

MEETING:	Haringey Clinical Commissioning Group Governing Body
DATE:	Thursday, 30 March 2017
TITLE:	Engagement strategy: update on progress
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SUMMARY:

This report provides a progress update on the implementation of the CCG's engagement strategy.

SUPPORTING PAPERS:

- Haringey CCG's Engagement Strategy (2014 onwards) – Appendix 1

RECOMMENDED ACTION:

The Governing Body is asked to:

- **NOTE** this report and the progress of the Communications and Engagement Sub-Committee in implementing the CCG's engagement strategy.
- **NOTE** the recently refreshed engagement strategy for 2017-18 (appendix 1)

Objective(s) / Plans supported by this paper: Engagement is one of the CCG's core values and underpins and supports all the CCG's work and objectives.

Audit Trail: This paper was approved by the CCG's Communications and Engagement Sub-Committee on 8 March 2017 and by Chair's Action for the CCG's Quality Committee.

Patient & Public Involvement (PPI): The engagement strategy sets out how the CCG is embedding patient and public involvement in the organisation and systematically throughout the commissioning cycle.

Equality Analysis: The engagement strategy sets out how the CCG will consider the different needs of our communities in our engagement and communications activities. An equality analysis was carried out on the CCG's original strategy. The analysis showed that the strategy 'makes a strong commitment to inclusion and the intended benefits will help advancing equality and diversity in Haringey.'

Risks: The main risk to the continued implementation of the strategy and the ability to deliver on the CCG's statutory duties around involvement and participation is the capacity of the CCG's small communications and engagement team.

Resource Implications: There is a very small budget to support the implementation of the CCG's engagement strategy for 2017-18. Costs for 2016-17 were contained within the agreed budget.

1. Introduction and engagement strategy refresh

In May 2013, the CCG's Governing Body adopted our first patient and public engagement (PPE) strategy which focused on our aspirations for engagement as a new NHS organisation. The PPE strategy was developed collaboratively, and included a consultation period with stakeholders, colleagues and members of the public. It also included an engagement cycle diagram to illustrate how the CCG planned to systematically engage people throughout the commissioning cycle.

In April each year, we refresh our strategy, reflect on the progress made and identify some priorities for the year ahead. We also develop an annual action plan which shows how we will deliver the strategy. The implementation of the strategy and action plan is overseen by the Communications and Engagement Sub-Committee.

This is an annual update for the Governing Body on a few of the key areas set out in 2016-17's strategy action plan (the last update was received in May 2016). The Governing Body is asked to note this report and the refreshed engagement strategy for 2017-18.

2. Statutory duties and assessment by NHS England

Each year, NHS England assesses every CCG on how they are meeting their statutory duties around patient engagement and involvement as part of the CCG assurance process. Haringey CCG had to submit a report in October 2016 which explained how we are meeting section 14z2 of the Health and Social Care Act, including the arrangements in place for patient and public involvement within our organisation and examples of how patients and the public have been involved in the development of our commissioning plans. The report covered the financial year 2015-16. In the report, we also gave examples of how we work with Healthwatch Haringey and the voluntary sector to ensure that they are engaged in our work. A copy of this report is available on [our website](#).

In January 2017, Haringey CCG received its assessment from NHS England who stated: *"Our assessment of Haringey CCG's delivery of its statutory obligations for the collective duty to involve is 'Outstanding'. Our assessment of the individual duty is 'Good'."*

3. Public meetings

Haringey CCG holds public meetings every year as part of our engagement strategy and our commitment to be open and transparent; we need to make sure we give residents an opportunity to meet us, hear from us and ask questions in a public forum. We have tried different approaches to running these meetings over the years and have reflected on what has been most and least successful.

For our most recent meetings, we wanted to make sure that we structured the meetings around what people wanted to know about and ask us about. We also wanted to hear from an even more diverse range of Haringey residents. To help us achieve this, the CCG commissioned the Bridge Renewal Trust to support us with the preparation and promotion of our public meetings, following an open tender process.

Around 140 Haringey residents attended our public meetings in September 2016. The Bridge held several focus groups with a diverse range of people from across the borough to get their views on local services in advance of the meetings. This was to ensure that we focused the meetings on what people wanted to hear about.

At the meetings there were presentations about the London Ambulance Service, North Middlesex University Hospital, and the work we are doing to make it easier for residents to access primary care services. People were then able to discuss various services, such as primary care, mental health and urgent care with CCG staff and Governing Body members. They also had the opportunity to ask us questions about the work we are doing across these services.

Feedback from the meetings and how it's been used by our commissioners is available on [our website](#).

4. Engagement network update

The CCG network – made up of voluntary sector organisations and patients from GP practice patient participation groups – has just finished its fourth year. The network helps to inform the development of the CCG's commissioning plans and direction of travel. This year, the network has heard about and given feedback on the following areas: the North Central London Sustainability and Transformation Plan (STP), mental health services, stroke recovery services, primary care and partnership work taking place across Haringey and Islington (the Haringey and Islington Wellbeing Partnership).

