

Engagement Strategy

2016 - 2019

"...we need to engage with communities and citizens in new ways, involving them directly in decisions about the future of health and care services..."

[NHS England Five Year Forward View, October 2014]



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East & North Hertfordshire Hospitals Charity, including Mount Vernon Cancer Centre Charitable Fund, aim to make a real, positive impact to enhance patient care. We help our hospitals innovate, improve and provide excellent care. Your generosity will help improve the equipment, facilities and research within our hospitals.

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Our vision is *to be amongst the best*



Engagement Strategy 2016 - 2019

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1. Foreword

The Francis Inquiry and other recent reports about NHS care, have all pointed to the need for cultural change across the NHS to promote greater openness, transparency and involvement. For example, the Keogh Review¹ highlights an achievable ambition for improvement that patients, carers and members of the public will increasingly feel like they are being treated as vital and equal partners in the design and assessment of their local NHS. They should also be confident that their feedback is being listened to and can see how this is impacting on their own care and the care of others.

The NHS is responding. NHS England has established a Five Year Forward View setting a clear direction for the NHS in response to the complex challenges it faces. This new direction emphasises prevention and public health in response to the sharp rise in avoidable illness due to obesity, smoking and alcohol. There is also a growing appreciation that patients want to gain far greater control of their own care and that health care needs to be better integrated (e.g. physical and mental health, health and social care) to meet people's needs.

The NHS needs a new, stronger relationship with its patients and communities – engagement is key.

The NHS has recognised the importance of engagement in developing sustainable services for local communities. System redesign and service development is being led nationally by the new care models programme of 50 vanguards and local health systems are working to develop and then deliver Sustainability and Transformation Plans. In the meantime we face growing demand for our current hospital services from an increasingly well informed public. In addition, we face the critical challenge to recruit and retain a skilled, engaged workforce to enable the Trust to meet rising demand and changing needs.

The Trust's vision re-confirms our ambition to be amongst the best healthcare providers in the country for patient experience, clinical outcomes, patient safety and financial sustainability.


Our previous Engagement Strategy focussed on growing our public membership and the range and quality of member and community involvement as well as developing our relationships with primary care. We have made much good progress in these areas and we are committed to making further progress.

The time is now right to develop a more focussed approach to engagement to enable the Trust to be at the leading edge of positive change in the NHS delivering more responsive services and placing our hospitals at the heart of our local communities.




Nick Carver
Chief Executive




Ellen Schroder
Trust Chair




David Brewer
Head of Engagement

¹ Review into the quality of care and treatment provided by 14 hospital trusts in England: overview report, Professor Sir Bruce Keogh KBE ~ Ambition 3 page 9.

2. Executive Summary

We have transformed our engagement over the last four years. Our reputation with partners and communities has significantly improved because we have engaged, listened and taken action to help where we can. Our approach to engagement has been driven by our values. In particular, we engage to improve what we do for our patients and communities with openness and honesty.

