

**Clinical Commissioning Group Governing Body
Paper Summary Sheet**

Date of Meeting: 22 November 2016

For: PUBLIC session **PRIVATE Session**

For: Decision **Discussion** **Noting**

Agenda Item and title:	GOV/16/11/12 Wiltshire CCG Communications and Engagement Action Plan 2016-17
Author:	Sarah MacLennan, Associate Director of Communications and Engagement
Lead Director/GP from CCG:	David Noyes, Director of Planning, Performance and Corporate Services
Executive summary:	The Communications and Engagement Action Plan supports the delivery of the aims and objectives set out in the CCG's Communications and Engagement Strategy 2016-17.
Evidence in support of arguments:	Wiltshire CCG aspires to put the voice of local people at the heart of everything we do. Communicating with and involving patients and the wider public gives them a greater sense of ownership of the health services they use and their own health, and is central to service planning and provision at a time when the NHS is challenged as never before. In addition, the CCG is a membership organisation comprising 55 GP practices as well as staff based at Southgate House. Consistent, clear messaging and engagement to practices and staff is vital to ensuring delivery of the CCG's strategic vision and priorities and this action plan sets out how that will be achieved.
Who has been involved/contributed:	The action plan has been shared with the CCG's Executive Team, the CCG's PPI Lay member and feedback from staff and practices.
Cross Reference to Strategic Objectives:	The report contributes to all strategic objectives.
Engagement and Involvement:	This report will be shared with the CCG membership, key stakeholders and will be available to public via the CCG website.

Communications Issues:	None
Financial Implications:	There are no direct financial implications.
Review arrangements:	The action plan will be reviewed in May 2017.
Risk Management:	The involvement of stakeholders and feedback contained in this report contributes to risk management arrangements.
National Policy/ Legislation:	The involvement of patients and members of the public in the NHS has always been, and is ever more so, at the core of the way the NHS should operate. Our approach reflects current policy for patient and public involvement across the NHS and the legal framework is set out in detail in the strategy.
Equality & Diversity:	The strategy provides an opportunity to support the CCG's E&D requirements
Other External Assessment:	This report will contribute to external assessments.
What specific action do you wish the Governing Body to take?	To discuss and approve the action plan in line with the Communications and Engagement Strategy to enable the Communications and Engagement Team to embed the actions.

Introduction

Wiltshire CCG's Communications and Engagement strategy 2016/17 was approved by the Governing Body in May 2016, and encompassed a revised and ambitious set of aims and objectives. This action plan is designed to compliment and reinforce that strategy to ensure delivery of the objectives against a timeframe of one year.

At a time when the NHS is challenged as never before, it is vital that we involve people in the most effective ways that we can. This plan defines the actions required for meaningful communications and engagement as well as for patient experience.

We monitor and review progress against our actions at regular points, to assess the impact and direction of the strategy, working with people to get it right. Some of the actions set out are already complete, but the plan is prepared with further refinement in mind*.

*The plan should be read in the context of representing the ambition of NHS Wiltshire CCG as the organisation exists in its current form within the Bath and North East Somerset (BANES), Swindon and Wiltshire (BSW) health economy. The evolving Sustainability Transformation Plan (STP) across the BSW community is supported by its own communications and engagement plan.

Some additional action points have been included as recommendations highlighted in a report by PwC, which is included with this paper. The PwC report is the result of an internal audit into the CCG's stakeholder engagement activity and was received by the Audit and Assurance Committee in November 2016.

A recap of our strategic objectives for communication

We have developed six overarching strategic objectives for engagement. These strategic objectives are listed below along with some of the important activities and projects that will help us meet these objectives. A seventh objective has been added to the Action Plan, in order to ensure that communications with CCG staff members is as effective as it can be. Specific actions are listed in the appendix.

Objective 1

Develop the CCG's strategic approach to engagement

Create a culture where engagement is embedded and reflected in the work practices of the CCG and the services it commissions.

Which will help us to ensure an outcome where:

Patient involvement is embedded in the CCG organisational culture and is consistently sought.

