

NHS DORSET CLINICAL COMMISSIONING GROUP

GOVERNING BODY MEETING

**ENGAGEMENT AND COMMUNICATIONS FRAMEWORK
2017/18 TO 2018/19 PROGRESS REPORT**

Date of the meeting	16/05/2018
Author	P Malins, Head of Engagement and Communications
Sponsoring Board Member	D Jenkins, Governing Body Lay Member for Patient and Public Involvement
Purpose of Report	To provide an update on the Engagement and Communications Framework 2017/2018 to 2018/2019.
Recommendation	The Governing Body is asked to note the update on Engagement and Communications Framework 2017/2018 and to approve priorities for 2018/2019.
Stakeholder Engagement	Individual discussions have taken place with the Governing Body Lay Member for Public and Patient Involvement, Chief Officer, Directors and Deputy Directors to inform the development of the framework.
Previous GB / Committee/s, Dates	Governing Body 16/07/2014, 18/03/2015, 16/03/2016, 16/11/2016, 15/11/2017

Monitoring and Assurance Summary

This report links to the following Strategic Principles	<ul style="list-style-type: none"> • Prevention at Scale • Integrated Community and Primary Care Services • One Acute Network • Digitally Enabled Dorset • Leading and Working Differently 		
	Yes [e.g. ✓]	Any action required?	
		Yes Detail in report	No
All three Domains of Quality (Safety, Quality, Patient Experience)	✓	✓	
Board Assurance Framework Risk Register	✓	✓	
Budgetary Impact	✓		✓
Legal/Regulatory	✓	✓	
People/Staff	✓	✓	
Financial/Value for Money/Sustainability	✓		✓
Information Management & Technology	✓	✓	
Equality Impact Assessment	✓		✓
Freedom of Information	✓		✓
I confirm that I have considered the implications of this report on each of the matters above, as indicated	✓		

Initials: PM

1. Introduction

- 1.1 NHS Dorset Clinical Commissioning Group (CCG) puts engagement at the heart of everything that it does. We are committed to meaningful individual and public participation in the work that we do and to the importance of the appropriate and timely involvement of our stakeholders. Together we can achieve our mission of “supporting people in Dorset to lead healthier lives”.
- 1.2 The engagement and communications framework was reviewed in 2016 and refreshed to align with and enable the delivery of our Operational Plan 2017/18 to 2018/19. As reported then, we have restructured the engagement and communications functions into four work streams and enhanced the capacity/skill mix within teams. By extending the skills within the engagement and communications team, we can now provide cost-effective, in-house support for an increased range of communication channels and activities. We are also able to plan better to provide timely, professional support to the CCG and STP/ICS.
- 1.3 If the NHS in Dorset is to have sustainable health and social care services that are fit for the future, we will need to work collaboratively across the health and care system, hand in hand with our stakeholders, STP/ICS partners and providers. This will require confident leadership and meaningful stakeholder engagement; therefore, the engagement and communication framework should be read in conjunction with the Organisational Development Framework.

2. Background

- 2.1 Professional responsibility for leading, planning and delivering activity sits with the Engagement and Communications team, which is part of the Engagement and Development Directorate. However, it is important to acknowledge that engagement and good communications are part of everyone’s job. The engagement and communications activity is divided into four main work streams:
 - Stakeholder insight;
 - Patient and public engagement;
 - Media and publications;
 - Marketing and digital.
- 2.2 An implementation plan was developed which describes ‘how’ we will continue to develop our approach and ‘what’ we intend to deliver through our engagement and communications activities for 2017/2018 and 2018/19.

3. Delivery against implementation plan

- 3.1 Since the last update on the Engagement and Communications Framework was reported to the Governing Body in November 2017 there has been a significant amount of progress against the implementation plan.
- 3.2 In addition, last year saw the introduction of a new NHS England Improvement Assessment Framework (IAF) indicator “Compliance with statutory guidance on patient and public participation in commissioning health and care”.
- 3.3 Dorset CCG was rated as high ‘good’ in every area (green), with many actions rated as outstanding.

One of the areas for improvement, both nationally and locally, was to develop more co-ordinated working between quality, engagement and equality teams. Work has already begun on this.

