

GOVERNING BODY MEETING **in Public**

27 April 2016

Agenda Item **3.3**

Paper Title	NHS Eastern Cheshire CCG Communications and Engagement Achievements 2015-16 end of year report
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Purpose of report

To summarise the significant achievements of the CCG in 2015-16 and to provide assurance to the Governing Body that the CCG continues to meet both its stated commitment to and its statutory responsibilities around public participation.

Outcome Required:	Approve		Ratify		Decide		Endorse		For information	<input checked="" type="checkbox"/>
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Recommendation(s)

The Governing Body is asked to:

- Note** for information the key achievements in 2015-16, and the ongoing development of a Communications and Engagement Strategy for 2016-17.

Benefits / value to our population / communities

Benefits resulting from the communications and engagement functions of the CCG in 2015-16 include the following:

- Raised awareness of services commissioned by the CCG
- Enhanced understanding of the benefits of a healthy lifestyle
- Opportunities to engage with and influence the CCG in the planning, buying and monitoring of health services for Eastern Cheshire residents.

Key Implications of this report – please indicate

Strategic	<input checked="" type="checkbox"/>	Consultation & Engagement	<input checked="" type="checkbox"/>
Financial		Equality	<input checked="" type="checkbox"/>
Quality & Patient Experience	<input checked="" type="checkbox"/>	Legal / Regulatory	<input checked="" type="checkbox"/>
Staff / Workforce	<input checked="" type="checkbox"/>	Safeguarding	

Governing Body Assurance Framework Risk Mitigation:

The actions of the Communications and Engagement Team support the successful delivery of the Caring Together programme, under delivery of which is identified as a very high risk in the Governing Body Assurance Framework.

Report Author	Contributors
Charles Malkin <i>Communications Manager</i>	Usman Nawaz <i>Engagement and Involvement Manager</i>
Date of report	18 April 2016

NHS Eastern Cheshire CCG Communications and Engagement achievements 2015-16 end of year report

1. Executive Summary

- 1.1 The Health and Social Care Act 2012 placed two duties on NHS commissioners with regard to public participation:
 - to facilitate the involvement of patients and carers in decisions relating to their care
 - to ensure public involvement and consultation in the commissioning of processes and decisions.
- 1.2 There is no general duty on NHS organisations to inform. Nevertheless, effective communications are a crucial enabler and constituent of engagement.
- 1.3 Promotion of healthy lifestyles and access to services is critical to the realisation of the CCG's vision of "inspiring better health and wellbeing" and of its ambition of the "empowered person." Communications and engagement are a living expression of the CCG's value of "valuing people" and of its principle of "local leadership and community engagement."
- 1.4 This report summarises the considerable work undertaken by the CCG in the planning and delivery of its multi-platform communications and engagement functions, and specifically highlights the achievements in relation to supporting the delivery of the five programmes of work set out in the CCG's Operational Plan 2015-16.
- 1.5 The report also describes various innovations and achievements related to effective internal promotion of the CCG's achievements and ambitions, and successful external communications and engagement to promote access to services, encourage healthy lifestyles, demonstrate accountability, involve people in co-design, and protect and enhance the CCG's reputation. Finally, the report reflects on revisions to the future communications and engagement approach in the light of lessons learned.
- 1.6 A detailed summary of achievements is attached at **Appendix A** and **Appendix B**.

2. Recommendation(s)

- 2.1 The Governing Body is asked to:
 - **Note** for information the key achievements in 2015-16, and the ongoing development of a Communications and Engagement Strategy for 2016-17.