We will do this by:

- Planning and supporting CCG Governing Body members, our wider membership (staff of the 56 practices across Wiltshire) and staff to develop understanding and skills to undertake engagement across the organisation

- Creating a CCG 'toolkit' to support engagement events, which meet the principles of good engagement and supporting various approaches and methodologies (presentations, patient stories etc.) that can be used, focussing on good practice and innovative approaches
- Come together with our local partners and stakeholders to coordinate engagement activities and share best practice and intelligence
- Support the Public and Patient Involvement Lay Member of the CCG Governing Body to provide strategic leadership and scrutiny of how engagement is being applied in commissioning
- Develop a scorecard and review process to enable the CCG's programmes to assess how well they are involving patients and the public in the design, management, delivery and review of commissioned services
- Show patients and the public how things have been changed as a result of their involvement

Objective 2

Help people to learn about the CCG and how to get involved

Provide patients and members of the public with access to clear information about the CCG and changes to the health and social care system. Interest and engage the local community in understanding the CCG so they actively choose to be involved.

Which will help us achieve an outcome where:

Patients and members of the public can easily access reliable and clear information about the CCG and its commissioning role; people understand the national and local context of the NHS; patient involvement is embedded in the CCG organisational culture and is consistently sought; patients and members of the public know how they can get involved in commissioning and chose to do so; improved capacity for local people and organisations to be involved in commissioning of health care services

We will do this by:

- Continuing to develop the CCG's website with user friendly and engaging information about the CCG and how to get involved
- Continuing to nurture and develop existing and new relationships with journalists, producers and news editors to ensure fair and accurate reporting and promotion of CCG activities
- Disseminating information about the CCG via bulletins and local partners
- Ensuring that all plans are communicated to the patients and the public as soon as they are to be considered, to seek early involvement
- Ensuring that all communications to patients and the public includes inclusive and clear language and imagery that reflects the diversity of the population so that communications resonate with all communities and groups of people
- Developing our annual plan so that it is written in language that is clearer to people external to the NHS and improve the way that the CCG produces other communications for external audiences with a focus on the information being easy to understand
- Continuing to develop the CCG's approach to using varied communication mechanisms to ensure that particular communities and groups of people are reached (for example:

social media; alternative formats such as videos and story-telling; easy read; different languages for those where English is not their first language)

- Organising and attending local meetings and forums to introduce the CCG and show people how they can get involved in commissioning
- Providing more opportunities for people to meet commissioners and ask questions

Objective 3

Provide direct opportunities for people to get involved

Develop a more comprehensive approach to ensuring that patients and the public are involved in the design, management, delivery and review of the services the CCG commissions and the broader commissioning process. Use varied approaches and best practice.

Which will help us to achieve an outcome where:

We have improved capacity for local people and organisations to be involved in commissioning of health care services. Patients and members of the public know how they can get involved in commissioning and chose to do so. Patients and members of the public can easily access reliable and clear information about the CCG and its commissioning role.

We will do this by:

- Developing ways for people to have a voice at different levels throughout our structures, from board level to specific services
- Further developing and maintaining an engagement schedule that shows the various opportunities available for people to get involved and help shape health services and making sure that these opportunities include those who experience the greatest health inequalities in the community
- Involving patients and the public in corporate and cyclical activities such as the annual planning process
- Providing direct opportunities for people to get involved in the design, management, delivery and review of CCG programmes and improve the ways in which we do this to involve people in more of what we do
- Supporting and developing user-led groups to work with and alongside the CCGs main programmes of service development
- Increasing and deepening our work with local voluntary and community groups as way to involve the people, patients and service users they represent
- Assessing possibilities for further involvement within primary care and extend the model we are developing with Patient Participation Groups (PPG) at GP surgeries as a route for involving patients
- Exploring ways of involving patients and the public regularly in the work of the CCG, such as via a 'patient council'

Objective 4

Improve our understanding of the services we commission from the patients' perspective.

Using intelligence from patient experience as a central way of assessing the quality of services that we commission, working with our service providers to ensure they have strong patient experience standards, deliver patient-centred services and have a workforce that values patient involvement.

