

NHS Dorset Clinical Commissioning Group

Engagement and Communications Framework 2019/2020 to 2020/2021



Supporting people in Dorset to lead healthier lives

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ENGAGEMENT AND COMMUNICATIONS FRAMEWORK 2019/2020 TO 2020/2021

1. INTRODUCTION

- 1.1 NHS Dorset Clinical Commissioning Group (the CCG) puts public engagement at the heart of everything we do. We are committed to meaningful individual and public participation and to the appropriate and timely involvement of our stakeholders. Providing local people with timely and accurate information and involving them in discussions about developments in their services, helps us to achieve our mission of “supporting people in Dorset to lead healthier lives”.
- 1.2 The engagement and communications framework has been reviewed and refreshed to take account of the way in which engagement and communications functions have evolved in response to national and local changes to health and care services. This has included major milestones such as Dorset’s Clinical Services (CSR) and Mental Health Acute Care Pathway (MHACP) reviews; Five Year Forward and GP Five Year Forward Plans; the Sustainability and Transformation Plan (STP); the recognition of Dorset as one of the first Integrated Care Systems (ICS), the NHS Long Term Plan and the revised local operating plan for 2019/20.
- 1.3 This continuum of change has required that we work ever more collaboratively with our partner organisations across Dorset’s ICS. The communications and engagement team works closely with the five other NHS organisations and two unitary authorities (including Public Health Dorset) that make up the ICS. We do this through two networks of the ICS Communications Leads and Public Engagement/Patient Experience Leads, which meet monthly/bimonthly. Each network has cross-representation to ensure that the synergy between the two functions is captured. Representatives from the voluntary sector organisations across Dorset will join the Public Engagement Network from 1 April 2019, in line with the outcomes of the Discovery Project (described below). The networks provide a forum for the partner organisations to pool resources, share skills and provide joined-up communications and engagement across the ICS.
- 1.4 In addition to participating in the ICS communications and engagement networks, some of the CCG roles have been revised to strengthen system-wide support. This has been particularly in the areas of public participation, which will assist the development of continuous engagement and community-based conversations in localities across Dorset, and digital and marketing support for system-wide websites and campaigns for priority areas such as staff recruitment, retention and development. This will continue to evolve and develop as we move towards greater system-wide working.

2 NATIONAL AND LOCAL CONTEXT

Sustainability and Transformation Plans

- 2.1 In 2014, NHS England published the Five Year Forward View to provide a clear picture of the scale of change that local health and care systems need to deliver. We have a successful track record and strong commitment to collaborative working across our health and care system. This has been fundamental to our ability to build a plan of this scale and ambition and has

enabled us to work together as the Dorset Sustainability and Transformation Plan (STP) footprint. Our collective vision and commitment to change our system, to meet the needs of local people and deliver better outcomes, puts us in an excellent position to deliver. “Our Dorset”; which encapsulates our collective vision, has been shaped by the views of clinicians, staff and local people and developed by leaders from across our health and social care system.

- 2.2 At a local level, we have three interconnected programmes of work to drive forward “Our Dorset” STP. Over the next 12 months this plan will be updated, particularly in the context of the NHS Long Term Plan.

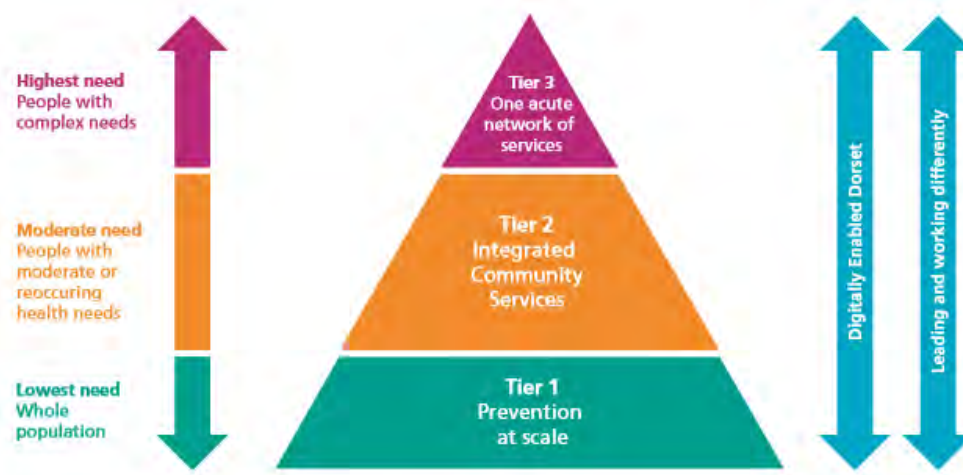


Figure 1: Needs based approach to the Sustainability and Transformation Plan programmes