3. Peer Group Area / Town Area Affected

- 3.1 All of Eastern Cheshire

4. Population affected

- 4.1 All of Eastern Cheshire

5. Key Achievements

- 5.1 Throughout 2015-16 the CCGs Communications and Engagement team have worked closely with colleagues from all directorates, commissioned providers and key stakeholders, to support them in the delivery of and communication about the five key programmes of work set out in the CCG's Operational Plan 2015-16 (a snapshot of achievements against the Operational Plan can be seen in **Appendix A**), as well as other commissioned services and commitments (**Appendix B**). More detail is provided in the appendices, however key pieces of work are highlighted throughout this report.
- 5.2 **Integrated Care.** The Communications and Engagement team have led on the development of a health app for the population of Cheshire East. This is the CCG's first-ever app. Called CATCH (Common Approach to Children's Health), the app presents health information and advice from multiple sources to support the parents and carers of children aged 0 – 5. The app was developed by the CCG in consultation with Cheshire East Council and NHS South Cheshire CCG, which have joined the CCG in its active promotion. The Team organised a series of workshops to engage parents, carers, clinicians and allied health professionals in the development of the app.
- 5.3 The Communications and Engagement team also organised the launch of the app, developed in response to research by Cheshire East Council's public health department which found that an unusually high proportion of infants from the local authority area were being taken by their parents to A&E but were requiring no treatment other than advice and information.
- 5.3 The Team managed the development of the CATCH website and produced a wide range of marketing materials. As at 13 April 2016, the app had been downloaded by more than 500 people, putting the CATCH partners on target to secure 2,000 subscribers in the app's first six months.
- 5.4 In partnership with the CCG Programme Management Office, the Communications and Engagement team project managed a national Stop and GO event at Alderley Science Park to stimulate the technology market in preparation for the procurement of the CCG's integrated diabetes service. The Team originated much of the pre and post-conference publicity, and has been responsible for promoting the Invitation to Tender via the CCG website, social media accounts and national procurement publications. The team was also responsible for identifying and supporting patient involvement in the development of the event.
- 5.5 **Specialist and Direct Care.** The Team has supported the provision of specialist and direct care by promoting the achievements and ambitions of Caring Together and the Cheshire Pioneer programme, the two major transformation programmes in which the CCG is involved, and by encouraging public participation in their work.
- 5.6 The CCG project managed the development of a replacement Caring Together website offering enriched functionality, discussion forum, improved search engine optimisation, quicker publishing processes and superior value for money. The Team produced an

animation, Sheila's Story, using real-life examples to illustrate the beneficial impact of integrated care on people with long-term conditions. The video had been viewed 342 times as at 18 March 2016.

- 5.7 The Team has produced a wide range of Caring Together marketing collateral, including a suite of eight A0 posters displayed on the car park walls at Macclesfield District General Hospital (MDGH) to promote the programme's ambitions, and opportunities to become involved in its work. The Team has continued to publish the monthly Caring Together eNews to more than 600 subscribers comprising partners, stakeholders and members of the public. The newsletter has a "click-through" rate of more than 50 per cent.
- 5.8 The Team secured national publicity, including an article in the HSJ, for the CCG's £2m investment in general medical services through Caring Together. The Team developed an online induction pack to promote understanding of Caring Together among new recruits appointed by commissioners and providers of health and social care services. The Team has represented Caring Together at numerous events including a Macclesfield Careers Fair, the AGM of CVS Cheshire East, and a market place organised by Cheshire East Council to signpost third sector services for older people. Following a reorganisation of the Caring Together governance structure, the team has led on establishing a Public and Patients Advisory Group which will begin to meet in May 2016.
- 5.9 Working with other partners in the Cheshire Pioneer Programme, the Team co-produced the communications plan for the Cheshire Care Record; wrote content for posters, flyers and a bespoke website; and procured the print and design of a wide range of marketing materials. The Team secured interviewees for a video produced by the programme to promote the intended benefits of the Care Record. The video had been viewed 151 times as at 18 April 2016.
- 5.10 **Systems Resilience.** The Team played an important role in supporting the Systems Resilience objective of improving access to mental health services. It engaged students from Wilmslow High School in the development of user-friendly versions of plans to transform mental health and eating disorder services for children and young people. The Team wrote the content in line with advice from the students, whilst also managing the design, print, distribution, and digital/analogue promotion of the booklets. The Team was advised on its approach by the CCG's Clinical Projects Manager and led on this work which was undertaken on behalf of all the Cheshire and Wirral CCGs.
- 5.11 Over the winter, the Team designed and delivered a multi-media Choose Well and Think Pharmacy campaign to help manage demand on urgent and emergency care by providing the information needed to enable people to choose the right service at the right time. The campaign was informed by feedback from members of the public, clinicians and from data metrics taken from the CCG's "snow white" urgent care dashboard. For example, it was established that, between November 2014 and January 2015, more than 3,300 people attending A&E at MDGH required no treatment other

