Foreword from our Chair and Chief Officer

This strategy sets out our approach to communicating and engaging with local people. It is based on the principle of open and continuous communication with patients, the public, member practices, staff and key stakeholders. It also acknowledges our statutory responsibilities and the NHS commitment to involve patients in the way in which health services are planned and managed.

We are committed to putting people first and we continue to strive to improve communication and increase participation and engagement with all our stakeholders, in as many aspects of our work as possible. This strategy provides an overarching set of principles which will underpin the work we do and recognises that achieving this will not happen overnight and will require the active participation of everyone in our CCG.

Alongside the people of West Norfolk, we will ensure our 21 member practices feel informed, engaged and involved in their CCG and participate in commissioning activities to the benefit of local people. Our staff, too, need to be informed and engaged. Staff will be empowered and have the tools to deliver this strategy and hence deliver good quality commissioning.

We are dedicated to ensuring we fulfil our commitments as stated in this strategy, and welcome your views on how we can take this forward together to improve the health and wellbeing of people served by our CCG. We look forward to embarking on this journey with you all.

Dr Paul Williams
Chair

John Webster
Accountable Officer
Our priorities have been developed in line with the focus of the county-wide Norfolk and Waveney Sustainability Transformation Plan (STP) and are underpinned by the West Norfolk CCG Operational Plan. The context in which the CCG is operating is important. People are living longer, with multiple long-term conditions resulting in more people using health services and overall, people’s expectations of the care they are entitled to receive has increased. Clinical Commissioning Groups must use taxpayers’ money wisely so that the very best value can be gained from every £1 they spend.

The CCG is committed to working with all of our stakeholders to design services that are high quality, affordable and sustainable for the future. This includes supporting self-care and helping people stay healthy. This strategy sets out our intentions for communications and engagement that supports the direction of the Norfolk & Waveney STP as a whole, and the WNCCG Operating Plan specifically.

Our principles for communication and engagement (in line with NHS England’s 10 Principles of Participation) are:

- Be accessible to all areas of our community:- reach out to them to make sure they are included and be proactive in seeking participation from people who experience health inequalities and poor health outcomes
- Use different ways to communicate to reach more people
- Be honest and transparent, open and clear from the start about what our plans are and realistic about what is and what is not possible and why
- Make sure people have the right information at the right time and that it is clear and easy to understand
- Take time to plan and budget for participation and inform and involve people as early as possible
- Work with other organisations so we are more effective and avoid duplication
- Review experience (both positive and negative) and learn from it to continuously improve how people are involved
- Value people’s lived experience and promote equality and diversity, encouraging and respecting different beliefs and opinions
- Invest in partnerships – have ongoing dialogue and avoid tokenism
Our approach to communications and engagement

The CCG’s approach to communications and engagement is to make sure that we use a variety of different mechanisms, methods and approaches that are accessible to everyone. We need to understand how we can best involve people, their requirements for information and how best to engage with them.

We want to make sure we hear from all the people and communities in West Norfolk - everyone’s opinions matter. We understand that the way we ask for people to share their views can make a big difference to who responds, so we aim to design our engagement processes with this in mind. When producing any material for publication, West Norfolk CCG will take account of NHS Branding and Accessibility guidelines to ensure that the information is available for all audiences. This includes the development of our website, as well as producing literature in languages other than English, large print and Braille, Easy Read and in audio formats, where appropriate.

As part of our commitment to quality patient and public engagement, we have a Patient and Public Involvement Lay Member as part of our Governing Body. This role is responsible for championing patient and public involvement, ensuring appropriate arrangements are in place to hear the views and concerns of local people and bringing specific expertise and experience, as well as knowledge as a member of the local community, to the work of the Governing Body. This cannot be done by one person alone, so we have a range of ways to engage with the local community and move to co-production in all the areas we are responsible for.

Making sure that West Norfolk CCG has a fully co-ordinated approach to communications and engagement will involve more people and develop a greater local ownership of health services, resulting in:

- Better decisions and better services
- Better outcomes of care
- A healthier population
- More patients receiving the care they need
- Reduced health inequalities
- Increased trust and confidence in the NHS
- More efficient, effective and accessible services
- Better choice for patients
- Reduced conflict - making good decisions quicker and easier to take
- More productive staff
- More integrated services.
Good communications and engagement is:

- Inclusive (we will take account of people’s differences e.g. languages, cultures, abilities, learning styles and disabilities)
- Targeted and concise (people should not feel overburdened by excessive information)
- Consistent, clear, honest and realistic
- Influential – it makes a difference
- Reciprocal – it includes feedback
- Ongoing
- Proportionate (duplication is avoided and existing knowledge is used)
- Reviewed regularly.

