



STRETCH2ENGAGE

Hero Cards

Funded by



Queensland
Mental Health
Commission

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Queensland Network of Alcohol
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Peak body for the community mental health sector



consultants



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House Model: Organisational Engagement Culture

Stretch2Be
Curious

Eager to know or learn.

Why

How

Stretch2Be
Clear

*Initiatives are transparent
in their reasoning and
are easily understood.*

Stretch2Be
Creative

*Use of imaginative methods
to evoke new ideas.*

Stretch2Be
Collective

*Intentionally seek out
and engage people
from diverse backgrounds
and experiences.*

Stretch2Be
Comprehensive

*Willing to explore
all aspects and embrace
divergent views.*

Stretch2Be
Champion

Vigorously lead, promote and support the organisation in its engagement initiatives.

Who

Stretch2Be
Committed

Pledge to ongoing service engagement initiatives.



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How to use the

Hero Cards

If you've got an engagement activity involving people using your service and their families and friends to inform, design, redesign or evaluate the service, then you can use these cards to help you consider all of the Stretch2Engage Framework's 7Cs.

A

Pick one card at a time and consider how your engagement activity incorporates that C.

Could you stretch your engagement activity even further?

B

Or, take a facilitated approach:

- Get some colleagues together. Give everyone a card, and set a timer for 5 minutes.
- Come up with as many new ideas as you can, using the questions as a prompt and write each idea down. Repeat as many times as you want. In a short period of time, you'll have a number of new approaches to help stretch your engagement activity even further.
- Pick your favourites and go make them happen.

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Fidelity test

for service engagement

☐ Is your engagement for the purposes of service improvement rather than for negotiating individual support or treatment?

☐ Does the engagement seek to answer a question the organisation can't answer on its own?

☐ Is the engagement initiated and resourced by the service and does not rely on people accessing the service to initiate engagement?

Does the engagement clearly align to the Stretch2Engage Framework's 7Cs?

- | | |
|--|--|
| <input type="checkbox"/> Curious | <input type="checkbox"/> Clear |
| <input type="checkbox"/> Creative | <input type="checkbox"/> Comprehensive |
| <input type="checkbox"/> Collective | <input type="checkbox"/> Champion |
| <input type="checkbox"/> Committed | |
|
 | |
| <input type="checkbox"/> Will the outcomes of the engagement and the organisation's change intentions be communicated widely, especially to those who have been directly involved? | |
|
 | |
| <input type="checkbox"/> The engagement activity ultimately informs and underpins service change. | |

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Champion

Vigorously lead, promote and support the organisation in its engagement initiatives.

An organisation's culture should encourage and support staff at all levels to engage with people about their service experience. This type of organisational culture is much more likely to deliver services that are useful, valuable and effective. Staff at all levels of an organisation have a role to play in service engagement initiatives.

Staff themselves can also benefit from engaging with people who use services, and their family and supporters. Engaging with people is the service's responsibility, not the responsibility of the people who use services.



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Committed

Pledge to ongoing service engagement initiatives.

Organisations should view engagement activities as a key ongoing component of a sustainable service and invest sufficient resources to develop sustainable engagement mechanisms. Service engagement can, in part, redress power imbalances between people who provide services and people who use, have used or may use the services being provided.



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Champion

Is this engagement activity going out to people where they are or is it asking, expecting or waiting for them to come to us?

How can we redesign it so our effort is more outward facing?

Has the timing, method and scope of this engagement activity been chosen because it's convenient to us?

How could this strategy be stretched to consider the needs, convenience and interests of the people we wish to engage with?

Does our engagement activity follow through with real action based on what is shared?

How do we plan to communicate changes, decisions and actions back to people as part of a service engagement cycle?

How do we ensure a whole of organisation engagement culture and resist just doing one-off service engagement activities?

Are engagement activities a valued part of all staff roles and are they something the staff feel justified spending time and effort on?

What value might there be in ensuring this in our service?

What roles in our service would not see service engagement as part of their responsibility?

Why is this so? How could this be changed?

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Committed

How will we communicate with all our stakeholders about what we heard and what we are doing as a result?

What aspects of service improvement or service redesign that currently exist are developed without a strong influence from people who use our services?

Why is this happening?

What could we do to stretch here?

What ability do we have to act on what we hear from people who access our service?

How could we support and build our capacity for even more change?

Have you been tempted to use engagement activities for other purposes such as service promotion, marketing or therapeutic (individual) engagement?