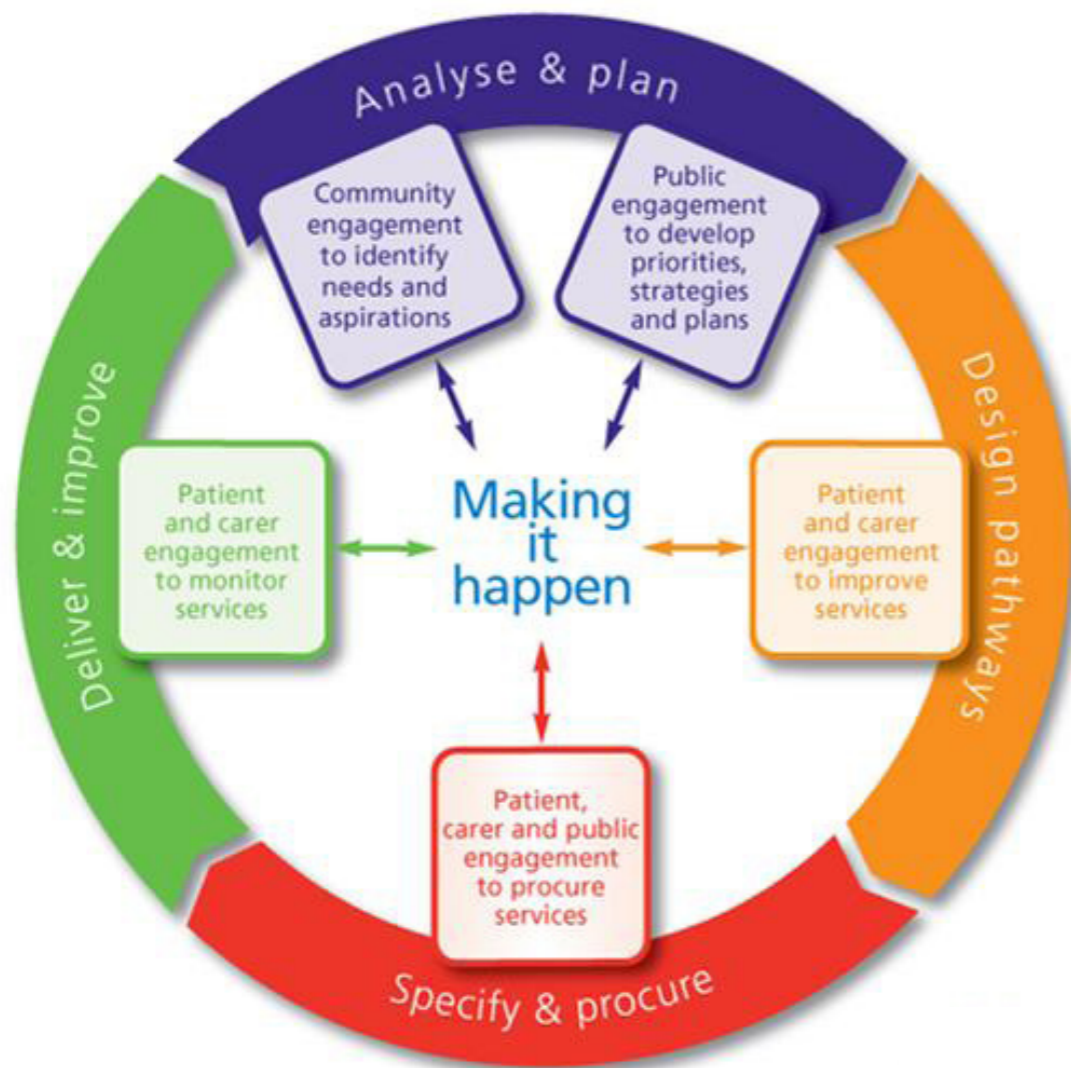
Our Board of Directors has led the development of a new strategy for the Trust which commits us to: keeping our promises on value and quality now we have successfully delivered our consolidation programme; delivering new services and ways of caring through working with partners; and redeveloping the Mount Vernon Cancer Centre. Our engagement work is now developing apace to support our new strategy over the next three years.

Our engagement priorities are –



3. Our Definition of Engagement

The NHS Institute for Innovation and Improvement illustrates the engagement cycle as follows.



Our aspiration is to develop a comprehensive and robust approach to engagement to include activity in all of the five areas outlined in the illustration above.

This Engagement Strategy links with, but does not directly have responsibility for, the Trust's work with media, MPs, communications, patient experience, workforce and organisational development.

In essence we are defining engagement as patient, public and primary care involvement in:

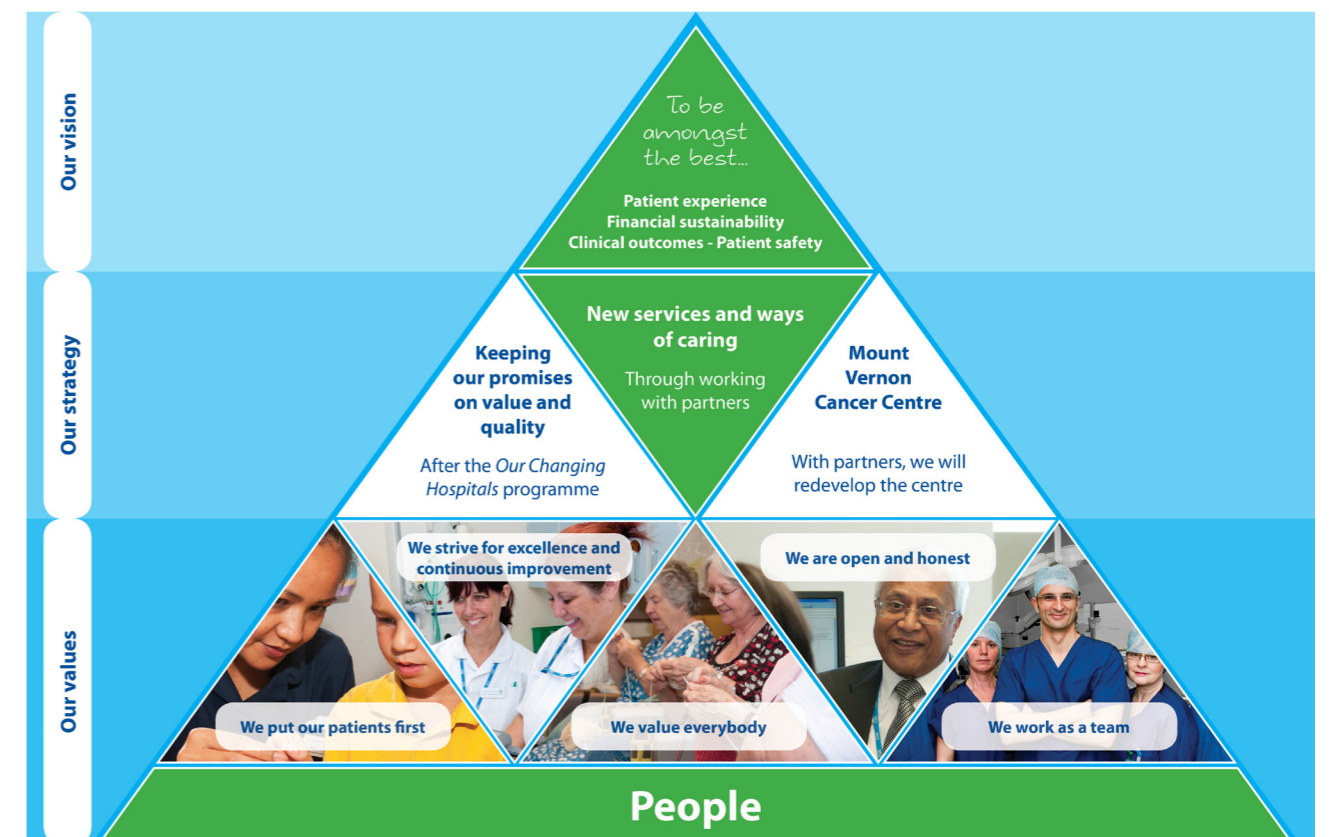
- identifying needs and aspirations
- developing priorities, strategies and plans
- service improvement
- service procurement
- service monitoring

4. The Trust's New Strategic Direction

to be amongst the best

continues to be our vision and our values remain the same, driving the way our staff behave and governing the way we engage with our patients, public and partners –

Trust Vision, Strategy and Values - 2016



5. New Planning Guidance

NHS England requires us to work with commissioners to produce a five year Sustainability and Transformation Plan in the context of national challenges:

- the health and wellbeing gap – how we will deliver a radical upgrade in prevention, patient activation, choice and control and community engagement
- the care and quality gap – how we will deliver new models of care, improving clinical priorities and rolling out digital healthcare
- the finance and efficiency gap – how we achieve financial balance across the local health care system, improving the efficiency of NHS services

We are actively working with partner organisations across Hertfordshire and West Essex to develop a Sustainability and Transformation Plan for our area.

Our planning is required to emphasise system leadership, place-based planning and transformational change.

Clearly, the role of engagement and partnership working will be key to the success of the Trust and partners in responding to this new strategic planning context.



6. Duty to Involve

Against this strategic planning context, the Trust will continue to meet its statutory and regulatory obligations to:

- involve patients and the public, under section 242 (Duty to Involve) of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012)
- local healthwatch organisations
- local authorities' health scrutiny committees



“...we want to play a leading role in working with partners to establish new, ways of caring for our patients to help support the sustainability of our health care system ...”

[Delivering the Trust's Strategic direction, Trust Board, June 2015]

“We want to transform the way we work with our local communities, making a positive difference to them and making them proud of our hospitals and services”

[East and North Hertfordshire NHS Trust People Strategy 2014-2019]

7. Our Achievements

Our previous Engagement Strategy July 2012 – March 2014 has delivered a greater volume and range of meaningful involvement opportunities for patients, public and communities.