The Commissioning Cycle

Commissioning is the process of buying health services. It is a complex process, involving the assessment and understanding of a population’s health needs, the planning of services to meet those needs and securing services on a limited budget, then monitoring the services that are being delivered. These steps form the commissioning cycle. Embedding patient and public participation in the commissioning cycle is essential to make sure that the CCG understands the needs of the local population and commissions the right services to best meet those needs, within the financial budget that is available to us.
Roles and responsibilities

All CCG staff and members have a role to play in strengthening patient and public participation in our work, both individually and collectively.

This section sets out the specific responsibilities of key individuals and groups.

- **The CCG Members** (West Norfolk GPs) are responsible for engaging with the CCG in setting its vision, values and strategic direction and supporting the role of their patient participation groups.

- **The CCG Governing Body** is responsible for the CCG’s performance in relation to all statutory duties including the duty to make arrangements to involve the public in commissioning. The Chief Officer is accountable to the Governing Body.

- **The Lay Member for Patient and Public Involvement** is responsible for ensuring the views of patients and the public are appropriately considered by the Governing Body.

- **Directors** are responsible for ensuring patient and public participation within the work of their own departments and for promoting an organisational culture in which patient and public participation is ‘everybody’s business’.

- **The Communications and Engagement Manager** is responsible for:
  - Developing the strategy for communications and engagement;
  - Developing a range of resources to support delivery of the communications and engagement strategy which includes the mechanisms to enable the views of patients and the public to be heard;
  - Supporting CCG staff to ensure that patient and public participation is carried out throughout the commissioning cycle;
  - Monitoring, evaluating and reporting on the implementation of the communications and engagement strategy.

- **The CCG’s Senior Team** are responsible for:
  - Ensuring patient and public participation is embedded and appropriate plans are put in place;
  - Supporting the implementation of the communications and engagement strategy and promoting an organisational culture in which patient and public participation is ‘everybody’s business’.

- **All staff** are responsible for ensuring communications and engagement appropriate for their role.
Our Stakeholders

There are many people who may need to be involved and communicated with in different ways throughout the whole commissioning cycle. In order to ensure communications and engagement activities are tailored around individual needs, it is important to understand the various audiences.

For specific projects, individual plans will include a stakeholder analysis. Identification of key messages and actions for each particular group will include how we communicate and involve people and who is best placed to do so.

Co-production with our Member Practices

The CCG is a clinically-led membership organisation, with General Practitioner (GP) representatives from each of the 21 GP practices across West Norfolk as members. As an organisation that is responsible for getting the best possible health outcomes for the local population, GPs are integral to the CCG as they are able to recognise trends in the health needs of their patients, identify issues with services or potential gaps as they arise, and suggest improvements.

The input of our GP members takes place in a number of ways including:

- Quarterly Council of Members meetings
- Governing Body meetings
- Clinical Executive Committee
- Primary Care Commissioning Committee
- Regular GP Education Events
- GP Clinical Leadership

The CCG makes a commitment that our GP members are fully involved and engaged in the development and decision-making processes of commissioning plans.

Working with our Staff and NHS Colleagues

Our staff and colleagues working across other statutory NHS organisations have a responsibility to identify the need for patient, public and wider stakeholder engagement in their day to day activities, to ensure that enough time and resources are factored into the planning, delivery, monitoring and evaluation of commissioning processes. This responsibility is underpinned by this Strategy, and supported by the Communications & Engagement Team.

An action plan (appendix 1) has been produced for the implementation of this strategy and will be updated on a yearly basis.
Equality and Diversity

NHS West Norfolk CCG is committed to ensuring equality, diversity, inclusion and human rights are central to the way we commission and deliver healthcare services and how we support our staff. This is particularly important for the way we deliver this strategy and our commitment to proactively engage with stakeholders and enable people in West Norfolk to contribute to shaping future health services commissioned by the CCG.

Individual action plans for each CCG project will identify the different communities and groups and what actions will be taken to ensure they have opportunities to engage in the work of the CCG. Activities will vary depending on the needs for each group which could relate to language, culture, stigma, accessibility or other factors.

Equality Delivery System

The Equality Delivery System was formally launched in November 2011 and updated in 2013. It is a system that helps NHS organisations improve the services provided to our local communities and provide better working environments, free of discrimination, for people who work in the NHS, while meeting the requirements of the Equality Act 2010. This strategy will ensure our communications and engagement are underpinned by the equality delivery system.

