WORKING TOGETHER FOR A BETTER FUTURE



Engagement Framework



Draft Plan last updated 29th June 2022 comments invited until 29th July 2022



NHS Highland wants to have a consistent and meaningful approach to listening to and engaging with people who live and work in the Highlands



We will do this by producing a framework that meets our statutory duties, moral responsibilities and core values

Our framework aims to:

- provide clear ways for managers and staff to engage with and empower people to inform plans, decisions, policy, practice and change
- foster partnership and values based approaches to engagement with our communities and partners
- provide assurance and accountability to communities, partners and our Board, that engagement is meaningful, leads to action and demonstrates the difference it has made

What we mean by Community and Engagement

Community refers to a group of people who share a common place, a common interest, or a common identity. There are also individuals and groups with common needs. It is important to recognise that communities are diverse and that people can belong to several at one time.



Engagement covers a range of activities that encourage and enable people to be involved in decisions that affect them. This can range from encouraging communities to share their views on how their needs are best met and influence how services should be delivered, to giving communities the power to inform decisions and even provide services.



Our Engagement Values



Friendly

engagement will be welcoming, and appealing for, individuals, communities, partners and our staff

we want people to feel safe to share their views

Inclusive

we will go to
where people are
and everyone will
be able to engage
with us in a way that
best suits them

we will be open and sharing with information

Timely

early engagement
and participation
will take place
during planning and
service redesign

continuous
conversations with
communities will
be the norm

Meaningful

lived experience
and peoples views
and ideas will be
at the heart of our
plans and
decisions

feedback will be valued as a gift

Together

redesign will be
needs led and
co-design will be
the main
approach for
developing plans
and services

people will be true partners

Responsive

we will tell people how their input has informed plans and decisions

people will know the difference they have made

- Develop engagement standards and processes based on guidance and good practice
- Provide training, engagement tools and templates to support staff to engage with communities
- Regularly evaluate engagement to, learn, share and improve practice
- Set up governance arrangements, to make sure engagement is meaningful, follows good practice and informs decisions
- Develop different ways to communicate with individuals, groups and communities
- Build relationships with communities and trusted partners, working together on the areas that matter most to people
- Develop different ways to hear views and empower people with lived experience, to inform how we plan and deliver services
- Make sure the experience of vulnerable and disadvantaged groups and individuals are sought, valued and inform plans



ENGAGEMENT FRAMEWORK

Why

Who

- Duty to involve people in how services are planned, delivered and improved
- Plans for change should be based on experience of those most or disproportionately affected, as well as clinical and other important information
- Involving people early, leads to better decisions and quality services
- The benefits of changes are recognised and supported by communities, staff and partners
- Patients, carers, people who need the health and care services we provide
- Young people and people from protected,
 vulnerable and disadvantaged groups
- Trusted partners who support people who need our services
- Staff, clinicians, managers and agencies who work along side us
- Everyone who lives and works in the NHS Highland area

Governance

Engagement Oversight via group or committee

Part of NHS Highland Board and Health and Social Care Partnership agendas

What does this mean to me?

Why



The Framework will help NHS Highland staff and people who work with us to understand our responsibilities and commitments to involving people in decisions that affect them.

It should also help communities to understand their rights to be involved in decisions about their care, medical treatment and plans for current and future services.

Who



The Framework applies to all NHS
Highland health and social care staff at
all levels.

It also relates to everyone who lives and works in the NHS Highland area.

It is designed to help ensure that vulnerable and protected groups are listened to and included within plans and important decisions.

What



The framework will enable true partnership working to be adopted.

NHS Highland staff, patients and communities will work together to identify and create engagement approaches and opportunities.

People with lived experience will be valued and empowered to inform and influence plans and decisions.

How !

The Framework will act as a blueprint mapping different ways to meaningfully engage and involve individuals and communities in important decisions.

It will provide clear pathways and governance structures that ensure engagement is meaningful and considers relative impacts.

Training and support will be provided to all, at all levels, to make sure the framework works in practice for everyone.

Argyll and Bute Health and Social Care Partnership has its own own framework, that applies to staff who work in this area. The Argyll and Bute framework can be found at https://nhsh.scot/EngageArgyllandBute

Our Engagement Model



Inform

Consult

Involve

Shared decision making

Partnership working







News and social media releases

Online, paper or telephone surveys

Patient/carer representation on committees and groups

Joint standing on working groups

Public or patient involvement at the start of service redesign

or project

Public and community representatives active partners in developing options and service planning

Working in partnership with partners and communities on projects. Like experience based codesign

Public information stands and exhibitions

Focus and discussion groups

Patient stories





Key performance indicators How will we know we are getting it right?



