reactions or suggestions of service users. For example, critical assertions about the whole facility, e.g. 'The whole facility was filthy', may be changed to 'those parts of the facility that I saw were dirty'. In general, comments that are measurable ('it was not clean', 'they were 45 minutes late') are more likely to be published unedited than comments that are harder to measure ('the service was appalling', 'the whole place was a disgrace').
- (b) Seek additional information from story authors where little to no specific details of concerns are outlined. For example, if a story only contained statements without explanation, such as 'the level of care was terrible' without explaining why this was the case, we would seek further information to be included in the story. If we are unable to obtain specific details about concerns raised from the story author, then the story may be rejected.
- (c) Generally, remove suggestions that indicate others should not visit a service, e.g. 'Nobody should to go this facility', as this is a generalisation based on one individual's experience.



- (d) Remove allegations or speculations about the character or motivations of health care staff or organisations, or alter them to indicate that that is simply what the author believes, since authors do not know what motivates particular staff. For example, ‘the managers were only motivated by money’ to ‘in my opinion, the managers were only motivated by money’.
- (e) Edit to make clear that experiences relate to some staff, not all staff. For example, change ‘all the nurses on Ward 15 were lazy’ to ‘all the nurses who looked after me on ward 15 were lazy’.
- (f) Sometimes remove references to the care of other service users, if the information is irrelevant.
- (g) Sometimes edit direct speech, quoting third parties, to indirect speech. For example, ‘the nurse said “you’re a nightmare and we don’t want to look after you”’ to, ‘the nurse said that I was a nightmare and they didn’t want to look after me’.

#### 4. Treat staff legally and fairly

**To avoid defaming individual staff members, we will:**

- (a) Remove all staff names from highly critical comments.
- (b) In positive postings, we will remove all staff surnames. If no first names of staff are given, then refer to the nurse, team in charge, etc. of care and treatment.
- (c) Generally, remove the name or identifying information about a third party. For example, “Ward 15 cleaner Tracy said it was a disgrace and they had been told to keep costs to a minimum”. We will remove Tracy’s name.
- (d) Consider removing identifying information where we suspect there are small numbers of staff in any one treatment area, and it may be possible to identify an individual staff member. For example, if there was only one receptionist we may remove some details so that it is not clear that it was a receptionist specifically. However, if there were two or more receptionists, the details would remain in as it could have be referring to any of the receptionists, not specifically identifying an individual.



## Appendix E: Reference Details

### Establishment details

Organisation name	Central Gippsland Health
EOI Title	Care Opinion Australia Subscription Project
EOI Reference	CO-SubPro-VIC-2021

### CGH contact

Name	Jude Bridgeman
Position title	Project Manager
Email	<a href="mailto:Jude.Bridgeman@cghs.com.au">Jude.Bridgeman@cghs.com.au</a>
Telephone	03 5143 8833

### Care Opinion Australia contact

Name	Rebecca Somerville
Position title	Client Liaison Officer
Email	<a href="mailto:rebecca.somerville@careopinion.org.au">rebecca.somerville@careopinion.org.au</a>
Telephone	07 3354 4525

### Expression of Interest Indicative timetable

Opening date	Thursday 2 <sup>nd</sup> September 2021, 9:00 am (AEST) distributed by VAHI
Assessment dates	Submissions progressively assessed from Friday 3 <sup>rd</sup> September 2021.  <i>EOI forms will be available earlier upon request. Please contact Jude Bridgeman, Project Manager, Central Gippsland Health</i>
Closing date	Friday 30 <sup>th</sup> September 2021 at 5.00 pm (AEST)  <i>Late submissions may be considered. Please contact Jude Bridgeman, Project Manager, Central Gippsland Health for more information.</i>
Process	<ol style="list-style-type: none"><li>1. EOIs submitted</li><li>2. EOIs processed progressively</li><li>3. EOIs approved with services notified and Care Opinion Australia notified</li><li>4. Service Agreements developed and issued to services by Care Opinion Australia</li><li>5. Service Agreements signed by services and returned to Care Opinion Australia</li><li>6. Subscriptions created by Care Opinion Australia and promotional materials issued to services</li><li>7. Subscription commences.</li></ol>