than information and advice. Elimination of these avoidable visits would achieve a saving of more than £50,000 or more than twice the CCG's investment in Choose Well advertising.

- 5.12 To understand the campaign's impact, the Team has included questions in a survey of Cheshire East Council's Citizens' Panel and has contracted CVS Cheshire East to conduct an on-street consultation. Metrics from "snow white" will also be taken into account.
- 5.13 Prominent outdoor advertising formed part of the campaign for the first time while other innovations included offering a three-month leisure centre pass as a prize for people taking "selfies" of themselves with the outdoor advertising.
- 5.14 **Continuous Quality Improvement.** The Team took steps to reduce inappropriate prescribing by producing a video in support of the national Antibiotics Guardian campaign. The film featured local public figures, members of the public and healthcare professionals explaining why they had signed up as guardians and were urging others to follow suit. The video had been viewed 63 times as at 18 April 2016. The Team also produced posters, flyers and pop-up panels for use by the CCG and NHS South Cheshire CCG.
- 5.15 With the support of the CCG clinical lead and Commissioning Manager for Cancer and End of Life the Team has published media releases and Health Matters columns to support Bowel Cancer Awareness Month and the Clear on Cancer campaigns to improve early detection of breast, bladder and kidney cancers. The content has used case studies of Eastern Cheshire survivors to demonstrate the benefits of early diagnosis and treatment. The Team has used its publicity to signpost local services in line with the "Continuous Quality Improvement" objective of improving access to best practice cancer care.
- 5.16 The Team produced a media release and online publicity to promote the contracting of three new providers of elective ophthalmology services. The Team has supported the area's care homes by working with the CCG's Quality Team to develop web pages containing a fund of useful resources for care home managers and staff. The Team also issued a media release and used Caring Together eNews to publicise the benefits of assigning GP practices to neighbouring homes for the purpose of making proactive visits.
- 5.17 The Continuing Healthcare and Complex Care team requested patient and public involvement to support their work. As this is a shared service across the county, the team led in establishing a Cheshire-wide (inc. Wirral) patients advisory group with support from colleagues in neighbouring CCGs. The first meeting of the group is scheduled for June 2016.
- 5.18 **Duty of Care.** The Team issued a media release to publicise progress made by the CCG in meeting its responsibilities for the provision of Special Educational Needs and

Disabilities (SEND) under the Children and Families Act 2014. The Team has developed SEND web pages in consultation with the CCG's Designated Clinical Officer for the service. The Team also arranged for the post holder to make a presentation at staff briefing.

- 5.19 The Team worked with Cheshire East Council to organise a series of workshops to involve carers, partners and stakeholders in developing a Cheshire East Carers' Strategy for Carers of All Ages.

