

# Emergency Care Institute Engagement and Communication Strategy

## 1. Introduction

### What is the Emergency Care Institute (ECI)?

The ECI was set up in 2011 under the umbrella of the Agency for Clinical Innovation (ACI). The primary role of the ECI is to improve outcomes for patients presenting at hospital emergency departments (ED) across NSW through coordination, networking and research.

The ECI works with and supports ED staff that work in the NSW Health system, in consultation with consumers and the community, to research, plan and deliver more effective and efficient care leading to better outcomes for patients. The ECI provides a strong, independent voice for staff, patients and NSW communities. There is an enormous amount of good work carried out in different EDs across NSW. The ECI's role is to promote and support the sharing of best practice across the whole of NSW to reduce inappropriate variation in clinical practice and improve emergency care. The ECI seeks to conduct research and foster innovation to assist EDs to meet upcoming future challenges.

### What will be the principal activities of the ECI?

- *Knowledge management* - fostering engagement and communication across all key stakeholders including consumers, clinicians and managers that work in the NSW Health system, expert groups and other agencies at a state, national and international level.
- *Clinical Governance* - promoting excellence in the standard of care in all NSW EDs through clinical networking, identifying, promoting and disseminating evidence-based practice, and providing a forum for the systematic analysis and assessment of information regarding the quality of care.
- *Clinical and Service Innovation* - researching and developing solutions to current and future challenges to emergency care, including new models of care and system improvements.
- *Strategic planning* - providing strong leadership and advocacy to interest groups and emergency staff on the future direction of emergency care in NSW.

### Key functions of the ECI include to:

- bring together consumers, clinicians and key stakeholders across NSW to ensure that their views inform the work of the ECI
- reduce inappropriate variation in clinical practice and increase consistency in outcomes
- support the dissemination of evidence based care including new models of care to address challenges in emergency care
- foster communication and sharing information across all key stakeholders including NSW Health, expert groups, clinicians and consumers at a state, national and international level
- act in an advisory capacity
- encourage and support emergency care research and innovation
- ensure a multi disciplinary approach to improve the quality, efficiency, effectiveness and safety of patient care
- support robust evaluation of clinical and operational ED practice across the dimensions of efficiency and effectiveness
- provide a forum for the systematic analysis and assessment of information regarding the quality of care in NSW Emergency Departments.
- display strong leadership to support the Institute members inform the future strategic direction of emergency care in NSW.
- undertake audits of activities to ensure that there are meaningful and transparent results, which are widely available.

## 2. ECI's key stakeholders

There are a number of groups and individuals that need to be part of the ECI engagement and communication strategy. The primary and secondary stakeholders and the nature of their involvement in this process are listed in Appendix A.

## 3. The purpose of engagement and communication for ECI

ECI's relevance and its sustainability are dependent upon effective communications and the satisfaction of the consumers, clinicians and other stakeholders that provide emergency care or have an interest in it. The engagement of these stakeholders in ECI's governance, planning and operations are captured in this engagement and communications plan which will be regularly reviewed.

### Principles

The ECI is committed to the following operating principles:

- Clear, regular and transparent communication
- A collaborative, multidisciplinary approach to working with all stakeholder groups
- Driven clinicians and consumer experiences
- Outputs to be evidence based and align with best practice
- Ensure emergency care is treated as a whole of system responsibility
- Efficient allocation of resources
- Regular and honest evaluation of our work

### Aim

We aim to create a dialogue with stakeholders at the right level, at the right time, using the right method to meet the following objectives:

- raise the awareness, understanding and support for the ECI
- provide effective, accurate, reliable and timely information relating to emergency care
- engage with purpose across the spectrum of engagement (involvement to empowerment)
- use feedback from stakeholders to inform ECI's priorities, strategy and activities from planning through to implementation and evaluation

## 4. The Issues and Challenges Facing ECI

### What are the key issues and challenges facing emergency care according to employees and stakeholders who work with and in emergency care in the NSW health system?