Headline achievements include:

- 25% net growth in public membership including over 1,500 new young members aged 14 to 18
- improved engagement with GPs including implementation of a GP helpline service to provide a timely and comprehensive response to commissioners and primary care colleagues to handle c100 practical issues on referrals, pathways and discharges per month
- national award winning, youth engagement campaign #theFUTUREismembership – described as 'outstanding practice' by the Care Quality Commission
- One of our young members, Hannah Price, has designed and is delivering a growing national campaign, #SPEAK - It's a two way thing, which seeks to improve communication between hospital staff and younger patients. We are building #SPEAK into our staff training and customer service. As a result of this campaign, Hannah was confirmed as the youngest member of the first tranche of national patient leaders by NHS England and the Health Service Journal in June 2015
- We deliver annually, *probably the biggest and best NHS AGM in the country*, with over 400 delegates returning a satisfaction rating of over 90%

the FUTURE
is membership

SPEAK
"it's a two way thing"

We have engaged with and contributed to our local communities both to further our understanding of our patients' needs and to build our reputation as a healthcare provider of choice. We have also engaged schools to showcase the employment and career opportunities on offer in the NHS, so that we are seen as a local employer of choice.

Our Board of Directors and Patient Experience Committee regularly get direct feedback from a variety of patients telling their stories to inform service improvement.

The strategic development of our engagement activities has enabled:

- patients, members, local communities and stakeholders to have greater opportunity to inform the development of Trust planning and strategy
- the Trust Board to demonstrate that services are listening to, learning from and acting upon the views of patients, carers and stakeholders regarding the design, quality, safety and efficiency of the care and services we provide

The value of good engagement in these areas has been:

- promotion of health and wellbeing
- increased public confidence in the Trust
- managing the reputation of the Trust in a coherent, planned way
- making the most of our many and complex relationships with partners, commissioners and provider organisations
- nurturing a future workforce and promoting volunteering
- creating social value

However, our engagement work to date has been less focussed on supporting:

- involvement of patients, carers, members and the wider community in the *design and delivery of services* to help *monitor and drive improvement in quality, safety and efficiency* ~ this engagement is about **service delivery, development and transformation**
- GPs and primary care colleagues working effectively with our clinicians ~ this is about **clinical engagement**

The value of good engagement in these new priority areas would be that our services could be co-designed by patients, carers and primary care with better understanding and knowledge of care pathways with commissioners.

The development of mature, ongoing relationships with our patients, staff, partners and communities will continue to drive all our engagement work. Working in an open and inclusive way helps us to deliver improvement that is both informed and effective.

This new Strategy builds on our successes and focusses on two new priorities to achieve more effective stakeholder involvement and promotes the opportunities we can offer in return. We have learnt that good involvement with the Trust is recognised by stakeholders as a valuable, rewarding opportunity to:

- support family and friends to benefit from a better experience in hospital
- make a big positive difference to local people and communities – helping others by contributing to the Trust's improvement
- learn new skills, gain new experiences, enhance personal and professional development

We believe it makes a lot of sense for our hospitals to be an active, integral part of their local community, showing leadership, delivering world class health care and offering a wealth of opportunities for people to get involved in their own health and wellbeing.



Our ambition is to lead, develop and support best practice engagement with patients, primary care, the public and communities that adds real value and insight to health and social care across Hertfordshire, Central Bedfordshire, West Essex and surrounding areas.

8. Building on Our Successes

Our vision for community leadership

We want to transform the way we work with our local communities, making a positive difference to them and making them proud of our hospitals and services.

This means we will work hard to deliver consistently high quality services in line with our ambition to be *amongst the best*. Our patients and wider communities will recognise and value our innovation and leadership and we will in turn understand and promote what our communities want from their health, social care and wider public services.

We want to make effective contributions across the health and social care economies of Hertfordshire, West Essex and surrounding areas, focussing on prevention and the wider determinants of health and wellbeing.

Our Community Hub will serve as a vital link between our hospitals and voluntary and community sector organisations supporting our patients back into the community. In addition, local citizens will use the Hub to get a job, volunteer, become a member, support our Charity and access carer support.

Aims

- We will be recognised and valued as an effective community leader in East and North Hertfordshire and beyond
- We will develop new ways of engaging patients, public and communities to reach more of the people we serve

Targets

- We will construct, publish and maintain a forward plan of activities and events for our Community HUB by 30 June 2016
- We will be showcased as good practice for our engagement work at a national level in the NHS by March 2017
- We will be delivering an active and vibrant *community champion* scheme for our staff, volunteers and donors by March 2018
- We will deliver increased executive, management, patient and public member involvement in local public health priorities and actions
- We will publish our Member Update magazine twice every year and develop distribution channels in addition to the web



This new Engagement Strategy sets out our ambition and priorities for engagement over the next three years. It ensures we will further build our growing reputation for partnership working and community engagement.