- 2.3 In 2018, NHS England published the NHS Long Term Plan. The NHS Long Team Plan aims to tackle head-on the pressures staff face within existing resources, and accelerate the redesign of patient care to future-proof the NHS for the decade ahead. Over the coming months, we will be compiling an integrated response to the NHS Long Term Plan for Dorset through public and staff engagement.
- 2.4 To ensure our staff can see the connection between these wider system and national plans, we have involved them in shaping the local CCG objectives for 2019/2020. This work has been extended to set out and define for staff our top priorities for our organisation.

To 2020 - Our Objectives



Figure 2: CCG Objectives 2019/2020

2. STATUTORY RESPONSIBILITIES

National guidance and duty to involve

- NHS Dorset Clinical Commissioning Group works in accordance with the NHS England National Guidance [Patient and public participation in commissioning health and care: Statutory guidance for clinical commissioning groups and NHS England](#).
- To access this guidance you can click on the hyper-link above or access via this web address www.england.nhs.uk/wp-content/uploads/2017/05/patient-and-public-participation-guidance.pdf
- The above guidance details the duty of Section 14Z2 of the NHS Act 2006, as amended by the Health and Social Care Act 2012. This states that the clinical commissioning group must make arrangements to secure that individuals to whom the services are being or may be provided are involved (whether by being consulted or provided with information or in other ways):

- a) in the planning of the commissioning arrangements by the Group
 - b) in the development and consideration of proposals by the Group for changes in the commissioning arrangements where the implementation of the proposals would have an impact on the manner in which the services are delivered to the individuals or the range of health services available to them and
 - c) in decisions of the Group affecting the operation of the commissioning arrangements where the implementation of the decisions would (if made) have such an impact”
- 2.4 Our public engagement process, which is in line with national guidance, can be seen in Appendix B.

3. INSIGHT AND ASSURANCE

- 3.1 The Engagement and Communications Framework is reviewed annually to ensure due consideration is given to new operating priorities, different ways of working and any additional responsibilities. Within the CCG, assurance is provided by regular update reports to the executive team and Governing body.
- 3.2 Going forward under local government reorganisation, our engagement activity will be externally reviewed by Dorset Council and Bournemouth, Christchurch and Poole (BCP) Council. This takes place through their respective Health Overview Scrutiny Committees (HOSCs) and the Joint Health Scrutiny Committee (JHSC) - which is set up to consider proposals that have implications for people across Dorset.
- 3.3 Engagement staff are members of the Consultation Institute, a not-for-profit organisation which sets best practice standards for participation and consultation. We contract for advice and assurance as appropriate depending on the scale and nature of public consultations.
- 3.4 We also work closely with NHS England’s national and regional communications and engagement teams in order to share and learn from emerging best practice across the county, and to follow national guidance.
- 3.5 **NHS Improvement Assessment Framework:** in 2018 a new annual NHS England Improvement Assessment Framework (IAF) indicator: ‘Compliance with statutory guidance on patient and public participation in commissioning health and care’ was introduced. This measures our compliance with statutory guidance on patient and public participation in commission health and care. Assessment is made across the five domains of governance; annual reporting; day-to-day practice; feedback and evaluation; and equalities and health inequalities. Last year we were assessed externally, mainly from our annual report and other public information. This year all CCGs were invited to self-assess and submit evidence, which will be moderated nationally.
- 3.6 The IAF is designed to be used as a tool for ongoing improvement. Last year we were rated as high ‘good’ in every area, 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.