The ECI stakeholder survey was sent to employees and stakeholders who work with and in emergency care in the NSW health system e.g. health service staff and managers, emergency care clinicians, GPs, Colleges, NSW ambulance service officers, LHD and Pillar employees. The following key issues were raised:

- *Lack of staff.* This was the top issue, alongside access block, for all staffing groups in the survey. The majority of respondents stated this as a generic issue but of those that highlighted a particular profession, medical and nursing were most cited.
- *Access block.* This refers to the percentage of patients who were admitted, or planned for admission but discharged from the emergency department (ED) without reaching an inpatient bed, transferred to another hospital for admission, or died in the ED whose total ED time exceeded 8 hours, during the 6 month time period. This issue was of most concern to the respondents, alongside lack of staffing.
- *Staff development.* Enhancing developmental opportunities for staff through increased access to education and resources was of particular importance to the nursing and allied health respondents.

- *Communication.* This covered communication between EDs and primary care as well as communication across the different EDs in the State. Respondents, especially administrative and allied health groups, felt much could be improved to benefit patient outcomes.

**What are the key issues and challenges facing emergency care according to consumers and the community?**

An initial engagement priority for the ECI is to determine consumers and community priorities for emergency care. The approach for this is detailed in section 5 and the specific activities outlined in appendix A.

**5. Engagement and Communication Approach**

The ECI is keen to foster open proactive, two-way communication with all stakeholders. Establishing a relationship of trust will encourage collaboration and engagement of all stakeholders in every aspect of the ECI’s work. Key elements to the approach include:

- the involvement of consumers, the community, emergency care clinicians and clinical support staff and managers throughout all appropriate ECI activities
- the use of a variety of mechanisms and methods that are tailored to meet the needs and purpose of the engagement
- early engagement enabling the achievement of positive outcomes for stakeholders
- the provision of information to stakeholders upfront about the level of influence that their engagement will have on key outcomes
- the ability for stakeholders to respond to the communication and engagement strategy to ensure that the approach continues to work, adapting where necessary
- the provision of feedback to stakeholders about how their contribution has influenced the end results.

The engagement approach will encompass the continuum from information through to consultation, involvement, collaboration and empowerment. The diagram below has been reproduced with permission from Health Consumers Queensland to represent this. It outlines different ways that stakeholders can be engaged in the work of ECI across the spectrum and provides examples of appropriate use.

<b>Elements</b>	<b>Information</b>	<b>Consultation</b>	<b>Involvement</b>	<b>Collaboration</b>	<b>Empowerment</b>
<b>What is the nature of the engagement?</b>	Information is given to stakeholders	Information is gathered from stakeholders	Stakeholders are involved in the process	Organisations and stakeholders work together in partnership	Stakeholders make decisions about solutions, ideas and initiatives, and they feed this back to organisations
<b>When to use this element?</b>	This element is utilised to enhance knowledge and understanding and support transparency. It can provide information that assists stakeholders to access healthcare or manage their health. It can provide information on something that has been decided and is to be implemented.	This element is used to gather information and have discussions with stakeholders.	This element is used when organisations seek to work with stakeholders and ensure their views are reflected in decisions and solutions.	This element is used when organisations seek to work in partnership with stakeholders to identify joint solutions and develop initiatives.	This element is used when organisations seek to enable consumers and communities to decide solutions, ideas and outcomes, and implement them
<b>What is the level of consumer /community influence?</b>	Level of stakeholder influence is nil	Stakeholder involvement and influence is low	Stakeholders have some influence	High stakeholder involvement and influence	Stakeholder control

Elements	Information	Consultation	Involvement	Collaboration	Empowerment
<b>Examples</b>	<ul style="list-style-type: none"> <li>• Websites</li> <li>• Displays</li> <li>• Media releases</li> <li>• Education programs</li> <li>• Factsheets</li> <li>• Information delivery forums</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> <li>• E-consult</li> <li>• Conferences</li> <li>• Discussion papers</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberative polling</li> <li>• Roundtables</li> <li>• Ballots</li> <li>• Conferences</li> <li>• Panels</li> <li>• Task forces</li> <li>• Working parties</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory committees</li> <li>• Scenario building</li> <li>• Clinical networks</li> <li>• Planning committees</li> </ul>	<ul style="list-style-type: none"> <li>• Multi purpose health services</li> <li>• Steering committees</li> <li>• Strategy groups</li> <li>• Quality committees</li> <li>• Boards</li> <li>• Policy councils</li> <li>• Standing strategic committees</li> </ul>