Actions

- We will work hard to maintain our status of national good practice exemplar for our public engagement work
- We will maintain and further develop our award winning, national best practice youth engagement campaign, *#theFUTUREismembership*, by continuing to create innovative involvement opportunities for young people
- We will continue to work with councils, schools and public health partners to better understand local needs and aspirations to design and deliver better health and wellbeing for our local communities
- We will develop our new Community Hub to provide a dependable and valued link between our hospitals and our communities
- We will develop new communication channels appropriate for the diverse range of people we serve
- We will develop a scheme for our volunteers and charitable donors to act as ambassadors for the Trust championing our services and promoting community involvement with the Trust

8. Building on Our Successes

Our vision for member development

- We want our public membership to fully represent the communities we serve
- We want to offer our public members a variety of engagement opportunities so they feel well informed and involved to be able to fully participate, hold us to account and add real value to the Trust and its public constituencies
- We want to stimulate and nurture a future workforce, promote health and wellbeing and add social value through the involvement activities of our public members

Aim

- We will further develop our membership Involvement Programme to enable systematic public and patient involvement in our service developments and patient pathways

Targets

- We will continue to grow our public membership by a net annual increase of 500
- We will achieve an annual minimum satisfaction rating of 90% for our public member involvement activities
- We will conduct a comprehensive annual survey of our public membership to inform our Involvement Programme
- We will construct, publish and maintain an annual Involvement Programme for public members by 30 June every year
- We will develop our work experience offer to deliver 100 quality work experience places for local young people by 2019



**I am supporting
my hospital to make
a difference to
people's lives**



Actions

- We will survey our public membership to better understand the needs and aspirations of our members - we will include a skills audit in our survey to help us match the skills, knowledge and experience of our members to the business needs of the Trust
- We will develop our Involvement Programme to meet the needs and aspirations of our public members
- We will also ensure our Involvement Programme fully incorporates the service and business development needs of our Divisions to deliver our three strategic priorities
- We will design and promote an annual forward plan of activities providing involvement opportunities for our patients and members to enable them to support our improvement journey

9. New Priorities

NHS Citizen and similar initiatives continue to drive better quality citizen involvement with service design and delivery in response to a more demanding public. We continue to shape our involvement programme to be at the leading edge of this movement.

We will further enhance our reputation for partnership working across the local health and social care economy in order to provide the new services and ways of caring that are needed by our local populations.

Our patients are our top priority. We constantly strive to provide them with the highest quality care and experience.

All NHS providers now systematically monitor patient experience. The challenge is to use this intelligence to deliver real improvements that matter to patients. Expectations of patients are rising - they are demanding that we provide a well communicated, comfortable, coherent service experience as well as excellent health care.

Our new Patient and Carer Experience Strategy sets out our ambition to provide the best possible experience which means getting the basics right, making sure our patients feel safe and well-cared for, that they have trust and confidence in the staff caring for them and that they receive excellent quality care in a clean and pleasant environment.

There is growing demand for integrated and local health and social care services that are tailored to local communities. We serve a growing elderly population with multiple health and social care needs. We are developing our services to anticipate changing demography. For example, we now deploy interface geriatricians to work directly with GPs and care homes to help minimise the time elderly patients spend in hospital.

We have supported the strategic development and implementation of the Better Care Fund in both Hertfordshire and Bedfordshire, working with commissioners to develop new models of integrated care designed to help vulnerable people get the care and support they need close to home.

Our vision for service delivery, development and transformation

We want to work with our health and social care partners as well as our public members and patients to identify and develop more effective and sustainable ways of caring for our patients.

We want to partner with organisations in the business and education sectors to help shape the way health and care services are delivered in the future.

Aims

- We will partner with local government, business, education and the voluntary and community sectors to identify and deliver sustainable improvements to local public services in response to what citizens tell us they want
- We will collaborate more closely with patient support groups and other voluntary and community sector organisations to better understand their concerns and help improve our patients' experience of our services
- We will design effective patient and public involvement into new services and ways of caring through working with partners across the health and social care system

Targets

- From April 2016 we will actively seek to involve the public and patients and patient support groups in all our significant patient pathway developments
- We will deliver a stakeholder engagement plan by March 2017 to identify strategic opportunities for effective partnership working to support our service improvement



Actions

- We will develop partnerships to generate new insight for our service delivery, development and transformation
- We will ensure that our Involvement Programme offers opportunities for credible and robust patient, public involvement in patient pathway reviews, services changes and major procurement exercises
- We will work with our services, members and communities to identify and deliver environmental and social sustainability for service developments

9. New Priorities

Our vision for clinical engagement

Clinical engagement is about how we interact with healthcare professionals and involve them in all aspects of our activities to deliver and improve the services we provide for our patients.