In March 2018, Wessex Voices, a network of Healthwatch organisations supported by NHSE, worked with us to arrange a workshop with the following aims:

- To bring together engagement and communications, equalities and quality leads from across the system
- To explore how to share the gathering, analysis and use of insight/feedback data across the health and care system to maximise the opportunity for feedback from patients, carers and the public to be at the heart of sustainable transformation
- To focus on improving the experience for patients, carers and the public
- To develop proposals for working together.

The insight gathered at this event will be analysed and used to help develop local mechanisms/methodologies for ensuring that patient experience is captured in a form that enables it to be fed into the planning and commissioning of services.

In addition, Dorset CCG is one of six integrated care Systems being supported by the King’s Fund to develop this objective nationally. This work remains one of our priorities for the year 2018 to 19.

- 3.4 Other key milestones during 2017 to 18 included:
- Confirmation of Best Practice accreditation from the Consultation Institute for the Clinical Services Review public consultation and decision-making process;
 - Feeding back the CSR and mental health acute care pathways consultation responses and decisions to staff, key stakeholders and the public;
 - Sharing the learning from our CSR consultation with national audiences;
 - Supporting public engagement and involvement in the implementation of the CSR proposals in key areas such as North Dorset;
 - Setting up new structures to ensure that engagement takes place to support the delivery of our Sustainability and Transformation Plan (STP) as we move

towards becoming an integrated care system e.g. STP Public Engagement Group (STP PEG), STP engagement leads network;

- Developing a network of GP-based patient participation groups (PPGs) across Dorset and producing a toolkit to encourage the growth of PPGs;
- Providing engagement support for primary care transformation plans across 13 localities in Dorset;
- Supporting engagement and patient/public participation in reviews of the following services: Dementia, maternity (Better Births), community services for children, cancer, integrated urgent and emergency care, improved access to general practice services;
- Developing and refining digital platforms for public engagement including social media channels and our dorsetsvision and Staywell websites;
- Implementing a new customer relations management system;
- Continuing to build relationships with key stakeholder groups such as Healthwatch Dorset, Dorset Race Equality Council, disability groups, councillors and MPs.

4. Priorities for 2018/19

4.1 The priorities for 2018/19 will reflect CCG objectives and a move towards wider system working across the Dorset STP/ICS. In working with partner organisations, the CCG will ensure that we adopt a person-centred approach to our engagement and communications activities so that people remain at the heart of all that we do. Our priorities for 2018/19 include:

- Continuing to provide professional engagement and communications support across the CCG and STP/ICS. This includes the following CCG-led reviews:
 - Primary care engagement across the 12 transformation areas in line with the GP Five Forward Plan
 - Integrated community children's health services (ICCHS) and CAMHS
 - Better births
 - Dementia
 - Cancer services
 - Urgent care (including increased access to general practice and the development of urgent treatment centres in line with new minimum standards)
 - Increased Access to Psychological Therapies (IAPT), and
 - Areas of further engagement/consultation following the CSR decisions including consultant-led maternity and paediatrics in the west of Dorset and community hubs in North Dorset
- working with communications and engagement leads from partner organisations to support STP/ACS portfolio boards and programmes, in particular: integrated community and primary care services; digital and creating a visual identity; developing a website and content;
- ensuring that local people are provided with timely and effective 'signposting' communications to guide them to make appropriate use of new services, for example, the future urgent treatment centre at Poole Hospital and A and E at Bournemouth and Dorchester;

- maintaining a pro-active programme of staff and public communications across all media and digital channels to ensure that timely and accessible information about the changes resulting from the CSR is widely available;
- continuing to develop dorsetsvision and the CCG's external websites;
- developing a cost-effective and user-friendly intranet/extranet to support effective staff/membership communications;
- continuing to support and develop the Sustainability and Transformation Plan public engagement group (STP PEG); Supporting Stronger Voices and practice participation group (PPG) networks;
- continuing to work with organisations such as the Kings Fund, NHSE and Wessex Voices to explore the development of a methodology to capture patient experience insight and information in the planning and commissioning of local services;
- providing communications and engagement support for the CCG Culture and People programme;
- strengthening our relationships with key stakeholders including Healthwatch Dorset; local HOSCs; MPs; councillors; voluntary organisations and 'gatekeeper' groups such as Dorset Race Equality Council (DREC), Dorset Association of Town and Parish Councils (DATPC) and those representing people with learning disabilities;
- ensuring that all personal information included with our new CRM (customer relation management) system is compliant with new data protection rules;
- continuing to develop and harness skills within the engagement and communications team to increase our capacity to bring more functions in-house, for example, more graphic design and creating animations.