Strategic level

- Services feel more confident they are engaging well
- Service users report an improvement and say they feel their input made a difference
- Services receive a regular stream of feedback from people who access services
- We can show that feedback and lived experience has been used to inform strategy at the highest level

Service redesign level

- Service redesign programmes are using the Engagement Framework and process, including required timeframes and sufficient notice, and have an appropriate, dedicated budget for engagement
- We can show that early, timely and ongoing engagement with everyone impacted by these programmes
- We can show that protected and vulnerable groups have been appropriately included (to include numbers of people involved and support provided to enable meaningful participation)
- We can show that feedback and lived experience has had an impact on redesign outcomes

Service improvement level

- Service improvement projects are using the Engagement Framework and process, including appropriate timeframes and sufficient notice, and have a budget for engagement
- Impact assessments will inform engagement plans and activity
- We can show that engagement, based on each project's bespoke objectives, has listened to feedback from appropriate audiences
- We can show that feedback and lived experience has had an impact on service improvement and changes made

Operational level

- Training and awareness sessions are well received, and templates and support materials well used
- · Relationships with stakeholders improve and new relationships are forged
- People will be supported and empowered to share their lived experience and feedback
- People will be empowered and supported to identify and lead on improvement areas important to them
- Improvements are informed by ongoing, regular conversations with people, communities & partners

INTERNAL GOVERNANCE

How people will be assured we are doing what we said

Highland Health and Social Care Committee

Clinical Governance Committee

Regular or exception reporting, depending on Committee preference



Engagement Advisory Group

Advises on and shares good practice Informs development of procedures, networks and training Tests draft engagement plans

- Service user representatives
- Carer representatives
- Trusted partners (eg HIS)
- Service representatives



Sets and oversees Key Performance Indicators

Ensures proportionate, meaningful engagement informs decision making in key projects and service redesigns, considering impacts and vulnerable/protected groups Ensures appropriate evaluation of engagement

Shares engagement metrics with services for improvement purposes

- Exec Director representative
- Non Exec Director representative
- 2 members from Advisory Group
- Comms and Engagement representative



Wider Community Engagement Network & Partners

EXTERNAL GOVERNANCE

How people will be assured we are listening to what they told us

Regional and National networks and partners

Community Engagement Network & affiliated groups

Network members will be asked to share and select topics of interest for exploration and improvement that will be community led

Network will have various functions to support different engagement interests, projects and preferred methods for engagement

Periodic meetings will take place to provide updates to communities about areas of interests and projects

Members will provide honest feedback on engagement efforts and opportunities, providing recommendations for improvements and highlighting areas felt to be good practice

Local networks, partnerships and trusted partners





Citizen's or participation type panel

Population representative panel to provide feedback and suggestions on key topics and themes, to support strategic planning

Engagement Advisory Group

Group members sit on oversight group providing feedback on NHSH engagement initiatives
Providing advice and recommendations for how we can improve