Which will help us to achieve an outcome where:

We have improved quality and experience of services based on local needs and feedback of users; patients have greater involvement in decision-making, giving them greater knowledge and ownership of health services and managing their own health; we have improved capacity for local people and organisations to be involved in commissioning of health care services; patients and members of the public know how they can get involved in commissioning and chose to do so

We will do this by:

- Working with our main providers of services to establish processes that allow the CCG to receive and understand data and intelligence on patient experience (including feedback and complaints) of commissioned services in more depth and more consistently. We will use this information to enable the CCG to objectively assess the quality of services we commission
- Further developing the programme of patient stories (delivered either directly by patients, videoed or transcribed interviews) as presented to the bi-monthly CCG Governing Body public meetings, allowing the Governing Body and managers to hear direct and current experiences of services and embed the importance of patient experience in the business of commissioning services
- Working with local partners including Healthwatch, the local authority, Wiltshire Service Users Network (WSUN) and the voluntary and community sector to share local and national patient and user experience intelligence to ensure the CCG has the right information, data and intelligence to understand patient experience across the services we commission.

Objective 5

Further support 'grass roots' capacity and capability for patient and public involvement

Support local people and local organisations to be involved in design, management, delivery and review of CCG programmes and provide feedback and experiences of services commissioned by the CCG.

Which will help us to achieve an outcome where:

Patient involvement is embedded in the CCG organisational culture and is consistently sought.

We will achieve this by:

- Investigating how the CCG could further support Healthwatch Wiltshire in their role to obtain local people's views and experiences of health and social care services and the provision of this feedback to the CCG
- Working with WSUN to engage with targeted patient groups to gain insight to support niche projects and pathways
- Working with the community and voluntary sector to look to the sector to undertake further engagement activities on behalf of the CCG and to help the CCG involve different people and communities who have not regularly got involved or had the opportunity to be involved
- Maximise opportunities of working with Wiltshire Council around the localism agenda, for example in relation to the Area Boards, Older People's Champions, Health and Well Being Champions

We will monitor the delivery of our action plan and our strategic objectives over time: we see this strategy as an evolving process and as the organisation further develops its approach to engagement, we will encompass new and ambitious activities. This is a refreshed starting point and we aim to involve stakeholders much more readily in the future development and review of our approach to patient and public engagement.

Objective 6

Improve the way in which we communicate with our GP practice membership

The CCG is a membership organisation, made up of 56 GP practices with mutual ownership and responsibility and we speak with one voice with a clear, united vision and combined ownership. We will support our practice members to provide the basis for better two-way communication between CCG managers and primary care.

Which will help us to achieve an outcome where:

The shared and written communication we have with our practice membership, GPs and individual practice staff is two-way, easy to access and effective. This as a fundamental piece of work which will help us speak with one voice with a clear, united vision and combined ownership.

We will achieve this by:

- The Communications and Engagement Team is currently working with the two CCG Clinical Information Officers (both of whom are practicing GPs) to develop and launch a new email platform and document resource to provide the basis for better two-way communication between CCG managers and primary care.
- We will assess success of the platform by measuring bitly rates and platform hits to understand how we can make this process the best it can be to satisfy all concerned
- The Communications and Engagement Team will work with practices to ensure they have the expertise and materials they need to support their PPGs, and the Communications and Engagement Team will engage directly with the PPGs to ensure they are informed.