5. Conclusion

- 5.1 The Governing Body is asked to note the update on the Engagement and Communications Framework 2017/18 and to **approve** the priorities for 2018/19.

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Date: 30 April 2018

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APPENDICES	
Appendix 1	Engagement and Communications Framework Implementation Plan Progress Report for 2017/18 and Priorities for 2018/19

**NHS DORSET CLINICAL COMMISISONING GROUP
ENGAGEMENT AND COMMUNICATIONS FRAMEWORK IMPLEMENTATION PLAN PROGRESS REPORT FOR 2017/18 AND PRIORITIES
FOR 2018/19**

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
<i>Providing professional support for continuous engagement and communications across the CCG and STP/ICS</i>	<p>Duty to Involve, stakeholder development and developing PPGs, integrated engagement</p> <p>To ensure processes are in place to provide meaningful opportunities for people in Dorset to be involved in discussions and decisions/changes to local health and care services</p>	<p>Supporting engagement for:</p> <ul style="list-style-type: none"> • the 12 primary care transformation areas • Integrated community children’s health services (ICCHS) • Better births • Dementia Review • Cancer services • Urgent care (IAGPS and UTCs) • Increased Access to Psychological Therapies (IAPT) • Areas of further engagement/consultation following the CSR decisions such as the development of community services in North Dorset 	Head of Engagement and Communications/Patient and Public Engagement/Stakeholder Insight	November 2017 – 31 March 2018	<p>Started and achieved across audience analysis and view-seeking stages of each of these reviews. Ongoing support will continue in 2018/19 as the review progress to feed-back or formal consultation stages.</p> <p>Additional support will be provided for new reviews such as physiotherapy and ophthalmology reviews and any additional consultation required following CSR such as maternity and paediatrics in west Dorset</p> <p>We will work to maintain/improve Dorset CCG’s overall green (high good) rating in the</p>

9.7

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
		<p>Working with communications and engagement leads from partner organisations to support STP/ICS portfolio boards and programmes, in particular: integrated community and primary care services; digital and creating a visual identity</p>	<p>Head of E and C /Digital and marketing/Media and publications</p>	<p>Monthly meetings throughout 2017 to 18</p>	<p>National PPI Improvement Assessment Framework for 2018/19</p> <p>Achieved. Work on ICS visual identity, website and creating content will continue in 2018/19</p>
		<p>To review and revise our engagement processes in line with new national guidance and feedback from the CSR consultation</p>	<p>Patient and Public Engagement</p>	<p>31 December 2017</p>	<p>Achieved</p>
		<p>To ensure that in working with STP/ACS partners, we retain a person-centred approach to engagement and communications and put people at the centre of everything we do;</p>	<p>Head of E and C and team</p>	<p>Ongoing</p>	<p>Achieved with redesigned guidance co-produced with the new STP PEG</p>
		<p>To hold bi-monthly meetings of STP PEG and with Healthwatch</p>			

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THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
		<p>Dorset officers</p> <p>Hold six-monthly Supporting Stronger Voices/PPG network meetings</p> <p>Strengthening our relationships with key stakeholders including Healthwatch Dorset; local HOSCs; MPs; councillors; voluntary organisations and ‘gatekeeper’ groups such as Dorset Race Equality Council (DREC), Dorset Association of Town and Parish Councils (DATPC) and those representing people with learning disabilities;</p> <p>Following our review of the CSR consultation, we will seek to make</p>	<p>Head of C and E/Patient and Public</p> <p>Engagement/Stakeholder Insight</p>	<p>November 2017</p> <p>January 2018</p> <p>March 2018</p> <p>March 2018</p> <p>September 2018</p> <p>Ongoing</p> <p>By 31 March 2018</p>	<p>Achieved with the provision of additional support/attendance at Healthwatch Dorset Board meetings</p> <p>Achieved</p> <p>Achieved. This work will be developed in 2018/19 in particular to take account of emerging new local authorities as a result of the local government re-organisation review by march 2019</p>