Figure 1: Spectrum of engagement levels of stakeholders, adapted with permission from 'Consumer and Community Engagement Framework', Health Consumer Queensland, February 2012

Activities will be selected dependent upon the situation and the level of engagement required and the expectations will need to be clearly articulated. The specific stakeholder activities are outlined in Appendix A.

## 6. Engagement and communication activities

Effective communication and engagement is crucial to inform the ECI's coordination, networking and research activities and to access the diverse range of skills, experience and knowledge that exists amongst its stakeholders. A variety of activities will be undertaken by the ECI and these are detailed in Appendix A. These will be tailored to include a variety of mass communication, targeted communication and face to face communications depending on the activity and stakeholders involved. Many activities will span all stakeholders but some will be tailored to a specific stakeholder group for example, community and consumer public forum, market research on community and consumer priorities.

## 7. Budget

Funding will be sourced by the ECI to ensure that the activities outlined in this strategy are supported appropriately.

## 8. Timeline and responsibilities

The engagement and communication strategy will be endorsed by the ECI Executive Committee. The ECI team will seek contributions and feedback on the engagement and communication plan on an ongoing basis.

Successful implementation of the communication plan will be dependent upon the collaboration from stakeholders noted in this strategy document.

## 9. Reporting

The ECI has the following reporting requirements to the:

- ECI Executive Committee – quarterly
- ACI Board – annually
- Local Health Districts (LHDs) – biannually
- Commonwealth – quarterly

## 10. Evaluation

The engagement and communication strategy will be reviewed regularly by the ECI Executive Committee. To complete this exercise, the ECI may:

- Prepare and disseminate qualitative evaluation of engagement/communication material via focus groups
- Annually survey stakeholders to determine satisfaction, understanding and effectiveness of communication
- Ensure that the objectives outlined in the plan are achieved

## Appendix A – ECI stakeholders

PRIMARY AND SECONDARY STAKEHOLDERS				
Stakeholder	Primary or Secondary	Nature of Involvement	Activity to communicate and engage	Activity spectrum level
<b>Wider community</b> <b>Includes consumers (patients, carers and their families) accessing care from EDs</b>	Primary	<ul style="list-style-type: none"> <li>• Introduction to ECI – to raise profile of ECI</li> <li>• Update on status and progress of projects</li> <li>• Map current information on consumer/community views on emergency care including Patient Survey and conducted market research to identify priority concerns</li> <li>• Map different types of consumers/communities using EDs - NSW wide, to better understand needs, e.g. cultural diversity</li> <li>• Consumers to be represented on all ECI committees</li> <li>• Gain feedback from consumers to inform direction of ECI</li> <li>• Make information available on the website</li> <li>• Hold Public Forums to                             <ul style="list-style-type: none"> <li>○ invite feedback</li> <li>○ address misconceptions about EDs</li> <li>○ to inform the community about particular issues or direction in relation to emergency care</li> </ul> </li> <li>• Public and targeted consultations (3-5 week) to be extended to ACI consumers, LHD/Agency community engagement structures, advertised through website and at public forums</li> <li>• Seek advice on proposals/issues to shape or influence a decision that is made on their behalf</li> <li>• Involve to better understand how the community could be engaged in ECI decision making processes</li> <li>• Consult with to help set the priorities of the ECI</li> <li>• Consult in planning the delivery of emergency care services in the future in response to the external environment and community expectations</li> </ul>	<b>Direct</b> <ul style="list-style-type: none"> <li>✓ Annual consumer forum</li> <li>✓ ECI Committees</li> <li>✓ Public Forums</li> <li>✓ Focus Groups</li> <li>✓ ECI symposium</li> <li>✓ ECI events</li> </ul> <b>Indirect</b> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	Involve  Collaborate Involve Consult Inform Involve  Inform Inform Inform Inform Inform
<b>ECI committees</b>	Primary	<ul style="list-style-type: none"> <li>• Update on status and progress of key projects</li> <li>• Develop and adopt work plans related to their TOR</li> <li>• Lead priority areas of work for the ECI through project planning and stakeholder engagement</li> <li>• Create an annual report on the ECI activities (Executive)</li> </ul>	<b>Direct</b> <ul style="list-style-type: none"> <li>✓ ECI committee meetings</li> <li>✓ ECI symposium</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ Written reports</li> <li>✓ ECI Stakeholder</li> </ul>	Collaborate  Inform Inform  Inform/Consult Inform Consult