We want to promote and facilitate clinical engagement at all levels across the Trust. In particular, fostering greater engagement between primary and community care colleagues is fundamental to achieving this vision.

Partnership working will empower both the Trust and GPs to offer the best possible care to our patients, valuing their views and needs, and placing patients at the centre of the care activities that we deliver together. We want to work in partnership with a range of healthcare providers in developing sustainable services and delivering a high standard of patient care and customer service to our patients and wider communities.

Building on our existing partnerships, we aim to increase our clinical engagement with GPs and other primary care and community healthcare providers. This will mean working collaboratively to find ways to increase the involvement of GPs and other healthcare practitioners in the design, review and delivery of our patient pathways and services.

The Trust also seeks to work and support colleagues within primary care in the provision of more integrated healthcare services to communities. This is in line with the priorities identified by our commissioning partners.

We have already established a GP Helpline, a regular GP newsletter and priority phone lines into various services across the Trust. This strategy will develop and expand these channels of communication with community healthcare providers.

Finally, we will work to develop and promote the existing educational opportunities available to primary care through the Trust's library and educational resources.

Aims

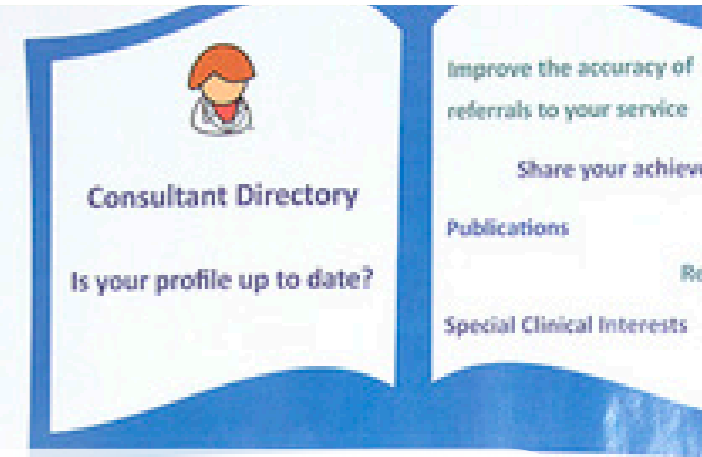
- To raise awareness of and demonstrate the Trust's commitment to progressive clinical engagement between primary and secondary care clinicians as a valued, valuable and purposeful activity
- To facilitate engagement between specialty teams, service departments and primary care in order to facilitate increased mutual understanding of common issues and priorities
- Through our open and honest approach to team working with our GP and primary care colleagues, identify and facilitate opportunities for joint working between primary and secondary care to review and co-design improved care pathways and processes

Targets

- We will appoint a Clinical Engagement Champion by July 2016
- We will develop, promote, implement and report on an annual programme of clinical engagement between Trust clinicians and primary care health practitioners by May each year
- We will introduce a Senior Clinical Leaders' Meeting, by July 2016
- We will identify a Trust observer to attend the Hertfordshire LMC meetings
- We will develop a range of mutually beneficial options for GPs to work in collaboration with Trust clinical teams in the delivery of care; through exploring opportunities for supporting GP continuing professional development (CPD) including GP fellowship activity taking place within the Trust, by April 2017

Actions

- We will identify a senior clinician to act as Clinical Engagement Champion and inform the delivery of the strategy
- We will establish a Senior Clinical Leaders' Group including CCG Governing Body GPs and Senior Trust clinicians, facilitating a greater and shared understanding of issues of mutual interest and identifying priority areas for targeted clinical engagement
- We will identify opportunities to strengthen our engagement between clinicians, primary and community services. This will include working with specialty teams, CCG localities and the Local Medical Committee (LMC) to support them to meet their priorities, including exploring new ways of working
- We will work to engage primary care clinicians in the review and development of services, pathways and processes which impact upon primary care; including the design and implementation of technology solutions
- We will work with our clinical teams to develop models of GP helplines within certain specialties with a view to improving communications with primary care colleagues
- We will identify opportunities to support and inform continuing professional development for primary and community sector professionals
- We will publish and distribute GP Update four times a year and continue to develop content appropriate to primary care needs



Interface
with
clinicians