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THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
	<p>To continue reach out to people across Dorset's demography and diversity (all protected characteristics)</p> <p>To continue to target harder to reach audiences i.e. younger people and the working well</p>	<p>contact with groups representing people with disabilities and community contacts for elderly and housebound people</p> <p>To work closely with 'gatekeepers' (such as Local Authority Youth Participation Workers, the 0-19 Forum, Dorset Youth Association, Dorset Youth Council, Dorset Parent/Carer Councils) to reach younger audiences; and with NHS/local authority and other key employers to reach the working well and their families</p>		Ongoing	<p>Started. We will continue this work in 2018/19 especially by strengthening our contacts with organisations such as Access Dorset and DAPTC</p> <p>Achieved. We will continue this work in 2018/19 in support of the engagement/consultations listed above and to take account of changes to local authorities structures and other relevant groups</p>

9.7

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
MANAGE THE REPUTATION OF THE CCG/STP/ICS	<p>Pro-active media plan/developing ICS brand/visual identity/website</p> <p>Ensure that staff, members, the public, media and key stakeholders receive timely, accurate and relevant information on the work of the CCG and its STP/ICS partners</p>	<p>Work with teams and partner organisations to plan a programme of communications to provide information for staff and the public about the progress in implementing the CSR changes and working towards the STP/ICS</p> <p>Maintaining good working relationships with the local, national and professional media by arranging more face-to-face briefings</p> <p>Launching a communications campaign to show the 'human' face of the CCG</p>	<p>Head of E and C/Media and publications/Digital and Marketing/Stakeholder Insight</p> <p>Media and publications</p>	<p>October 2017 to 31 March 2018</p> <p>Ongoing</p> <p>31 January 2018</p>	<p>Started with work to progress this carrying on into 2018/19 with the production of advertorials for the local print media and the creation of case study videos for use across CCG/ICS websites to tell the Dorset story</p> <p>Achieved</p> <p>Started, with work to continue in 2018/19 through the People and Culture Programme</p>

9.7

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
SUPPORT THE BUSINESS OF THE CCG/STP	Developing PPGs, internet/intranet development, stakeholder insight and CRM development	Provide additional media and communications support for primary care especially for practices that are closing/merging and for CQC reports	Media and publications	Ongoing	Achieved
	Support the CCG's responsibilities as a fully delegated commissioner of primary care	Continue to work with primary care and practice managers to support the development of a Pan-Dorset network of Patient Participation Groups (PPGs) including the promotion of a new 'toolkit' to help practices establish PPGs	Patient and Public Engagement	Ongoing	Started. The toolkit has been developed and work will continue to progress this objective throughout 2018/19 working by locality
		Develop the new Customer Relations Management system to provide a more effective and integrated way of managing our stakeholder contacts	Stakeholder Insight/Patient and Public Engagement	31 December 2017	Achieved with work continuing to ensure that all personal data is compliant with new Data Protection Rules by the end of May 2018
		Develop dorsetsvision and the CCG's external websites;	Digital and marketing	31 March 2018	Started. Dorsetsvision was successfully launched to support the CSR/MHACP consultations and reviewed post

9.7

THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
	Promote the CCG/STP as an employer and support the recruitment and retention of staff	<p>Develop a cost-effective and user-friendly intranet/extranet to support effective staff/membership communications;</p> <p>Provide communications and marketing support for the Primary Care Workforce Centre;</p>	Digital and marketing/Media and publications	31 March 2018	<p>CSR/MHACP to inform people of the decisions and provide news/updates. Work on developing the CCG external website/intranet and GP extranet began in 2017/18 and is a priority for 2018/19 with the CCG website launched by 31 May 2018 and the intranet/extranets by 31 July 2018</p> <p>Achieved. Work will continue in 2018/19 to provide support for an emerging Dorset-wide Workforce Centre</p>
	Cost effectiveness/value for money	Continue to develop and harness skills within the engagement and communications team to increase our capacity to bring more functions in-house, for example, more graphic design and creating animations	Head of C and E	October 2017 to 31 March 2018	Achieved. Priorities for 2018/19 include website development training for more E and C team members to increase capacity and resilience and building on graphic design capacity to support

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THEME	OBJECTIVES	DELIVERABLES	LEAD	TIMESCALE	STATUS
		Seek potential opportunities for innovation/income generation	Head of C and E/Digital and Marketing	Ongoing	<p>projects across the CCG/STP/ICS</p> <p>Continuing in 2018/19 by working with our Innovation Catalyst</p>