			<p>Survey</p> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Email distribution lists</li> </ul>	<p>Inform</p> <p>Inform</p> <p>Inform</p>
<b>ACI (including other networks)</b>	Secondary	<ul style="list-style-type: none"> <li>• ECI to provide contributions to the bimonthly ACI newsletter</li> <li>• Update on status and progress of key projects</li> <li>• Work in collaboration with ACI networks on specific projects in keeping with the ECI strategic direction</li> <li>• Contribute to the ACI annual report</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ Written reports</li> <li>✓ ECI symposium</li> <li>✓ ECI events</li> <li>✓ ECI stakeholder survey</li> <li>✓ Regular meetings</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI newsletter</li> </ul>	<p>Inform</p> <p>Inform/Consult</p> <p>Inform</p> <p>Inform</p> <p>Consult</p> <p>Consult</p> <p>Involve</p> <p>Inform</p> <p>Inform</p>
<b>Emergency care clinicians (multidisciplinary)</b>	Primary	<ul style="list-style-type: none"> <li>• Inform the work plan for the ECI through participating in focus visits, committee structures and projects</li> <li>• Access the ECI as a resource for all emergency care information</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Site visits</li> <li>✓ Focus Groups</li> <li>✓ ECI committees</li> <li>✓ ECI Symposium</li> <li>✓ Local hospital/LHD meetings</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder Survey</li> <li>✓ ECI events</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ Publications – guidelines, reports, leaflets</li> </ul>	<p>Involve</p> <p>Consult</p> <p>Collaborate</p> <p>Inform</p> <p>Consult</p> <p>Inform</p> <p>Inform/Consult</p> <p>Inform</p> <p>Consult</p> <p>Involve</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>

			<ul style="list-style-type: none"> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Inform Inform Inform</p>
<b>NSW Ministry of Health and relevant bodies</b>	Secondary	<ul style="list-style-type: none"> <li>• Update on progress and achievements of ECI – regular reporting schedule</li> <li>• Engage the ECI expertise in the development of new and revised policies and guidelines</li> <li>• Regular meetings updating achievements and identifying areas for collaboration and engagement</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Regular meetings</li> <li>✓ ECI committees</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ Written reports</li> <li>✓ ECI Stakeholder Survey</li> <li>✓ ECI events</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Publications – guidelines, reports, leaflets</li> <li>✓ Email distribution lists</li> </ul>	<p>Consult Collaborate Inform</p> <p>Inform/Consult Inform Consult</p> <p>Involve</p> <p>Inform Inform Inform</p> <p>Inform</p>
<b>Pillar organisations (CEC, HETI &amp; BHI)</b>	Secondary	<ul style="list-style-type: none"> <li>• Regular meetings updating achievements and identifying areas for collaboration and engagement</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Regular meetings</li> <li>✓ ECI Symposium</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder Survey</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Consult Inform Inform</p> <p>Inform/Consult Consult</p> <p>Inform Inform Inform Inform Inform</p>
<b>Other clinical governance / critical care groups and committees</b>	Secondary	<ul style="list-style-type: none"> <li>• Represented on ECI committees and projects</li> <li>• Regular meetings updating ECI achievements and identifying areas for</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Regular attendance (by invitation) to</li> </ul>	<p>Collaborate</p>