Appendix 1 – Action plan

Objective	Actions	Timescale
<p>1. Develop the CCG's strategic approach to engagement. Create a culture where engagement is embedded and reflected in the work practices of the CCG and the services it commissions.</p>	<ul style="list-style-type: none"> • Ensure a consistent look and feel to CCG events and materials by creating a toolkit that supports engagement events and meets the principles of good engagement, focusing on good practice and innovative approaches. • Establish a consistent tone of voice the CCG through all communication channels that is tailored as required for each audience yet feels like the CCG. • Communications and engagement team to work with CCG colleagues to influence and provide direction on operational communications and engagement opportunities. • As part of the Sustainability and Transformation Planning, work with BaNES CCG, Swindon CCG, hospital comms teams and respective Healthwatch organisations to create and deliver an STP footprint plan for engagement. 	<p>January 2017</p> <p>January 2017</p> <p>Ongoing</p> <p>October 2016</p>
<p>2. Help people to learn about the CCG and how to get involved. Provide patients and members of the public with access to clear information about the CCG and changes to the health and social care system. Interest and engage the local community in understanding the CCG so they actively choose to be involved.</p>	<ul style="list-style-type: none"> • Carry out engagement meetings and briefings with key stakeholders (local councillors, MPs and Area Boards) regarding changes to services/developments as required. <p><i>Engagement around changes to Salisbury Walk-in centre opening hours and changes to opening hours for Trowbridge and Chippenham Minor Injuries Units – complete.</i></p> <ul style="list-style-type: none"> • Hold public engagement meetings about the current and ongoing NHS Challenges and the local response in Wiltshire. <p><i>To vulnerability of primary care in Wiltshire. Completed.</i></p> <ul style="list-style-type: none"> • Hold twice-yearly events for our stakeholders at suitably accessible venues across Wiltshire. 	<p>Ongoing</p> <p>July 2016 October 2016</p> <p>October 2016</p> <p>June 2016 February 2017</p>

	<ul style="list-style-type: none"> • Ensure presence at Area Board meetings to talk about local issues and raise awareness of the CCG and its ambitions, as strategically necessary. • Engage with the public through newspapers and social media campaigns in a bid to educate and change behaviour in terms of the local health economy, use of local services and personal responsibility for health. • Develop a series of supporting print and online materials, including infographics where possible, for the public. • Actively promote and invite the public to bi-monthly public Governing Body meetings. • Complete a review of the website and develop with trusted, user friendly and engaging information about the CCG and how to get involved. Promote the website as a source for trusted information. • Strategically target social media as appropriate to grow the number of followers of the CCG, extending its reach and maximising opportunities for content to be seen amongst target audiences. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>February 2017</p> <p>Ongoing</p>
<p>3. Provide direct opportunities for people to get involved. Develop a more comprehensive approach to ensuring that patients and the public are involved in the design, management, delivery and review of the services the CCG commissions and the broader commissioning process.</p>	<ul style="list-style-type: none"> • Working with Healthwatch Wiltshire, input to the establishment and development of a forum for Patient Participation Groups to meet on a regular basis. Support the development of virtual and face-to-face PPGs. • Create a public calendar of events to enable the public to see how and when they can get involved. • Hold public meetings to specifically ask for feedback on certain areas of healthcare. For example end of life strategy 	<p>October 2016</p> <p>Ongoing</p> <p>January 2017</p> <p>Ongoing</p>

	<p>development in November 2016.</p> <ul style="list-style-type: none"> • Meet regularly to further strengthen the CCGs relationships with local voluntary and community groups as a way to involve the people, patients and service users they represent. • Explore ways of involving patients and the public regularly in the work of the CCG, such as through a patient council. 	<p>Ongoing</p> <p>Ongoing</p>
<p>4. Improve our understanding of the services we commission from the patients' perspective. Using intelligence from patient experience as a central way of assessing the quality of services we commission, working with our service providers to ensure they have strong patient experience standards, deliver patient-centred services and have a workforce that values patient involvement.</p>	<ul style="list-style-type: none"> • Further develop the programme of patient stories as presented to bi-monthly Governing Body public meetings. • Continue meeting with local partners, community and voluntary sector to share local and national patient experience information, to ensure the CCG has the right information, data and intelligence to better understand our patient experience. • Use existing data sources (provider, complaints, PALS, patient survey data) to regularly sense check service user insight as a way to inform future planning. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>5. Further support 'grass roots' capacity and capability for patient and public involvement. Support local people and local organisations to be involved in design, management, delivery and review of CCG programmes and provide feedback and experiences of services commissioned by the CCG.</p>	<ul style="list-style-type: none"> • Work with Healthwatch Wiltshire, WSUN, Wiltshire Council, local and voluntary organisations to identify opportunities to seek local and service users' views of health and social care services provision. • Ensure regular meetings with key stakeholders provide an opportunity for sharing best practice, alongside working together for a common purpose. • Maximise the opportunities to work with Wiltshire Council around the localism agenda – Area Boards, Older People's Champions, Health and Wellbeing Champions and Community Engagement Managers. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>6. Improve the way in which we communicate with our GP practice membership. The CCG is a membership organisation, made up of 55</p>	<ul style="list-style-type: none"> • Introduce a new technology platform and process to help improve and streamline communications to and within GP 	<p>March 2017</p>

