



**South Tyneside and Sunderland**  
NHS partnership

# The path to **excellence**

**Transforming services in South Tyneside and Sunderland**

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# Phase 2 public engagement and communications strategy

## Pre-engagement (listening) phase

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# Communications and engagement strategic objectives

## During the pre-engagement phase

Key objective is to ensure all activity supports the successful preparation of full pre-consultation business case and relevant assurance assessments for formal consultation in 2019.

Eight underpinning objectives – all supported by tactical delivery plans

Builds upon and incorporates learning from phase 1 – reviewed by stakeholder advisory panel

Enhanced staff engagement and broader participation in the pre-engagement phase in response to feedback from key partners and stakeholders around their desire to be involved.

Incorporates equality delivery as integrated

# Communications and engagement strategic objectives

## 1. Ensure compliance with key NHS legal and policy requirements for significant service change in relation to public engagement and future consultation

Compliance required with statutory legal duties for consultation

- Consultation with Joint Overview and Scrutiny Committees (JHOSC)
- Case law such as the Gunning Principles
- Equality Act

Compliance required with five NHS assurance test for service change:

1. Clinical engagement and support from clinical commissioners
2. Strong patient, public and stakeholder engagement
3. Clear clinical evidence base
4. Consistent with current and prospective need for patient choice
5. Bed test (added in April 2017)

# Communications and engagement strategic objectives

## 1. Ensure compliance with key NHS legal and policy requirements for significant service change in relation to public engagement and future consultation

Other key NHS policy areas to ensure alignment:

- Empowering community model for patient centred care
- NHS constitution standards around patient involvement and patient choice
- Clinical standards
- Five Year Forward View

More emphasis on co-production and participation elements

Need to ensure clear audit trail of how options are developed and assessed prior to consultation – this is as important as final decision making

# Communications and engagement strategic objectives

## 2. Benchmark patient experience across the pathways to inform clinical service review case for change and option development



Robust insight around current experiences of services is critical intelligence required to help the clinical design teams understand what is important to patients, what is working well and what areas there are for improvement.

Three phase approach – one and two complete with wider field work starting May 2018

# Communications and engagement strategic objectives

## **3. Ensure staff engagement and involvement in order to provide opportunities for input, feedback, influence and sense checking**

Key improvement from phase 1, enhanced staff engagement and involvement

Alignment with the trusts' ambitions to explore a merger between the two organisations

Targeted staff communications and involvement was identified with teams in the three pathway areas

Capture views from frontline staff on the challenges and difficulties they currently face in service delivery, what ideas they had for improvements for service delivery and also their feedback on how staff should be involved in the future

# Communications and engagement strategic objectives

## **3. Ensure staff engagement and involvement in order to provide opportunities for input, feedback, influence and sense checking**

Targeted staff survey carried out (findings shared at staff engagement events)

Three half day discussion workshops and gained:

- Feedback on the issues to inform the cases for change
- Feedback in relation to communications and engagement

## **Staff survey work and staff workshops strong re-occurring theme of the desire for more opportunities for engagement and enhanced staff communications**

More information about CSRG leaders – who is who, ways to ask questions, regular outputs

Support for CSRG colleagues some strategic leadership / core interpersonal communications skills training in preparation for helping to deliver staff, stakeholder and public engagement activities in front of large audiences.



# Communications and engagement strategic objectives

## **3 Ensure staff engagement and involvement in order to provide opportunities for input, feedback, influence and sense checking**

Clinical sense check due diligence workshops Summer 2018 and autumn 2018.

Day-long events and for core designs teams, across the three service areas from both Trusts, to allow for strategic discussion and long list option development.

Video and social media coverage of events to share with wide workforce  
Updates to wider stakeholders

# Communications and engagement strategic objectives

## 4 Development of updated issues document to be shared in draft form for public feedback and influence and wider once finalised

Act as the underpinning narrative and key messages for phase two. Shared initially in draft form for public feedback and comments, then used more widely once finalised.