6. Innovation

- 6.1 Innovative work by the team in 2015-16 was not confined to activity in pursuit of the CCG's operational programmes. For example, the Team project managed the first ever Eastern Cheshire Health Fair in September as part of the CCG's AGM. The Team was also responsible for all the pre and post-event publicity. The event promoted healthy lifestyles, signposted a wide range of services, and offered members of the public an opportunity to discuss healthcare with system leaders. Participating partners included Cheshire East Council Public Health, CVS Cheshire East, Cheshire and Wirral Partnership NHS Foundation Trust (CWP), Citizens' Advice Bureau, Eastern Cheshire HealthVoice, East Cheshire Hospice, Caring Together, Kickstart stop smoking service, Cheshire East Council fostering team, Plus Dane Housing and Life Links Cheshire East. Post-event analysis indicated high satisfaction.
- 6.2 The Team was responsible for significant new work to promote Eastern Cheshire HealthVoice, the CCG's patient and carer reference group. In partnership with HealthVoice members, the Team developed the group's first website, created a Twitter account, and produced pop-up panels, posters and flyers. It ran campaigns to promote HealthVoice in pharmacies – with advertisement about Healthvoice being included on prescription across Eastern Cheshire, and dental practices, and it introduced the practice of advertising all the group's meetings in the area's four paid-for newspapers. The Team wrote a media release that secured free publicity for the group in three newspapers and online.
- 6.3 An audit of current public engagement undertaken in the CCG helped the team develop an engagement map (Appendix C) identifying HealthVoice as a critical component of the CCG's approach to involvement. The map previously presented to HealthVoice and the Governing Body, illustrated how patient and public engagement and involvement with the CCG can be channelled through HealthVoice as a hub.
- 6.4 Members of HealthVoice are now embedded within almost every programme and project group in the CCG ranging from commissioning intentions to Caring Together to service redesign projects (Appendix D). Most recently a number of HealthVoice members have been aligned to the CCG's locality Peer Groups with a view to strengthen patient and public involvement across primary care.
- 6.5 The Team produced a video to position the CCG as a "Great Place to Work." The film was posted to the website to help cement the CCG's reputation as a forward-thinking

organisation, and is used in online recruitment resources. The video had been viewed 220 times as at 18 April 2016.

7. Other Highlights

- 7.1 **Internal Communications.** The Team introduced fortnightly electronic publications for staff and member practices. Entitled “CCG News” and “Members’ News” respectively, the newsletters promote the CCG’s achievements and ambitions, promote development opportunities, communicate corporate requirements such as statutory training, share news and requests from organisations including NHS England, and advertise social/team building events. The newsletters have helped with streamlining communications both internally with staff and with member practices by reducing the frequency of organisation-wide emails.
- 7.2 The Team also introduced weekly media monitoring reports for staff in order to help colleagues identify reputational opportunities and threats, and to demonstrate the impact of the Team’s work.
- 7.3 The Team developed corporate screensavers to promote the vision, values, ambitions and priorities of the CCG and Caring Together.
- 7.4 The Team produced A0 posters displayed around the office to promote the aims of the CCG’s Five-Year Plan and Operational Plan.
- 7.5 **External Communications.** The Team issued 127 media releases/health columns, achieving a total audience reach in excess of 3,000,000 and an Advertising Value Equivalent of more than £150,000.
- 7.6 As at 15 April 2016, the CCG had 3,628 Twitter followers, exceeding its 2015-16 target of increasing its following from 3,197 to 3,500. The Team created Facebook and LinkedIn pages to further strengthen targeted engagement around recruitment, opportunities to be involved and achievements. As at 15 April 2016, it had 137 Facebook likes and 112 LinkedIn followers, exceeding the targets of increasing in-year Facebook likes from 37 to 100 and LinkedIn followers from 40 to 100.
- 7.7 The Team succeeded in placing its weekly health columns in the Congleton Chronicle, Knutsford Guardian and Wilmslow Guardian, building on the CCG’s pre-existing presence in the Macclesfield Express. Published in print and online, the columns allow the CCG to promote its achievements and ambitions, involve people in co-design, and to encourage readers to live healthy lives and make informed use of services. Responsibility for writing the columns is shared by the Team and by an increasingly large number of GPs, Nurses and other clinicians who have agreed to front them.
- 7.8 More than 95 per cent of media coverage of the CCG was positive. Particularly successful stories included the news that Eastern Cheshire had England’s second highest uptake of the flu vaccine by at-risk groups, and the second lowest number of premature deaths.