<p>GP Practices with mutual ownership and responsibility and we speak with one voice with a clear, united vision and combined ownership. We will support our practice members to provide the basis for better two-way communication between CCG managers and primary care.</p>	<p>practice populations.</p> <ul style="list-style-type: none"> • Ensure practices have access to the right information and materials to support their Patient Participation Groups. • Work with practices to consult on the development of patient-facing leaflets, for example accessing healthcare and primary healthcare teams, to ensure maximum value and enlist support from practices with dissemination of information. <i>Complete.</i> 	<p>Ongoing</p> <p>Ongoing</p> <p>October 2016</p>
<p>7. Internal communications and engagement Ensure that the CCG staff are aware of CCG strategies, developments and organisational plans. Staff will feel supported, listened to, responded to and empowered to contribute to these plans.</p>	<ul style="list-style-type: none"> • Implement monthly staff meetings, providing an opportunity for directors to give timely updates in person and for staff to ask questions. <i>Complete.</i> • Introduce a leadership blog to provide regular communications from the interim accountable officer to staff, create an opportunity for dialogue, staff recognition and to ask questions. • Continue to deliver and develop the fortnightly newsletter (14 Days) for staff, encouraging collaborative input of content. • Provide regular opportunities for CCG staff to meet and talk with directors (Director's Corner) • Conduct an annual employee engagement survey to establish current sentiment amongst staff and areas for improvement as a result. • Introduce a monthly report that tracks communications and engagement activities, results and forward planning for Executive Management Team oversight. <i>Complete.</i> 	<p>October 2016</p> <p>December 2016</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2016</p> <p>November 2016</p>

www.pwc.co.uk

Internal Audit Report 2016

Stakeholder Engagement

Wiltshire CCG

FINAL

September 2016

▶ Click to launch



pwc

Contents

Executive summary

1



Background and scope

2



Current year findings

3



Appendices

- A. Terms of reference
- B. Limitations and responsibilities

Distribution list

For action: Sarah MacLennan, Associate Director Communications and Engagement

For information:

David Noyes, Director of Planning, Performance & Corporate Services

Simon Truelove, Acting Accountable Officer

Simon Perkins, Acting Chief Financial Officer



Executive summary (1 of 2)



