

Borders NHS Board



HEALTH IN YOUR HANDS: WHAT MATTERS TO YOU?
ENGAGEMENT PLAN

Aim

This paper aims to provide the board with an outline of the proposed engagement plan for the Inpatient Review: Health in Your Hands. This is intended to be a wide ranging public and staff engagement exercise based around the theme: *What Matters to You?*

Background

Last year the Board developed and launched a Clinical Strategy in consultation with staff and the public. This sets out 7 key principles which form the basis for the future design and development of services in NHS Borders. The subsequent review, starting with inpatient services, is to consider what needs to change to achieve the vision of everyone being able to live longer healthier lives at home, or in a homely setting, and with seamless provision of service across health and social care.

Inpatient Review – Progress to date

It is acknowledged that a number of workstreams are already underway around many of our inpatient services. Moving forward therefore these existing workstreams will be referenced under the umbrella of the Inpatient Services Review. These projects are at different stages with some nearing completion, and all will be tested for reassurance that they deliver against the key principles of NHS Borders Clinical Strategy.

The current workstreams include the Re-provision of services currently provided at Galavale (which the Board will consider as part of this meeting), the development of a Children and Young Peoples Centre, the improving patient flow work through participation in the Institute for Healthcare Optimisation work, Connected Care, Unscheduled Care and also Medical Cover in the Community Hospitals. A pragmatic approach will be taken to those workstreams already underway to ensure those stages of the review process relevant to the work as it progresses are applied.

In addition to these existing workstreams, the initial Inpatient Services Review scoping exercise identified new service areas for review. These included ITU/HDU/Critical Care, Inpatient Surgery Conversion and work around the Frail Elderly Pathway.

Since the last update to the Board in June the following progress has been made:

What Matters to you?

- The links between individual review workstreams and the wider engagement process are being managed closely as part of the overarching project management approach.

- As agreed by the Board in February 2015 the Inpatient Services Review will put mutuality at the heart of the services that we offer and recognise that the people who own the NHS, our communities, should be seen as co-owners rather than service users. Work has therefore been undertaken to produce an outline engagement plan and this is presented within **appendix 1** for consideration.

Critical Care Provision

- A review of relevant literature, has been pulled together to examine how other areas provide Critical Care services. This is currently being reviewed and considered. Learning visits to other boards are also being arranged to provide a solid understanding of how we compare to others and in what areas there is potential for improvement.
- Membership of the Critical Care project team has now been established and the Clinical Lead identified.
- Small focused groups are being scoped out to engage with staff, former patients, families and carers and other key stakeholders to gather feedback and information these focus groups will also then be used to inform, engage and consult on initial findings.

Frail Elderly Pathway

- A first scoping meeting has taken place to pull together a potential model that could be tested

This progress update remains in line with the overarching timeline previously agreed by the Board in February.

Summary

NHS Borders is committed to embarking on a wide-ranging public and staff engagement on the theme of *What Matters to You?* A high level engagement plan split into 4 phases has been developed for your consideration (see appendix 1).

The phased approach means that the engagement will be iterative in nature with the key themes arising from Phase 1 informing the more in-depth and targeted engagement around specific issues or service areas of the later phases. This approach ensures that the feedback and ideas generated in the first phases will have a direct influence on the work going forwards.

The various approaches, tools and techniques used by other Boards in similar exercises have been explored and we have used their experience to inform our plan. Furthermore, we are still in the process of investigating alternative and innovative methods of engaging with our communities.

We will work closely with our colleagues at the Scottish Health Council for advice, guidance and support to ensure that the engagement process meets equality and diversity standards, and that NHS Borders and its stakeholders get the most out of this engagement process.

Recommendation

The Board is asked to **note** the progress update with regards to the Inpatient Review and **approve** the approach for the wider overarching engagement programme – *What Matters to You?*

Policy/Strategy Implications	The engagement process will serve to shape and develop strategic goals in line with the principles of the clinical strategy. The individual workstreams of the clinical services review will work alongside and be closely interlinked with all engagement activity. Together they will explore and ultimately recommend options for future service development.
Consultation	The planning and conduct will be subject to ongoing discussion with the Board Executive Team (BET), Clinical Strategy Core Group, Clinical Boards, Partnership, Public Reference Group and partner organisations such as Scottish Borders Council and Scottish Health Council.
Consultation with Professional Committees	See above
Risk Assessment	Each phase will be risk assessed as part of a project management approach, this will be a continuous part of the process. Particular care will be given to ensuring we are meeting equality and diversity standards in the engagement process.
Compliance with Board Policy requirements on Equality and Diversity	This engagement exercise will purposely target to ensure that we receive feedback and engagement from all sections of the public. A full Equality Impact Assessment will be undertaken prior to engagement beginning. Please see attached scoping form.
Resource/Staffing Implications	Dedicated staff time and resources will be required, this is currently being scoped out.

Approved by

Name	Designation	Name	Designation
Sheena MacDonald	Medical Director	June Smyth	Director of Workforce & Planning

Author(s)

Name	Designation	Name	Designation
Heather Tait	Planning and Performance Manager	Stephanie Errington	Head of Planning & Performance

Appendix 1:

Health in Your Hands: what matters to you? Outline Engagement Plan

Objectives

Our communication and engagement objectives are:

- To ensure an open and honest dialogue with our stakeholders on the theme: *What Matters to You?*
- To present and engage with the public and staff on our long term vision based around the key principles of the clinical strategy.
- To maintain a high level of awareness and commitment to the engagement process.
- To help ensure consistent messages within NHS and amongst wider stakeholder groups.
- To ensure that staff and the public feel listened to and that their views can influence decisions.
- To help promote a sense of public ownership within the organisation and amongst external stakeholders.
- To ensure NHS Borders complies with governmental policy, guidance and best practice in terms of public involvement.
- To ensure stakeholders have opportunities to be engaged and involved in the work of the Inpatient Services Review: Health in Your Hands.