Sustainability and Transformation Plans (STPs)

Our NHS and social care services are valued. But rising demand, a growing and ageing population, higher expectations and lifestyle changes are increasing the pressures they face. In response, the NHS, partners in health and social care and Norfolk County Council have come together across Norfolk and Waveney (North Suffolk) to find a better way forward. Norfolk & Waveney STP delivery plan, In Good Health was published in October 2016. This is an important programme to transform health and social care over the next five years.

In the West Norfolk CCG Operational Plan (2017/2019), the CCG’s vision for how health and social care will be delivered in West Norfolk is “a thriving local hospital, a strong and united network of GPs, and a group of Out-of-Hospital providers of physical, mental health and social care services, all of whom behave as one integrated ‘whole system’ delivering high quality care by staff who are proud to work and live in West Norfolk”.

Doing nothing is not an option. We must continue to deliver good quality care to the people who need it. But just in terms of money, the health and social care organisations in Norfolk and Waveney know there will be a gap between our finances and the costs we will actually face. We must make efficiency savings to meet growing demand within the budgets we have.
Norfolk & Waveney’s Priorities

Preventing illness and promoting well-being

People supported to live longer, healthier lives by targeting lifestyle risk factors. Community services aligned with local authorities and the voluntary and community sector, supporting independence.

Care closer to home

People living independently, with better access to primary and secondary care, and the voluntary and community sector. Community care reduces demand on hospital and residential services. End of life care allows patients to die in their place of choice. A system-wide strategy improves services for children and young people.

Integrated working across physical, social and mental health

Integrated working across the system delivers holistic care, improved patient experience and better outcomes. Services focus on social care and mental health parity of esteem.

Sustainable acute sector

Hospital services are sustainable. Out of hospital care reduces demand and supports discharge.

Communications and Engagement in the STP

In September 2016, NHS England produced ‘Engaging local people: A guide for local areas developing Sustainability and Transformation Plans’. This guidance makes clear that successful STPs will need to be developed with, and based upon, the needs of local patients and communities and engage clinicians and other care professionals, staff and wider partners. There is a very clear requirement for STP footprints to engage throughout the development of their plans and where necessary, to carry out formal consultations.

STP footprints are not statutory bodies though, so individual organisations remain accountable for ensuring their legal duties are met during the STP design, delivery and implementation process.

Norfolk and Waveney STP made a clear commitment regarding engagement and consultation in our October submission to NHS England stating that once more detailed proposals had been developed, formal consultations about changes to services will be carried out, where appropriate and following national guidance.

West Norfolk CCG is working in partnership with other STP colleagues across Norfolk and Waveney to deliver the STP plans and priorities including the development of an STP-wide Communications & Engagement Strategy. Alongside that, individual communications and engagement plans are being developed for each of the STP workstreams.
The Communications and Engagement Manager has responsibility for this Strategy. The CCG Governing Body receives a regular report outlining engagement and communications activity at their meetings in public. These demonstrate how the CCG Strategic Plan is being delivered. The CCG Annual 360° Stakeholder Survey will provide further evidence of the effectiveness of this strategy.

**Duty to involve and statutory obligations**

The NHS Plan (July 2000) sets out the Government’s intention that patients should be ‘at the heart of the NHS’. Patient and public involvement should be central to service planning and provision and a major driver for service improvement. Section 11 of the Health and Social Care Act 2001 further strengthened this commitment by placing a duty on NHS organisations to involve and consult patients and the public.

In section 242 of the 2006 NHS Act, this duty was strengthened again requiring public engagement and involvement in:

- planning the provision of services;
- the development and consideration of proposals for changes in the way those services are provided;
- and decisions to be made by the NHS organisation affecting the operation of services.

The Secretary of State set out four key tests for service change within the revised Operating Framework for 2010-11, which are designed to build confidence within the NHS with staff, patients and communities. For existing and future service reconfiguration proposals it must be demonstrated that there is:

- Support from GP commissioners;
- Strengthened public and patient engagement;
- Clarity on the clinical evidence base;
- Consistency with current and prospective patient choice.

The Health and Social Care Act 2012 introduced significant amendments to the NHS Act 2006, supporting two legal duties for Clinical Commissioning Groups and commissioning in NHS England, to enable:

- patients and carers to participate in planning, managing and making decisions about their care and treatment, through the services they commission;
- the effective participation of the public in the commissioning process itself, so that services provided reflect the needs of local people.

GP commissioners will be required to comply with all current legislation and policy for public involvement in the future.

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