Part one: Best Practice

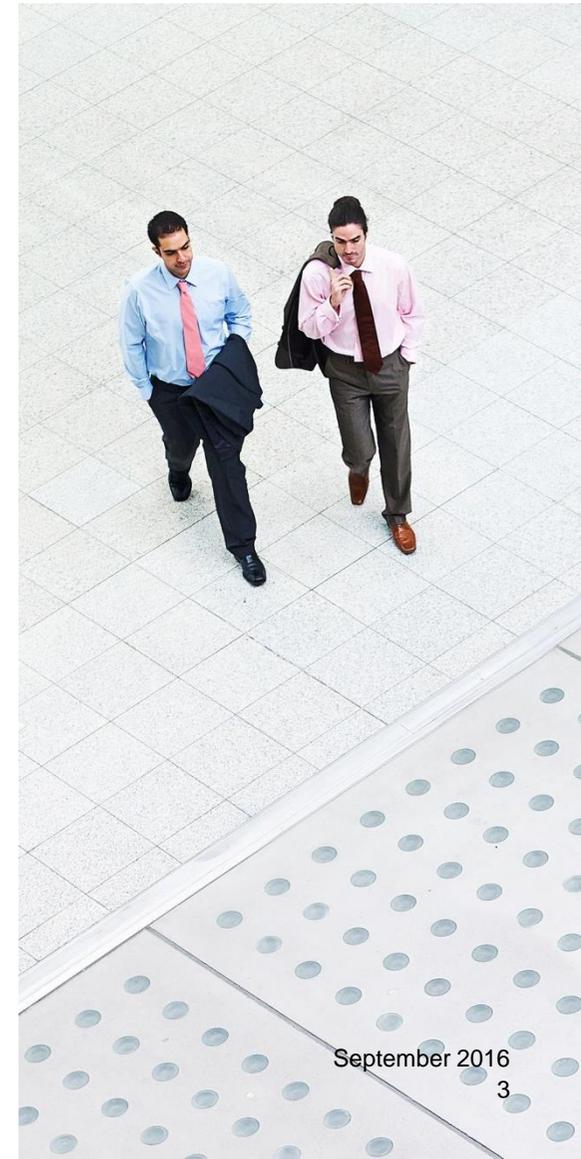
We have reviewed Wiltshire CCG’s Stakeholder Engagement and Communication Strategy, providing suggestions for content and layout improvements by comparison with best practice and other NHS entity’s strategies.

We have also provided guidance on the categorisation (‘mapping’) of stakeholders in order to ensure that all stakeholders have been accounted for. We reviewed NHS information portals, wider business resources and existing strategies produced by other NHS organisations

Part Two: Stakeholder Interviews

We also interviewed individuals from a range of the CCG’s key external stakeholders to understand their opinions on the CCG’s engagement with them. This will enable the CCG to take action and further develop their Stakeholder Engagement and Communication Strategy accordingly.

We asked each stakeholder a series of agreed questions. We noted elements of good practice which stakeholders would like to see continued and expanded to others. We also obtained feedback on aspects which the CCG could improve upon to maximise the benefits of these stakeholder relationships.



Executive summary (2 of 2)



Our interviews highlighted a number of strengths in how the CCG works with its partners, in particular:

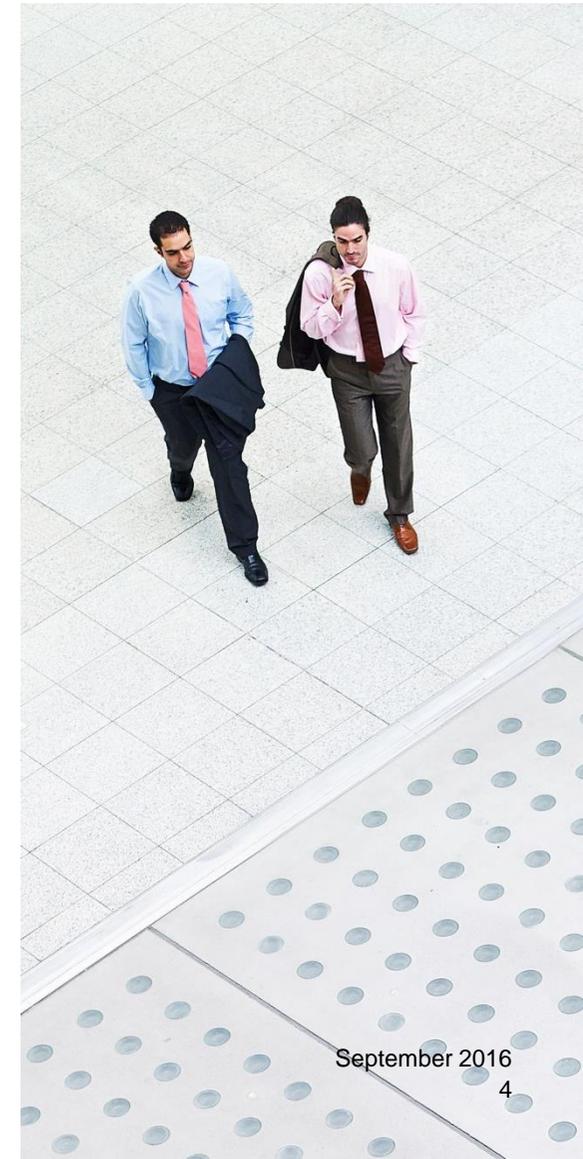
- Strong relationships have been built between the Associate Director Communications and Engagement (Associate Director) and the Communications team with the majority of stakeholders
- The CCG's excellent approachability and accessibility for the majority of stakeholders
- The CCG's responsiveness to stakeholder issues and understanding of sensitivities in the public eye