Invitations were extended to members of the Bridge Renewal Trust's Voluntary and Community Sector Forum for the meetings about the STP and the Haringey and Islington Wellbeing Partnership, recognising the wider interest in these plans from members of the community and voluntary sector.

Over the next few months, we will be reviewing the format and make up of the network to ensure that it is still fit for purpose and an effective forum.

Feedback reports from each meeting are published on the CCG's website and also shared with the relevant commissioning leads within the CCG to ensure insight is considered in their work: www.haringeyccg.nhs.uk/about-us/the-ccg-network.htm.

5. Patient engagement in the development of pathways and services

One of the CCG's core duties is to ensure that patient and public involvement informs the development of services, pathways and commissioning plans. This is something that the CCG has worked hard to embed in its systems and processes so that all teams and service areas build this into their work programmes as routine and ongoing practice.

Recent examples include the recruitment of mental health user enablement champions. This new group was convened to advise Haringey's mental health partners in the redesign of care and support services. Hail Ltd, a local social enterprise, were commissioned to facilitate the group. 13 people brought their lived experience, including being unpaid carers/supporters of other people, to shape the implementation of enablement plans for the borough. The champions have been involved in looking at a primary care enablement service model and giving feedback on supported housing and housing pathways. The project is currently on hold pending decisions about further funding, but Hail and many of the champions are now running the User Reference Group for the Sustainability and Transformation Plan mental health workstream.

We have also worked really closely this year with Healthwatch to ensure that patient views inform the redesign of musculoskeletal (MSK) services across Haringey. We have reviewed patient feedback from all MSK service providers, set up our own online survey for residents to seek their views on services and what's important to them, held an in depth focus group and Healthwatch volunteers sat in waiting rooms to support people to complete paper surveys. We also sought feedback from the CCG's engagement network; all of which has informed the recommendations for a new MSK service model.

Our lead commissioner for Child and Adolescent Mental Health Services (CAMHS) has engaged Healthwatch to support with two projects this year, including talking to children, young people and their parents about their experiences of crisis care as part of our review of crisis provision. Feedback from the review was very interesting and will inform service redesign and commissioning intentions.

Engagement and consultation with older people about the Better Care Fund continues to take place on an ongoing basis. For example, the CCG and local authority organised a series of engagement events last year, jointly with the Haringey Older People's Forum, to talk about different services funded by the Better Care Fund and to seek people's views to inform the ongoing development of services.

6. Patient representatives on CCG committees

The CCG continues to have patient representative members of the Quality Committee, Communications and Engagement Sub-Committee, the Insight and Learning Group and the Investment Committee. Our patient representatives have a really positive impact on our committees and we would like to thank them for their time, input and involvement. We have annual support and review discussions with our patient representatives, which usually take place in August. The patient representatives are also members of the CCG's engagement network.

7. Patient representatives on procurement panels

Our engagement strategy outlines our commitment to ensure that patients are involved in procurement processes, including sitting on procurement panels where it's appropriate. This year we have reviewed our internal guidance to outline our wish for more than one patient representative to be involved in any panel, if possible, to ensure they have peer support and that there is cover should they be unable to take part at a late stage. This year, patient reps have helped us with our stroke recovery services procurement and are currently involved in the procurement process for primary care access hubs across north central London. The Commissioning Support Unit (CSU) continues to offer training and support for patients on procurement panels as part of their contract.

8. Communications and engagement support for the north central London (NCL) STP and the Haringey and Islington Wellbeing Partnership

A big focus of the coming year will be providing communications and engagement support to support the implementation of a sustainability and transformation plan (STP) across north central London (NCL). A joint programme of work is currently being developed, and involves all the CCGs, local authorities and main providers across NCL, acknowledging the shared priorities and challenges that exist across the system. Good communications and engagement will be essential to support the delivery of this plan, as well as to make sure

that we continue to be open and transparent with members of the public about what the STP will mean for them in Haringey.

Communications and engagement to support the STP is being coordinated centrally and all the communications and engagement leads in every organisation are linked in to this work. In Haringey, we have talked about the STP at our public meetings in September, had presentations and discussions at two of our wider engagement network meetings and held a separate meeting with members of 38 Degrees Haringey to discuss the plan.

In addition, Haringey and Islington CCGs have started to work much more closely together with local providers and councils as part of a Wellbeing Partnership – looking at what we can do better together to improve the health of our populations. There are a number of workstreams which are looking at different services as part of this partnership, for example, musculo-skeletal services and services for older people who are frail. The CCG's communications and engagement team is providing support to both the partnership and the workstream leads; something which will continue into 2017-18.

9. Member practice communications and engagement

Last year we made a concerted effort to give more focus to engaging and involving GP member practices, helped by the appointment of a new communications and engagement lead for primary care who sits in the CCG's communications team but works extremely closely with the primary care team. This focus will continue in 2017-18 to ensure that practices continue to have opportunities to know about, understand and be involved in the CCG's work. It will be particularly important to ensure that member practices are fully informed about wider changes linked to the STP and the Haringey and Islington Wellbeing Partnership, and that Haringey clinical leads are aware of opportunities to shape some of the work in these programmes.