- 3.7 The IAF final scores for 2018 to 19 will be published in July 2019.
- 3.8 **Discovery Project:** during 2018, NHS England selected Dorset to be the first of six pilots for a new Integrated Care System public engagement improvement project.
- 3.9 As a result, the NHS, local councils, voluntary organisations and members of the public took part in a public engagement 'discovery project'.
- 3.10 Together we looked at what Dorset is doing well in terms of public engagement and also what could be done better.
- 3.11 Views were sought via an online survey, telephone interviews and a discussion with Our Dorset's Public Engagement Group.
- 3.12 A workshop was held on 8 November 2018, bringing everyone together to consider people's views and focus on suggestions to strengthen public engagement across Dorset.
- 3.13 The workshop focussed on the three areas that had been identified as needing improvement. These areas were collaboration, communication and better use of existing information.
- 3.14 In response to this feedback, engagement leads from across Dorset have worked together to develop an action plan to improve public engagement and communications across Dorset.
- 3.15 Over the coming year the NHS, local councils, the community and voluntary sector and local people will work together to make these improvements. Some of the projects to come out of this work include:
 - Training a 'bank' of 80 staff 'engagement champions' across Dorset to work with local people to co-design and improve local services
 - Setting up a 'reading panel' with local people to review and provide feedback on draft public information to make sure it is clear and easy to understand
 - Looking and planning together at how the NHS and Local Councils can work more closely with the community and voluntary sector and Healthwatch Dorset when engaging with the people of Dorset
 - Joining up Dorset's engagement and communication teams across all health and care organisations – to work together more closely.
- 3.16 **Public participation events:** many of the public engagement and participations activities described carried out during any given year, will provide the organisation with extremely useful insights into what is perceived to be working well and what is not working so well. This feedback is invaluable in helping to shape the way that the engagement and communications methods and channels are developed in order to best suit the needs of our different audiences.

3.17 **Media monitoring:** The CCG uses integrated insights and analytics to measure our social media coverage across Twitter and Facebook. This gives us some insight to what groups of stakeholders and individuals are talking about. We are currently looking at getting a more sophisticated system with increased reporting levels. For print and broadcast media, we use Google Alerts to monitor coverage, which gives some indication about what the public is thinking about the CCG. We are working with communications leads across the ICS to develop and refine system-wide metrics for media monitoring.

4. STRUCTURE OF THE ENGAGEMENT AND COMMUNICATIONS TEAM

4.1 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. We will train and support our staff and members so that they can feel confident to deliver key messages and engage with a range of audiences and stakeholders when required within their professional duties.

4.2 The engagement and communications activity for the CCG is divided into four main work streams:

- Stakeholder insight
- Patient and public engagement
- Media and publications
- Marketing and digital.

4.3 This document explains how these four streams adopt an agency approach and work together to support our statutory responsibilities for engagement and participation and to meet our agreed strategic objectives both within the CCG and across the Dorset ICS.

4.4 The overarching aim of the engagement and communications team is to provide professional support to help deliver the duties and corporate objectives of the CCG and the ICS.

4.5 The ways in which the four work streams will contribute towards achieving these objectives are described below, with more details set out on the implementation plan in Appendix A.

5. STAKEHOLDER INSIGHT

5.1 Having better insight into our key stakeholders will help us understand their requirements, adapt our approach towards diverse audiences and build better relationships with important groups of influencers such as democratic leaders and MPs. The Local Government Reorganisation in Dorset and local elections in May 2019 provide opportunities for us to plan and strengthen working relations with elected representatives and key local government stakeholders.

5.2 We will improve the ways in which we understand, involve and engage with people by:

- continuing to develop and build effective working relationships to promote meaningful engagement and involvement with key partners and elected representatives such as MPs, local authorities (including Public Health Dorset, health and wellbeing boards, health scrutiny and oversight committee) and our NHS provider trusts. This will include agreeing a formal communications and engagement plan with the ICS and new unitary authorities;
- to work with Dorset Association of Parish and Town Councils (DAPTC) to develop a more comprehensive annual communication and engagement programme, which will provide local councils with accurate information about developments in local health services and the CCG with a better understanding of local issues and concerns;
- work closely with the patient and public engagement work stream to gain/share greater insight and intelligence and build better relationships with our informed audience groups across Dorset ICS. This will include reviewing the ways in which we capture data and insight.

6. PUBLIC ENGAGEMENT

6.1 The CCG works in accordance with guidance set out in section 3 of this document to ensure good practice and that it meets its statutory requirements.