How can we ensure the purpose of engagement activities remains purely for service improvement?

How does our engagement strategy feed into our strategic direction and operational plans?

How could we use service engagement activities to determine our strategic direction?

Is our overall engagement strategy considered and included in our annual budget?

How does our service communicate to all staff that service engagement is an essential component of their roles?

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STRETCH2ENGAGE

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Curious

Eager to know or learn.

Services are better when they are driven by a desire to learn or know more about the community they are serving.

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Collective

Intentionally seek out and engage people from diverse backgrounds and experiences.

Engagement activities are better with more voices than just a few. No one voice can be representative of the whole.



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Curious

What are we curious about?

Is there a problem that people who access our service might want us to address?

Are we sure we are tackling the right problem?

Is the engagement activity asking a question that we don't already have the answer for?

Is there a better, more engaging question?

What are the pain or frustration points for people (e.g. family, friends and other stakeholders) accessing our service?

Does this engagement activity seek to understand what causes them?

How could we stretch the activity to have a deeper understanding of these? (Try using journey maps, empathy maps or coffee chats to discover what these might be.)

Is our question one that excites, scares or fascinates?

How could the question be even more engaging?

What assumptions do we have about what we think that people are going to say?

How might we remove those assumptions?

How will the answers guide us to improve our service?

What question do we need to ask?

How will we communicate the outcomes of this engagement activity to others in our organisation including decision makers?

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Collective

Is this engagement activity relying on the same people who always engage with us?

Can it be stretched to include new voices, soft voices, distant voices?

Are we using only paid or proxy voices to represent the wider collective in our engagement activity?

Who will we exclude if we do this?

Has this engagement activity been designed to hear from people with different experiences, genders, age groups, cultural backgrounds and geographical locations?

Are we asking people who know something about our specific area of inquiry?

Does this engagement activity include people at all stages of their journey with the service (e.g. first contact, waiting list, beginning, middle and end of the program)?

How could this engagement activity be stretched to include a greater range of people, thoughts and ideas?

Before deciding an action, challenge yourself to ask 10 more people you have not heard from.

Who have we forgotten to engage with?

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Clear

Initiatives are transparent in their reasoning and are easily understood.

Service engagement is different from service provision. The purpose of engagement is to improve services. People's time is valuable. Being clear in purpose minimises the risk of confusion and respects people's time and personal resources.



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Creative

Use of imaginative methods to evoke new ideas.

People respond best when engagement activities or invitations to engage are relevant, stimulating and energising. The best creative engagement ideas are readily available, often inexpensive and accessible.

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Clear

Is the purpose of this engagement activity clear to everyone?

Do people know what we will do with the information that we gather from this engagement activity?

Is the scope of this engagement activity too broad, too narrow or just right?

How do we know?

What are the limitations of this engagement strategy?

How have these been made clear to all involved?

Can we make them clearer?

Are we clear that we are requesting assistance from people who access our service (and their family and friends)?

How could we check this understanding with the people who we are engaging with?

Are we being transparent with the people we are engaging with about how they will be recompensed and recognised for their expertise?

What could we do to ensure this happens before the activity starts?

Is this engagement activity asking people for their help to improve our service or has it been designed to achieve an individual, therapeutic outcome?

What is the smallest change that could be made to this engagement activity to make it even clearer?

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Creative

How is this engagement activity different to anything else we have done before?

If we were asked to participate in this engagement activity in our own free time, would we do it?

How could the experience be more enticing?

Is this a modern approach to interacting with people?

How could it make better use of technology, social media or other new ideas?

Does this engagement activity provide a number of creative ways in which we can engage with people?

Does the engagement activity appeal to all the different learning styles?

Does it cater for those that best engage visually, auditorily or kinesthetically?

If we shared this engagement idea with other organisations, would they be tempted to try a version of it themselves?

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Stretch2Be

Willing to explore all aspects and embrace divergent views.

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Comprehensive

Who are our critical thinkers?

Have we engaged them to test our ideas to make sure they are robust?

Who might disagree with our thinking or ideas?

How do we engage with them to stretch us?

Who do we find it difficult to engage with?

How could this engagement activity incorporate their views?

How might the design of this engagement activity stop people from wanting to argue with us or to raise a different point?

What could we change to encourage divergent views?

How might we engage with people who have made complaints or left the program early to ask for their ideas on how to improve the service?

Have we fallen into the trap of groupthink?

What might we be blind to?

What is the smallest change that could be made to this engagement activity to ensure we incorporate diverse and divergent views?

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