Audiences

Below is a list of key audiences; this will be added to as appropriate, and a complete stakeholder analysis is being undertaken to ensure communication and engagement is targeted effectively:

- | | |
|---|--|
| • Patients | • Area Committees |
| • Families | • Scottish Health Council |
| • Carers | • MSPs/MPs |
| • Staff | • Media |
| • NHS Borders Board, Advisory Committees and Non-Executive Directors. | • Community Groups |
| • Independent Contractors | • Third sector groups and organisations |
| • Public Involvement Network including Public Partnership Forum | • Commissioned service providers |
| • Scottish Borders Council – elected members and officers | • Joint service providers |
| • Community Planning Partners | • Public Governance Committee |
| • Local Community Groups | • Cross border patient flows/neighbouring boards |

We will take advice and guidance from Scottish Health Council regarding engaging with our stakeholders and ensuring that we proactively target hard to reach groups.

Engagement Plan

Phase 1

August 2015 – November 2015

Theme:

Health in Your Hands: what matters to you?

Capitalising on the recent appointment of our new Chief Executive, the first phase of engagement will be an opportunity for open dialogue between staff and the general public and the new chief executive along with members of the Board. NHS Borders will reach out to the public with our vision for the future and invite comments, questions and discussion around 3 key questions:

1. In terms of health care, what matters to you?
2. What can be done to improve services for patients, families and carers?
3. How can NHS Borders communicate engage more effectively with patients, families, carers and the general public?

Key Messages

Phase 1 will focus around the 3 key questions outline above but will involve the promotion of the following wider themes:

- NHS Borders' vision for the future – the key principles of the Clinical Strategy
- Encourage a sense of public ownership
- Promote the importance of participation and engagement in shaping the future development of services within NHS Borders.

What will engagement look like?

- 'Coffee and conversation' sessions – an opportunity for informal conversation with the Chief Executive and/or Board members
- Information sessions/events/presentations (drop in or structured depending on audience)
- Use of survey or questionnaire to reach large audience
- Social Media
- Focus groups
- Traditional media (radio, newspaper etc)
- Use of stakeholder/partner/own newsletters and publications
- Outreach work
- Development of communication materials and 'theme' to ensure consistency.

Phase 2**December 2015 – January 2016****Theme:**

Evaluation and Analysis

This phase will focus on the analysis of feedback from Phase 1. It will identify key themes and areas for further development.

The other crucial aspect of this phase is planning for focused engagement around key issues or specific services in scope for inpatient review.

This is also an opportunity to review what went well and identify what could be improved going forward into more focused engagement.

Key Messages:

- Communication with stakeholders, particularly those who took part in Phase 1, around key themes, progress and next steps.

Phase 3**February 2016 – April 2016****Theme:**

Focused Engagement on Key Themes

This phase will involve in-depth and targeted engagement with stakeholders on specific themes that have arisen from phase 1, or around specific service areas which come under the Inpatient Review umbrella. The aim of this phase is to develop ideas generated through Phase 1 and 2; as well as inviting further feedback and ideas this may also involve consultation on plans being developed.

Key Messages:

Service and theme specific communication and engagement plans will be developed with their own set of key messages. However, the key messages from phase 1 remain relevant:

- NHS Borders' vision for the future – the key principles of the Clinical Strategy
- Encourage a sense of public ownership
- Promote the importance of participation and engagement in shaping the future development of services within NHS Borders.

What will engagement look like?

- Focus Groups
- Stakeholder interviews
- Questionnaires
- Use of existing public involvement data/information
- Use of public involvement network
- Target patient/community groups

Phase 4**May 2016 onwards****Theme:**

Outcomes and Implementation

May – June 2016: analysis and evaluation of phases 1-3. Development of ideas/changes identified through engagement process.

June 2016: report to Board outlining any recommendations that have come out of the engagement process and have been developed into business cases.

July 2016 onwards: implementation of any changes that have been identified and developed through the engagement process and approved by the Board

Inter-dependencies

- Clinical Services Review Workstreams:
 - Individual workstreams will develop their own communications and engagement plans, however, these will be closely interlinked with the wider plan and may include some crossover.
- Health and Social Care Strategic Plan consultation
 - The next draft of the Strategic Plan is due to go out for consultation during the autumn 2015. Planning for *Health in Your Hands: what matters to you* engagement sessions will work with and around Strategic Plan consultations so as not to dilute the impact of either conversation. To avoid confusion among our stakeholders, a specific and consistent theme for all Health in Your Hand communication materials will be developed.
- Annual Review 2015
 - This non-ministerial review is due to take place on 17th September 2015.
 - The Board intends this year to take the review out to the different localities to give a wider range of staff and public the opportunity to view the presentation of NHS Borders' achievements over the past year and look to the future comments and feedback will be welcomed and built into these sessions.
 - We will use these sessions to have conversation around the 3 key questions of Phase 1.
- Creating a Fairer Scotland: What Matters to You? Lived experience of poverty and exclusion.
 - This engagement is lead by the Scottish Government and has a wider focus than purely health and social care. Through *Health in Your Hands: what matters to you?* NHS Borders will be able to feed local views into this national consultation.