This update should include:

- Reminder about why phase one vulnerable services were chosen
- Learning lessons from phase one to improve wider staff and stakeholder involvement at earlier stages
- The strong and vibrant future for South Tyneside hospital
- Changes are clinically led to make best use of staff resource, expertise and to improve clinical care and therefore outcomes for local people
- Feedback to date from staff engagement regarding the challenges they observe
- Feedback to date from patient experience

# Communications and engagement strategic objectives

## 5 Carry out detailed stakeholder mapping and data analysis in order to identify civic society groups and organisations with interest

Work with each CSRG to consider each pathway:

- Stakeholder mapping – clinical groups, CVS organisations, other NHS organisations
- Data analysis – demographical analysis of patient flow, heat maps, postcode analysis or mosaic segmentation tool
  - Continuation of Joint overview and scrutiny committee – involvement of Co Durham
  - MPs
  - Clinical networks and senates
  - Other NHS Partners including NEAS

# Communications and engagement strategic objectives

## **6. Provide wider opportunities for participation by key groups with interest and experience in the specific issues as identified by the stakeholder mapping**

Enhancement of participation and 'co-production' with stakeholders and communities in order to deliver the NHS Five Year Forward View

Work with each clinical pathway to understand what opportunities there are to develop participatory opportunities to involve staff and wider stakeholders (from mapping)

Options development, options appraisal, participation in setting evaluation criterion

Different techniques can be used – face to face, digital

# Communications and engagement strategic objectives

**7. To explain how the problems are being identified, how ideas for change will be assessed using transparent assessment criteria, how ‘clinical due diligence’ will take place in order to ensure feasible options for the future are developed**

Integrated communications and marketing incorporating:

- Enhanced staff communications and engagement
- Promotion of wider patient experience field work
- Updated and refreshed Path to Excellence website
- Publication of key documents, print and digital
- Stakeholder bulletin updates
- Enhanced social media presence, with video, graphics as required
- Use of existing communications channels, NHS websites, staff communications
- Regular media releases and special features in the Echo and Gazette – in particular pre and post key milestones (eg staff or stakeholder participation events)
- Continuation of promotion and use of My NHS (CCG membership scheme with c1500 members)

# Communications and engagement strategic objectives

**8. To test improved communications and engagement mechanisms to ensure they are robust and support continuous dynamic dialogue required for best practice consultation utilising digital and social media as required**

Consistent collection of data monitoring information inc protected characteristics

Monitoring and evaluation - eg event evaluation forms, post event debriefs,

Digital engagement metrics and media sentiment

For every communication activity – active evaluation measures are included for each plan

Continuation of travel and transport group and delivery of proactive communications to support phase 1 implementation

# Equality delivery

Support from Sunderland People First (learning disability) to develop a protocol for easy read documentation - key programme public documents ensure equity of access

Inclusion of HealthNet (CVS umbrella organisations) in a new Stakeholder Advisory Panel – earlier engagement with CVS organisations to support equality delivery

All public information produced as part of the programme will be written in language that can be understood by members of the public.

Technical phrases and acronyms will be avoided, and information will be produced in other formats as required, to reflect the needs of the population.

All tactical delivery plans will include equality delivery as standing items to ensure active consideration of equality as part of each key planning document.

# Developing a wider vision for health and care for South Tyneside and Sunderland

The two clinical commissioning groups have indicated that they wish to explore how a joint vision and joint working may be developed across the health and care system, drawing upon existing health and wellbeing strategies.



# Timeline

## May to July 2018

Wider qualitative patient experience research starts

Public / stakeholder briefings to update on workshops taking place with staff and ensure consistent messaging about the case for change, areas under discussion with staff and robust process being followed.

Wider communications and publicity takes place

## Summer 2018

Two targeted stakeholder events (one in each area) following the first clinical 'sense check' due diligence workshop to share feedback gained from staff, emerging models/direction of travel, sense check hurdle criteria and process for option development.

# Timeline

## **September 2018**

Staff, public and stakeholder update on long list of options and direction of travel, timeline and next steps for engagement and consultation.

## **October to December 2018**

Further public engagement events as required to test aspects of the process for example decision making criteria.

To add: detailed timeline after discussions with relevant teams and co-ordination with strategic programme timeline

**Detailed timeline after discussions with relevant teams and co-ordination with strategic programme timeline**