		collaboration and engagement	<p>other Committees/Working Groups</p> <ul style="list-style-type: none"> <li>✓ ECI Committees</li> <li>✓ ECI Symposium</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder Survey</li> <li>✓ ECI events</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ Publications – guidelines, reports, leaflets</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Collaborate</p> <p>Inform</p> <p>Inform</p> <p>Inform/Consult</p> <p>Consult</p> <p>Involve</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>
<b>LHDs including district and hospital administrators</b>	Primary	<ul style="list-style-type: none"> <li>• Regular meetings updating achievements and identifying areas for collaboration and engagement</li> <li>• Access the ECI as a resource for up to date emergency care information to inform local emergency planning and projects</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Site visits</li> <li>✓ Focus groups</li> <li>✓ ECI Committees</li> <li>✓ ECI Symposium</li> <li>✓ Local hospital/LHD meetings</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder Survey</li> <li>✓ ECI events</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ Publications –</li> </ul>	<p>Involve</p> <p>Consult</p> <p>Collaborate</p> <p>Inform</p> <p>Consult</p> <p>Inform</p> <p>Inform/Consult</p> <p>Consult</p> <p>Involve</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>

			guidelines, reports, leaflets ✓ ECI newsletter ✓ ACI newsletter ✓ Email distribution lists	Inform Inform Inform
<b>Ambulance</b>	Primary	<ul style="list-style-type: none"> <li>• Represented on ECI committees and projects</li> <li>• Regular meetings with NSW Ambulance Service</li> </ul>	<b>Direct</b> ✓ Site visits ✓ Focus groups ✓ ECI Committees ✓ ECI Symposium ✓ SEAB ✓ ECI Stakeholder Survey ✓ ECI events ✓ Regular meetings  <b>Indirect</b> ✓ Via communication to stakeholder groups and individuals ✓ ECI website ✓ ACI website ✓ Press releases ✓ Publications – guidelines, reports, leaflets ✓ ECI newsletter ✓ ACI newsletter ✓ Email distribution lists	Involve Consult Collaborate Inform Collaborate Consult  Involve Consult  Inform  Inform Inform Inform  Inform Inform Inform
<b>Colleges and professional organisations (CENA, ACEM, ASEM, ICEN, Divisions of General Practice)</b>	Secondary	<ul style="list-style-type: none"> <li>• Regular meetings updating ECI achievements and identifying areas for collaboration and engagement</li> </ul>	<b>Direct</b> ✓ Regular meetings ✓ ECI Symposium ✓ Written correspondence ✓ Phone calls ✓ ECI Stakeholder Survey  <b>Indirect</b>	Consult Inform Inform  Inform/Consult Consult

			<ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>
<b>Other hospital staff, departments and teams</b>	Secondary	<ul style="list-style-type: none"> <li>• Regular meetings updating ECI achievements and identifying areas for collaboration and engagement</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Site visits</li> <li>✓ Focus groups</li> <li>✓ ECI Committees</li> <li>✓ ECI Symposium</li> <li>✓ Written correspondence</li> <li>✓ ECI Stakeholder Survey</li> <li>✓ ECI events</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ Publications – guidelines, reports, leaflets</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Involve</p> <p>Consult</p> <p>Collaborate</p> <p>Inform</p> <p>Inform</p> <p>Consult</p> <p>Involve</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>
<b>Media</b>	Secondary	<ul style="list-style-type: none"> <li>• Contact to ensure that the ECI activities and purpose are known</li> <li>• Press releases and communication regarding significant events</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ Press releases</li> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Publications – guidelines, reports, leaflets</li> </ul>	<p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>