6.2 Some of the main areas of work in this area will be to:

- lead the local communication and engagement on the NHS Long Term Plan on behalf of the Our Dorset ICS;
- lead the development of the outcomes for improving engagement and communications across the ICS resulting from the NHSE-supported Discovery Project, including training 60 members of staff in co-design methods;
- support the work of the Our Dorset Public Engagement Group (PEG) and the Our Dorset Engagement Leads Network;
- extend the scope of our 'informed audiences' to make them representative of the ICS, by expanding the 'Supporting Stronger Voices' forum to include more members from a wider range of involvement networks and patient, public and carer groups currently not represented, such as chairs of Leagues of Friends and NHS foundation trust public governors;
- build on the links we have established with Healthwatch Dorset, the Dorset Race Equality Council and other umbrella voluntary organisations (such as the newly formed Bournemouth and Poole Council for Voluntary Services, Dorset Community Action, and the Volunteer Centre Dorset);
- continue to support CCG-led service reviews and projects by developing delivery teams' knowledge of engagement and communications tools and techniques;

- work with the CCG primary care team to provide enhanced and more equitable support to Patient Participation Groups (PPGs) across localities to help practices fulfil their contractual duties and responsibilities for patient involvement and engagement;
- produce an annual report on engagement and public participation to be published alongside the CCG annual report.

7. MEDIA AND PUBLIC RELATIONS

7.1 We are keen that the public and the media receive accurate, up-to-date and relevant information about health and care developments in Dorset. Essentially, we want to use as many opportunities as possible to pro-actively 'tell our story'.

7.2 Some of the main areas of work in this area include:

- working with ICS partner organisations to plan and deliver a programme of pro-active media releases, features and videos to provide staff, members of the public and stakeholders with accurate and timely information to share successes, help them understand changes and drive use of new services at the right time and place. Areas of particular focus will be Urgent and Emergency Care; Integrated Community and Primary Care Services, including the development of primary care networks, and changes resulting from the Clinical Services Review;
- working with ICS partner organisations to set up and maintain a bank of photographic images, which can be used online and in publications across health and social care;
- working with general practices (members) to help them communicate essential information to their registered patients;
- provide copywriting and design support to ensure all published information is written in plain language and accessible for the intended readership;
- building better relationships with the media by holding more face-to-face briefings, especially when dealing with bigger and more complex stories;
- working with the Marketing and Digital team to act as 'brand guardians' to ensure that corporate identity and/or Our Dorset ICS guidelines are adhered to online and in all printed publications;
- review and continuously improve communications with staff and GP members, including supporting the outcomes from the Our People and Culture programme;
- review and continuously improve external public facing communications including bulletins, email, media management and online content.

8. MARKETING AND DIGITAL

8.1 The rapidly developing digital arena means that information can be disseminated and shared much more quickly, especially across social media platforms. In order to respond to our stakeholders and to pro-actively lead campaigns and conversations,

there will be continued emphasis on engaging with audiences across digital platforms. To this end, the main objectives for the marketing and digital work stream will be to:

- provide strategic leadership for marketing and digital support for ICS-wide staff recruitment, retention and development plans. This will include developing the JoinOurDorset website;
- provide digital marketing solutions to support the ICS development, for example, information sharing platforms, websites and general marketing campaigns;
- work with ICS partner organisations to develop a system-wide social media strategy;
- review and re-develop the Our Dorset website;
- produce a strategy and manage requests to develop new websites;
- develop and implement a new CCG intranet and GP intranet;
- to review and refresh the CCG-branded material and templates;
- to develop and manage any new visual identities;
- support the production of easy-to-understand information by the use of good design and graphics.

9. IMPLEMENTATION

- 9.1 An Engagement and Communications Delivery Plan for 2019/2020 to 2020/2021 has been developed which describes 'how' we will continue to engage and communicate and 'what' we intend to deliver through our engagement and communications activities. The plan is designed around the CCG objectives for 2019 / 2020 as detailed above and clearly articulates what we aim to achieve.
- 9.2 Consistent with previous years an update will be presented to the Governing Body in October and which will highlight the progress made over the previous 6 months, including any additional areas of focus for the remainder of 2019/2020 and 2020/2021.

10. ROLES AND RESPONSIBILITIES

- 10.1 The Chief Officer and appointed Governing Body Lay Member are responsible for the oversight of the Engagement and Communications Framework.
- 10.2 The Engagement and Development directorate are responsible for identifying the scope, delivery, monitoring and reporting of the progress made.

11. MONITORING COMPLIANCE AND EFFECTIVENESS OF THE DOCUMENT

- 11.1 Delivery of the objectives and supporting actions identified in this document will be monitored on an ongoing basis by the Engagement and Development directorate and reported to the Governing Body on a bi-annual basis.