- 7.9 The Team wrote a feature on Caring Together for a prestigious book celebrating the 750th anniversary of Parliament. The book was distributed to national and international heads of state, senior figures across the political spectrum, and influential public sector thought leaders. The Team arranged for the CCG's copies of the book to be displayed in libraries across the area, and publicised the dates in advance.
- 7.10 The Team worked with the Quality Team, Clinical Lead for Mental Health and CWP to develop a detailed statement that secured balanced coverage for the CCG on the Victoria Derbyshire Show on BBC Two. Key lines were agreed in response to an invitation from producers to explain why waiting times for Improved Access to Psychological Therapies in Eastern Cheshire were among the longest in Eastern Cheshire. Using the information gathered beforehand, Dr Ian Hulme spoke most effectively on steps taken by the CCG and Cheshire and Wirral Partnership NHS Foundation Trust to improve performance.
- 7.11 With the inhousing and investment in a team that deals with Freedom of Information requests, concerns, complaints and parliamentary requests to the CCG, the CCG also has another route for actively involving, listening to and learning from members of the public and stakeholders to help improve the health services that we commission. In 2015-16, NHS Eastern Cheshire CCG received 103 complaints from members of the public and 23 from Members of Parliament acting on behalf of constituents. Complaints concerning NHS Continuing Healthcare, CCG Commissioning decisions and how patients could access services were the most common themes of complaints.
- 7.12 A notable example of the CCG listening to the concerns raised by its patients is reflected in the changes made to the services provided to children with Autistic Spectrum Conditions (ASC) and Attention Deficit Hyperactivity Disorder (ADHD). Complaints received from members of the public about this service were highlighted in a business case which informed the Governing Body's decision to release a substantial investment to transform the service to reduce waiting times and improve the overall standards of care.
- 7.13 Feedback about mental health services received in complaints is also being used by clinical colleagues at the CCG in the current planning for the redesign of primary mental health services.
- 7.14 In 2015-16, NHS Eastern Cheshire CCG received 268 Freedom of Information requests. 100% of these requests were responded to within the statutory timescales.

8. Lessons Learned

- 8.1 Engagement events contracted to providers did not always achieve their objectives. For example, poor attendance undermined an event organised by not-for-profit engagement specialist Pathways CIC to better understand the needs and aspirations of Black, Minority and Ethnic communities for health and care services. Issues such as low attendance at events can be mitigated in the future by working closely with providers to

ensure that relevant stakeholder communities receive timely communications for maximum involvement.

- 8.2 There were times in 2015-16 when the Team had difficulty in prioritising and meeting the demands of colleagues, not least when work requests were made at very short notice. Accordingly, to help manage demand, the Team has developed an Offer Document describing the services it provides, and a Requirements Specification defining the type of information and resource that colleagues will be expected to furnish for support to be offered. The Specification also stresses that the Team will need lead-in periods of varying length in order to plan significant pieces of work such as campaign development. The Offer Document and Requirements Specification will be used fully in 2016-17.
- 8.3 Again to help manage demand for its services, the Team will offer training to colleagues in use of the website's content management system in 2016-17. This will enable the Team to devolve responsibility for uploading of operational content, as opposed to strategic or tactical content considered likely to impact the CCG's reputation. However, the Team will continue to act as gatekeeper for all web content.

9. Priorities for 2016-17

- 9.1 **Communications and Engagement strategy.** The Team will bring its Communications and Engagement Strategy for 2016-17 and outline action plan to the Governing Body for approval in May 2016. The Strategy will set out a clear and consistent approach to internal and external communications and engagement in support of the CCG's vision, aims and strategic objectives, as well as the key areas outlined within the CCG Operational Plan for 2016-17. The Strategy will define the legal context for engagement, involvement and consultation; identify the CCG's audiences and stakeholders; propose clear actions for internal and external communications and engagement; and describe the measures that will be used to demonstrate impact.
- 9.2 **Consultation.** The Team will be expected to devise and undertake statutory consultation exercise(s) of at least 12 weeks' duration, within 2016-17 and preceded by a period of pre-consultation. The consultation will seek comprehensive quantitative and qualitative responses to proposals to transform local health and care services.
- 9.3 While the Team has sufficient expertise, experience and resource to manage the consultation, it does not have the capacity to carry out all of the many operational tasks that will be required. Tasks to be undertaken will include development of microsite, survey analysis, organising public meetings and evaluating effectiveness of same, and independently quality assuring the entire process.
- 9.4 Accordingly, the Team is to seek external funding for capacity-building measures that may include the following:
- backfill support to cover the day to day CCG communications and engagement duties, including writing of media releases and health columns plus copywriting for Caring Together eNews