Our work has also highlighted areas that the external Stakeholders felt the CCG should:

- Focus on collaboration and look to increase joint provision and partnerships with the voluntary and community sectors where appropriate to benefit service users;
- Expand the strong relationships stakeholders had with the communications team to all levels of the CCG;
- Include an agenda item for each stakeholder event held, feeding back the take away and progress made on discussion topics from the prior event; and
- Promote positive patient experiences in the media.

The CCG's request for this review demonstrates its commitment to working in partnership with others, and its desire to continuously improve.

Those that we interviewed are also committed to working with the CCG and we encourage the CCG to share its action plan with its partners.



Background and scope



Strong relationships with stakeholders can enhance an organisation’s reputation and is central to an organisation’s effectiveness. It is important that there is a clear and systematic approach to communications with stakeholders, underpinned by an accurate and up-to-date understanding of what stakeholders think of the organisation.

The CCG has a Communications and Engagement Strategy in place as well a Stakeholder Matrix which maps their key stakeholders. There is also a Communications and Engagement Team who provide expertise, tools and advice to support the CCG to communicate purposefully with its stakeholders (including the media) and engage and involve those stakeholders in a meaningful way. It also provides the support, processes and assurances that enable the CCG to meet its legal duties as they relate to the engagement of stakeholders.

This review is being undertaken as part of the 2016/2017 internal audit plan approved by the Audit and Assurance Committee.

Face to face interviews have been performed as requested by the Director of Planning, Performance and Corporate Services and the Associate Director of Communications and Engagement with selected representatives from the following stakeholder organisations.

- Swindon CCG
- Bath and North East Somerset CCG
- Royal United Hospitals Bath NHS FT
- Great Western Hospitals NHS FT
- Salisbury NHS FT
- Avon and Wiltshire Mental Health Partnership NHS Trust
- Wiltshire Council
- Healthwatch
- Citizens Advice
- Members of Parliament



Part One : Best Practice Recommendations for Stakeholder Engagement and Communication Strategy

Wiltshire CCG have a Stakeholder Engagement and Communication Strategy and part one of this report focuses on best practice in relation to the content of the Strategy and Stakeholder Mapping.

In order to assess best practice in these areas, we have compared the CCG's efforts to Stakeholder Management, Engagement and Communication Strategies from a number of NHS organisations.

Good Practice

The following areas of good practice were identified on review of the engagement and communication strategy:

- The strategy clearly outlines the objectives Wiltshire CCG are aiming to achieve with their engagement strategy and how these will be met. Each of the 6 objectives are identified and the steps to be taken to achieve each are listed.
 - The strategy outlines in detail the communication methods to be used. It specifically identifies diverse methods of communication to ensure all stakeholders can be reached.
 - The document is comprehensive and easy to follow. There are predominantly short concise paragraphs and lists of information, thus making it easy to identify key points within the strategy.
-

Part One : Best Practice Recommendations for Stakeholder Engagement and Communication Strategy continued

Areas for suggested improvement

We would suggest the following improvements could be made to the Stakeholder Engagement and Communication Strategy:

Reporting and evaluation

- A section on how the progress of the strategy will be reported, and to whom
- The strategy should include a sentence stating that the monitoring of progress is supported by an agreed set of key performance indicators for defining success
- The Governing Body should oversee how Wiltshire CCG are performing against each of the 6 objectives

Communicating effectively

- This section currently contains a long list of stakeholders and how they will be communicated with. The CCG should consider reducing this to be more precise and short points to keep readers engaged
- This will reduce the length of the strategy itself which is currently one of the longest CCG strategies reviewed

Conclusion

- A conclusion added to the end of the document, bringing together key points from the strategy

Appendices

- An appendix could be included detailing the action plan in place to achieve the stakeholder engagement and communication objectives.