APPENDIX A: THE ENGAGEMENT AND COMMUNICATIONS FRAMEWORK DELIVERY PLAN FOR 2019/2020 – 2020/2021

CCG Objective	Supporting theme	Actions	Lead	Progress	Deadline
Improve the health and wellbeing of the population locally	<p>Support people to make informed choices about their health and wellbeing.</p> <p>Develop services that meet the needs of everyone, that are safe and support people's wellbeing.</p> <p>Work alongside our partner organisations to ensure that people in Dorset have equal access to services for everyone.</p>	Lead local communications and engagement on the NHS Long Term Plan, Sustainability and Transformation Plan and the Operating Plan 2020.	Head of Communications and Engagement/ Senior Public Engagement Lead	Started	Q2 and ongoing
		Lead the development of the outcomes for improving engagement across the integrated care system resulting from the NHS England supported Discovery Project, including training 60 members of staff in co-design methods.	Senior Public Engagement Lead	Started	Q2
		<p>Support the work of the Our Dorset Public Engagement Group and the Our Dorset Engagement Leads network;</p> <ul style="list-style-type: none"> • extend the scope of our 'informed audiences' to make them representative of the integrated care system, by expanding the 'Supporting Stronger Voices' forum to include more members from a wider range of involvement networks and patient groups • continue to support CCG-led service reviews and projects by developing delivery teams' knowledge of engagement and communications tools and techniques, aligned to the CCG priority programmes of work 	Senior Public Engagement Lead	Started	Ongoing
		Produce an annual report on engagement and public participation to be published alongside the CCG annual report.	Head of Communications and Engagement	Not started	Q4

CCG Objective	Supporting theme	Actions	Lead	Progress	Deadline
		<p>Work with Dorset Association of Parish and Town Councils to develop a more comprehensive annual communication and engagement programme, which will provide local councils with accurate information about developments in local health services and the CCG with a better understanding of local issues and concerns.</p>	<p>Head of Communications and Engagement/ Senior Insight Lead</p>	<p>Started</p>	<p>Q3</p>
		<p>Work with integrated care system partner organisations to plan and deliver a programme of pro-active media releases, features and videos to provide staff, members of the public and stakeholders with accurate and timely information to share successes, help them understand changes and drive use of new services at the right time and place.</p> <p>Areas of particular focus will be;</p> <ul style="list-style-type: none"> • Urgent and Emergency Care; Integrated Community and Primary Care Services, including the development of primary care networks • working with integrated care system partner organisations to set up and maintain a bank of photographic images, which can be used online and in publications across health and social care • provide copywriting and design support to ensure all published information is written in plain language and accessible for the intended readership • build better relationships with the media by holding more face-to-face briefings, especially when dealing with bigger and more complex stories • act as 'brand guardians' to ensure that CCG 	<p>Engagement and Communications team</p>	<p>Started</p>	<p>Ongoing</p>

CCG Objective	Supporting theme	Actions	Lead	Progress	Deadline
		<p>corporate identity and/or Our Dorset integrated care system guidelines are adhered to online and in all printed publications</p> <ul style="list-style-type: none"> • review and continuously improve external public facing communications including bulletins, email, media management and online content. 			
		Respond to correspondence received from MPs and councillors to provide relevant information and briefings for them and their constituents – including Parliamentary hub queries from NHS England.	Senior Insight Lead	Started	Ongoing
		Lead on Equality and Diversity to ensure that the CCG's Public Sector Equality Duties are met.	Head of Communications and Engagement	Started	Ongoing
Work together as a team	Ensure we connect and work together as teams within the organisation and more widely with our partners to strengthen our approach in Dorset.	Work with the CCG primary care team to provide enhanced and more equitable support to Patient Participation Groups across localities to help practices fulfil their contractual duties and responsibilities for patient involvement and engagement.	Senior Public Engagement Lead/ Senior Engagement and Communications Co-ordinator	Started	Ongoing
	Engage and involve people in decisions which affect them.	Continue to develop and build effective working relationships to promote meaningful engagement and involvement with key partners and elected representatives such as MPs, local authorities (including Public Health Dorset, health and wellbeing boards, health scrutiny and oversight committee) and our NHS provider trusts.	Senior Insight Lead	Started	Ongoing
	Seek to understand the needs of others and help to manage their expectations.	Working with lead directors and supporting staff to ensure that papers and presentations are submitted to OSCs in accordance with statutory requirements.	Head of Communications and Engagement	Started	Ongoing