- procurement of media monitoring service to enable assured analysis of consultation-related commentary, improved measurement of media relations impact, freeing of capacity of Communications and Engagement Officer
- procurement of consultation software (e.g. Citizen Space) to allow management of entire process in one online environment
- development of consultation brand to inform look and feel of all communications
- design and print of marketing collateral.

9.5 A detailed report on the proposed consultation approach and associated consultation and engagement plan will be brought to Governing Body at the appropriate time.

10. Access to further information

10.1 For further information relating to this report contact:

Name	Charles Malkin	Usman Nawaz
Designation	Communications Manager	Engagement & Involvement Manager
Telephone	01625 663824	01625 663864
Email	c.malkin@nhs.net	usman.nawaz@nhs.net

11. Appendices

Appendices Table

Appendix A	CLICK HERE Communications and Engagement Team: Snapshot of achievements supporting the CCG Operational Plan 2015-16
Appendix B	CLICK HERE Communications and Engagement Team: Overall summary of Achievements 2015-16
Appendix C	CLICK HERE Healthvoice patient and public participation and engagement map
Appendix D	CLICK HERE CCG Patient participation and influence chart

Governance

Prior Committee Approval / Link to other Committees	
N/A	

CCG 5 Year Strategic Plan programme of work this report links to <input checked="" type="checkbox"/>			
Caring Together	<input checked="" type="checkbox"/>	Quality Improvement	<input checked="" type="checkbox"/>
Mental Health & Alcohol	<input checked="" type="checkbox"/>	Other	

CCG 5 Year Strategic Plan ambitions addressed by this report <input checked="" type="checkbox"/>			
Increase the number of our citizens having a positive experience of care	<input checked="" type="checkbox"/>	Increase the proportion of older people living independently at home and who feel supported to manage their condition	<input checked="" type="checkbox"/>
Reduce the inequalities in health and social care across Eastern Cheshire	<input checked="" type="checkbox"/>	Improve the health-related quality of life of our citizens with one or more long term conditions, including mental health conditions	<input checked="" type="checkbox"/>
Ensure our citizens access care to the highest standard and are protected from avoidable harm	<input checked="" type="checkbox"/>	Secure additional years of life for the citizens of Eastern Cheshire with treatable mental and physical health conditions	<input checked="" type="checkbox"/>
Ensure that all those living in Eastern Cheshire should be supported by new, better integrated community services	<input checked="" type="checkbox"/>		

CCG Operational Plan 2015/16 programme of work this report links to <input checked="" type="checkbox"/>			
Integrated Care	<input checked="" type="checkbox"/>	Specialist & Direct Care	<input checked="" type="checkbox"/>
Systems Resilience	<input checked="" type="checkbox"/>	Continuous Quality Improvement	<input checked="" type="checkbox"/>
Duty of Care	<input checked="" type="checkbox"/>		

CCG Values supported by this report – please indicate <input checked="" type="checkbox"/>			
Valuing People	<input checked="" type="checkbox"/>	Innovation	<input checked="" type="checkbox"/>
Working Together	<input checked="" type="checkbox"/>	Quality	<input checked="" type="checkbox"/>
Investing Responsibly	<input checked="" type="checkbox"/>		

NHS Constitution Values supported by this report – please indicate <input checked="" type="checkbox"/>			
Working together for patients	<input checked="" type="checkbox"/>	Compassion	<input checked="" type="checkbox"/>
Respect and dignity	<input checked="" type="checkbox"/>	Improving lives	<input checked="" type="checkbox"/>
Commitment to quality of care	<input checked="" type="checkbox"/>	Everyone counts	<input checked="" type="checkbox"/>