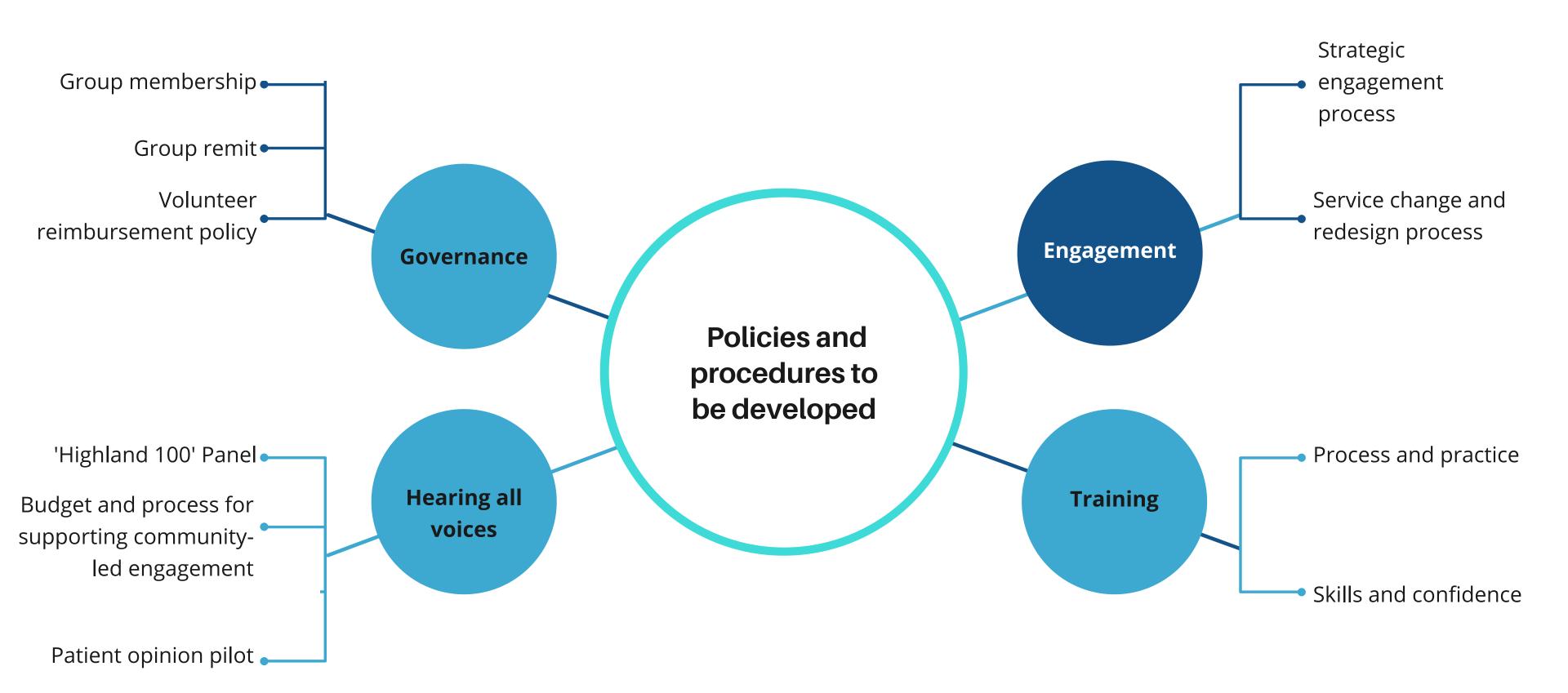
Engagement Oversight Group

Group members to consider and provide recommendations on feedback and learning received to improve practice and outcomes for patients and communitieies

Highland Health and Social Care Committee



Clinical Governance Committee



How we will get where we want to be

DEVELOP NETWORKS



01

- Third Sector
- communities of interest
- equality & protected groups
- wider communities

02

ESTABLISH GROUPS

- Set up short-life Working Group
- Set up community engagement network/directory
- Set up engagement Advisory Group
- Join or form area engagement practitioners group
- Join or form equality group or forum
- Join or form communication and information group

DEVELOP PROCESS

• general engagement processes

05

- service change & redesign protocols
- strategic engagement process
- governance process

03

 making the most of every contact - e.g patient opinion



DEVELOP TRAINING

- re process & practice for staff,
 managers & governance committees
- skills and confidence
- engagement methods
- sharing practice/peer support

ROLL OUT FRAMEWORK

- establish governance channel
- conduct small tests of change
- evaluate and share results
- set transition timeframe
- conduct awareness and training campaign
- Implement processes and governance channels



EVALUATE & IMPROVE

- evaluate transition period and improve as needed
- establish ongoing evaluation to capture learning and make adjustments
- set up internal peer network to support and share practice and learning

RESOURCES & SUPPORT

Permanent additional staff resource

- 1x FT Engagement Manager
- 1x PT Engagement Coordinator

Providing ongoing & adhoc advice & support to managers (like RNI & Dental team)

Direct engagement support for;

- Skye, Lochaber and Caithness Redesigns
- NHSH wide Strategies
- B & S and SLSWR new hospitals

External resources, training and support, available, like Care Opinion, HIS-CE, Scottish Recovery Network, The Alliance & others

Progress so far



TRAINING & AWARENESS

- 3x engagement & EQIA in redesign (recorded)
- 2x digital inclusion (recorded)
- 1x planning with people for lay reps
- Voices training for lay reps planned May/June 2022
- Sign posting to external training and resouces

TEMPLATES AVAILABLE

- existing EQIA material
- engagement strategy & action plans
- Canva infographics explaining change, processes and timelines
- Sway newsletters internal & community facing
- survey templates for patients & communities
- Argyll and Bute engagement spec template

NETWORKS & CONTACTS

Building connections with

- key partners (including HIS-CE, THC, TSI, UHI)
- vulnerable and protected groups
- internal networks
- localities to support redesign work
- developing an overarching network

Starting conversations with key contacts about approaches and ways we can work together - effectively communicate and meaningfully engage

PROCESS

- established people for shortlife working group to help progress elements within the framework
- gained learning and examples from successful examples (Fife, Borders, Wigan)
- connected with THC, TSI & Police Scotland about joint engagement opportunities
- working up and trying out engagement processes for Skye redesign and MH & LD strategy
- Collecting examples of practice and 'how to' type information to support practice

Implementation

A three stage plan

2021-2022

- Develop networks
- Develop connections & joint working opportunities
- Establish working groups
- Agree success criteria and measurement plan
- Establish regular comms updates
- Develop engagement processes
- Establish governance and oversight process
- Start to set up central engagement channels

2022 - 2023

- Develop guidance, SOPs and initial training to support tests
- Test governance and reporting structures
- Test engagement processes & protocols
- Evaluate test areas and make relevant changes
- Draft awareness raising and training materials
- Draft implementation plan
- Draft ongoing evaluation tools

2023 - 2024

- Start awareness and training sessions in a tiered approach, including, NHSH Board, HSCPs, governance committees, senior managers and operational and clinical leads and project teams
- Governance and reporting structures go live
- Process and protocols go live
- Engagement channels fully operative
- Supportive structures are in place
- Ongoing evaluation and feedback mechanisms are in place

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Draft Plan, comments invited until 29th July 2022

Please email comments to Kayleigh Fraser,

kayleigh.fraser@nhs.scot