CCG Objective	Supporting theme	Actions	Lead	Progress	Deadline
		Build on the links we have established with Health watch Dorset, the Dorset Race Equality Council and other umbrella voluntary organisations (such as the newly formed Bournemouth and Poole Council for Voluntary Services, Dorset Community Action, and the Volunteer Centre Dorset).	Head of Communications and Engagement/ Senior Insight Lead	Started	Ongoing
		<p>Provide strategic leadership for marketing and digital support for integrated care system-wide staff recruitment, retention and development plans. This will include;</p> <ul style="list-style-type: none"> • developing the JoinOurDorset website • provide digital marketing solutions to support the integrated care system development, for example, information sharing platforms, websites and general marketing campaigns • work with integrated care system partner organisations to develop a system-wide social media strategy • review and re-develop the Our Dorset website • produce a strategy and manage requests to develop new websites. 	Senior Digital and Marketing Lead/ Senior Digital Co-ordinator	Started	Q4
		Work with the Directorate of Nursing and Quality to support the King's Fund/NHSE/integrated care system patient insight project.	Head of Communications and Engagement/ Senior Insight Lead	Not started	Q3

CCG Objective	Supporting theme	Actions	Lead	Progress	Deadline
Develop the way we work	Treat everyone with dignity and respect	<p>Review and continuously improve communications with staff and GP members, including;</p> <ul style="list-style-type: none"> • support the outcomes from the Our People and Culture programme • develop and implement a new CCG intranet and GP intranet <p>to review and refresh the CCG-branded materials and templates to develop and manage any new visual identities support the production of easy-to-understand information by the use of good design and graphics.</p>	Head of Communications and Engagement/ Media Relations and Publications Lead/ Senior Digital and Marketing Lead		
Develop the way we work	Look at ways we can work differently to create an even better working environment	Develop the use of Microsoft Dynamic care system (CRM) and Click Dimensions system to fully explore its potential support management of our stakeholder databases and additional functionality.	Senior Insight Lead	Not started	Q2
Develop the way we work	Celebrate our successes and learn from each other	Work with general practices (members) to help them communicate essential information to their registered patients.	Head of Communications and Engagement/ Media Relations and Publications Lead	Started	Ongoing
Develop the way we work		<p>Support the Personal Healthcare Transformation programme in the following areas;</p> <ul style="list-style-type: none"> • Develop a visual identity • Recruitment campaign • Revise patient-facing information leaflets and standard letters • Online content. 	Head of Communications and Engagement	Started	Q2

PUBLIC ENGAGEMENT GUIDANCE

Introduction

NHS Dorset Clinical Commissioning Group (CCG) is committed to involving local people in the design and development of local services.

National guidance and duty to involve

The CCG works in accordance with the NHS England National Guidance "Patient and public participation in commissioning health and care: Statutory guidance for clinical commissioning groups", 2017.

<https://www.england.nhs.uk/wp-content/uploads/2017/05/patient-and-public-participation-guidance.pdf>

Toolkit

NHS England has produced a toolkit for communications and engagement. It is not statutory guidance but provides a useful checklist and a set of resources and examples.

<https://improvement.nhs.uk/uploads/documents/10473-NHSI-Toolkit-INTERACTIVE-04.pdf>

Our engagement process

When reviewing, designing and planning services, all directorates must follow a number of steps to ensure that meaningful engagement and communications take place and the views of local people inform every change.

Follow these steps...



Step 1. Engagement assessment and planning

Complete an engagement assessment and planning form (<http://bit.ly/eng-ap-form>). This is required for national reporting and assurance, and to request advice and support from the Engagement and Communications team.



Step 2. Audience analysis

Who to inform and involve. Complete an audience analysis template.



Step 3. Gathering insight

Consider what we already know from local and national feedback. Seek current views – what is good/could be better?



Step 4. Using views to inform plans

Use existing insight and current views to inform plans. Designing plans with local people, e.g. through a reference group, events and/or ongoing representation.



Step 5. Further engagement

Further engagement and/or consultation with local people will depend on the proposals for service change.

Communications

Effective and timely communications are essential at all stages to ensure people are informed and involved. Communications should follow the Accessible Information Standard.

Other useful resources can be found here:

<https://www.england.nhs.uk/participation/resources/docs/>