<b>NETS and other retrieval</b>	Secondary	<ul style="list-style-type: none"> <li>• Inform of ECI activities and achievements</li> <li>• Ad hoc meetings to consult on specific activities/areas</li> <li>• Access the ECI for up-to-date resources on emergency care</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Meetings</li> <li>✓ ECI Symposium</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder Survey</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Involve Inform Inform</p> <p>Inform/Consult Consult</p> <p>Inform Inform Inform Inform Inform</p>
<b>Royal Flying Doctors</b>	Secondary	<ul style="list-style-type: none"> <li>• Inform of ECI activities and achievements</li> <li>• Ad hoc meetings to consult on specific activities/areas</li> <li>• Access the ECI for up-to-date resources on emergency care</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Meetings</li> <li>✓ ECI Symposium</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder Survey</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ Secondary ACI website</li> <li>✓ Press releases</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Involve Inform Inform</p> <p>Inform/Consult Consult</p> <p>Inform Inform Inform Inform Inform</p>
<b>Department of Health and Ageing</b>	Secondary	<ul style="list-style-type: none"> <li>• Inform of ECI activities and achievements</li> <li>• Ad hoc meetings to consult on specific activities/areas</li> <li>• Access the ECI for up-to-date resources on emergency care</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Meetings</li> <li>✓ ECI Symposium</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder</li> </ul>	<p>Involve Inform Inform</p> <p>Inform/Consult Consult</p>

			<p>Survey</p> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>
<b>Interstate Emergency Care Networks</b>	Secondary	<ul style="list-style-type: none"> <li>• Inform of ECI activities and achievements</li> <li>• Ad hoc meetings to consult on specific activities/areas</li> <li>• Access the ECI for up-to-date resources on emergency care</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Meetings</li> <li>✓ ECI Symposium</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder Survey</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> <li>✓ Email distribution lists</li> </ul>	<p>Involve</p> <p>Inform</p> <p>Inform</p> <p>Inform/Consult</p> <p>Consult</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>
<b>Unions</b>	Secondary	<ul style="list-style-type: none"> <li>• Inform of ECI activities and achievements</li> <li>• Ad hoc meetings to consult on specific activities/areas</li> <li>• Access the ECI for up-to-date resources on emergency care</li> </ul>	<p><b>Direct</b></p> <ul style="list-style-type: none"> <li>✓ Meetings</li> <li>✓ ECI Symposium</li> <li>✓ Written correspondence</li> <li>✓ Phone calls</li> <li>✓ ECI Stakeholder Survey</li> </ul> <p><b>Indirect</b></p> <ul style="list-style-type: none"> <li>✓ ECI website</li> <li>✓ ACI website</li> <li>✓ Press releases</li> <li>✓ ECI newsletter</li> <li>✓ ACI newsletter</li> </ul>	<p>Involve</p> <p>Inform</p> <p>Inform</p> <p>Inform/Consult</p> <p>Consult</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p> <p>Inform</p>

			✓ Email distribution lists	Inform
<b>Universities</b>	Secondary	<ul style="list-style-type: none"> <li>• Inform of ECI activities and achievements</li> <li>• Ad hoc meetings to consult on specific activities/areas</li> <li>• Access the ECI for up-to-date resources on emergency care</li> </ul>	<b>Direct</b> ✓ Meetings ✓ ECI Symposium ✓ Written correspondence ✓ Phone calls ✓ ECI Stakeholder Survey  <b>Indirect</b> ✓ ECI website ✓ ACI website ✓ Press releases ✓ ECI newsletter ✓ ACI newsletter ✓ Email distribution lists	Inform Involve Inform Inform Inform/Consult Consult Inform Inform Inform Inform Inform Inform
<b>Locum Agencies</b>	Secondary	<ul style="list-style-type: none"> <li>• Inform of ECI activities and achievements</li> <li>• Ad hoc meetings to consult on specific activities/areas</li> <li>• Access the ECI for up-to-date resources on emergency care</li> </ul>	<b>Direct</b> ✓ Meetings ✓ ECI Symposium ✓ Written correspondence ✓ Phone calls ✓ ECI Stakeholder Survey  <b>Indirect</b> ✓ ECI website ✓ ACI website ✓ Press releases ✓ ECI newsletter ✓ ACI newsletter ✓ Email distribution lists	Inform Involve Inform Inform Inform/Consult Consult Inform Inform Inform Inform Inform Inform