10. Stay well this winter campaign

Enfield and Haringey CCGs worked together to develop a local communications campaign to support people to stay well, self-care and to understand the different services available to them, in addition to A&E. The campaign ran between October – February and piggy-backed onto the national 'stay well this winter' campaign (run jointly by the Department of Health, NHS England and Public Health England). A local leaflet was published and was distributed widely around both boroughs, and messages were promoted through our local networks, partners and social media channels. As part of the campaign, the CCGs commissioned Healthwatch Enfield and Healthwatch Haringey to support with the dissemination of the campaign messages to a more diverse section of the community. This community outreach work has been really successful and the Healthwatches have handed out approximately 2800 leaflets and visited around 65 community and faith groups and different events to speak to people about the campaign.

11. Meetings with MPs

Our engagement strategy outlines our intention to meet regularly with Haringey MPs, if they wish to, as an opportunity to talk about some of their constituents' issues and queries and to keep in touch about the CCG's work and plans. On average, meetings are currently taking place quarterly with both of Haringey's MPs. We have also taken a much more proactive approach with our MPs this year, sharing news, events and updates with them so that they are kept informed about what's going on within the CCG. Examples include the

opening of primary care hubs to give more weekend and evening appointments to residents, and the successful funding bids for three new practice buildings in Haringey.

12. Website

From April 2016 – March 2017, the CCG's website – www.haringeyccg.nhs.uk - received on average 1,577 visits a month, with 70% of all visits referred from search engines like Google. This year, we have reviewed the structure of our website and are in the process of updating the content so that we make it clearer to the public what the CCG's aims are, the programmes we are working on and how people can get involved. This is in response to feedback we received from members of the public.

13. Twitter and other online channels

The CCG's Twitter account - @HaringeyCCG – now has 5380 followers. The majority of our followers are local voluntary and community groups and other health and care organisations, but the number of individuals following us is increasing. In the past year, we have used Twitter much more proactively - adding more news stories to our website, tweeting about them and sharing and retweeting things from other Haringey groups. We also link into local and national public health campaigns like stay well this winter, Haringey Walks and 'One You' and promote accordingly. We also receive some individual patient queries which prompted us to develop some guidelines for staff to ensure we respond in a timely way that is appropriate for Twitter, the CCG and for the nature of the enquiry.

We have also started to promote events and share news on two of Haringey's most popular resident online forums - Harringay Online (has just over 11,600 members) and Bowes and Bounds (over 1,900 members).

14. New Haringey CCG logo

New NHS brand guidelines were published in January by NHS England. This included the development of new logos for every NHS organisation, including CCGs. We are in the process of designing some newly branded Haringey CCG document templates in line with these guidelines, and have also updated the logo on our web and intranet sites. A staff promotional campaign will start later in March, to raise awareness of the new logo and brand guidelines.

15. Annual report 2015-16 and Annual General Meeting

The CCG's third annual report and accounts (ARA) was published on the CCG's website on 10 June 2016, in line with national deadlines. The CCG held a successful Annual General Meeting (AGM) in July 2016 to share the report, with over 60 people attending. This year, we invited an external speaker, Dr William Bird MBE, a GP from Reading, to talk about how Haringey residents can embed more physical activity in their daily lives to improve their overall health. Work is underway to prepare the 2016-17 annual report and accounts, with a submission deadline of 31 May.

16. Healthwatch

Healthwatch Haringey continue to be important and active members of the CCG's Communications and Engagement Sub-Committee, Insight and Learning Sub-Group and Governing Body. They also regularly attend Clinical Quality Review Group meetings at

North Middlesex which are chaired by the CCG. We have also worked closely with Healthwatch on some specific areas this year, including engagement with children, young people and parents to develop a participation strategy for Haringey, and community outreach work to support the dissemination of Haringey's stay well this winter campaign.

17. Bridge Renewal Trust

The Bridge Renewal Trust is Haringey Council's strategic partner for the Voluntary and Community Sector (VCS), tasked with working with Haringey's VCS organisations and statutory and non-statutory partners to ensure the local voluntary sector is stronger, able to attract more external funding and deliver better services. This year, the Bridge joined the CCG's Communications and Engagement Sub-Committee and engagement network and we worked extremely closely with them to help us develop and promote our public meetings in September.

18. Monitoring

The delivery of the engagement strategy action plan is monitored on a quarterly basis by the Communications and Engagement Sub-Committee. Completed action plans from previous years are published on our website as an historical record of all the work that has happened since the CCG was in shadow form. These action plans can be found here: www.haringeyccg.nhs.uk/about-us/history.htm. The 2016-17 completed action plan has recently been uploaded, following approval by the Communications and Engagement Sub-Committee.