Part One : Best Practice Recommendations for Stakeholder Mapping

Areas for suggested improvement

We have reviewed the CCG's stakeholder map. It is in line with guidance from the NHS Institute for Innovation and Improvement.

The Institute suggests the “9 Cs model” when identifying and categorising stakeholders which are internal and external to the CCG:

- Commissioners: those that pay the organisation to do things
- Customers: those that acquire and use the organisation's products
- Collaborators: those with whom the organisation works to develop and deliver products
- Contributors: those from whom the organisation acquires content for products
- Channels: those who provide the organisation with a route to a market or customer
- Commentators: those whose opinions of the organisation are heard by customers and others
- Consumers: those who are served by our customers: i.e. patients, families, users
- Champions: those who believe in and will actively promote the project
- Competitors: those working in the same area who offer similar or alternative services

Management regularly review the list of stakeholders through discussion between colleagues.

Part Two : Stakeholder interview Findings

Summary of Questions

1. *What things does the CCG do well in relation to stakeholder engagement?*
2. *What could the CCG do to improve stakeholder engagement?*
3. *Do you feel that the CCG engages effectively with you?*
4. *What do you value most from your relationship with the CCG?*
5. *Do you feel that your views are valued by the CCG?*
6. *What could the CCG do to make it easier for you or your organisation to communicate and engage with?*
7. *What do you think are the biggest influences which determine the CCG's reputation locally?*
8. *What do you think are the key differences between this CCG and other CCGs where you think their reputation is better?*

Summary of Suggested Actions

- Perform an engagement exercise within the CCG itself to reiterate the need for cross organisational working and to consider the impact on external stakeholders of proposed activity/issues. The communications team will address this through a lunchtime work shop with staff.
- Development and external distribution of quarterly newsletter to raise awareness of CCG activities
- Research into an alternative more accessible venue for the stakeholder events
- A section on each agenda item highlighting the impact of the information upon the stakeholder and the service user
- A formal feedback session at the start of each stakeholder event discussing the progress / lessons learnt from the previous event and how these have been taken forward by the CCG. This could be captured in a brief handout for stakeholders
- Develop stronger links with the community and voluntary sectors by ensuring all stakeholders are given a known point of contact and forging personal relationships between these contacts and the stakeholders through regular informal communication. Note - we understand *that since the interviews the CCG has established a voluntary sector forum to strengthen it's relationships in this sector.*
- Work closely with the voluntary and community sectors to fully establish the Health and Social Forum in a way that is mutually beneficial to all parties involved.
- Periodically reach out to all stakeholders who do not receive regular contact from the CCG to ensure the level of communication between the two organisations is still appropriate
- Continue to engage with the public directly through both newspaper articles and social media campaigns, focussing on positive news stories and educating the public on how to best use their local services
- Continue to focus on working with stakeholder partners to minimise reputational risk arising from changes in service offerings
- Continue to further rebuild the relationship with Wiltshire Council through the forging of strong relationships with senior personnel

Part Two : Stakeholder interview Findings

What things does the CCG do well in relation to stakeholder Engagement?

1

Stakeholder Responses

Six of the ten stakeholders interviewed positively described their relationships with the Communications team and in particular the Communications Director. One stakeholder described the relationship as a ‘tight network’ with regular and informal channels open for the parties to stay in touch. Collaboration with other organisations was also mentioned consistently across the stakeholders as an aspect Wiltshire CCG do well, with specific examples of good practice mentioned in Wiltshire’s involvement in the STP footprint and in a recent local working group for the acquisition of a new hospital – ‘As a group we came up with the strategy... Wiltshire were keen to get the message out to wider groups such as GPs and patients in their area... it’s been really good!’.

Many stakeholders also commented positively on the CCG’s responsiveness to any issues they raised with the Communications team describing them as ‘open’ and ‘mindful’ of sensitive issues and how these may be seen in the public eye. One stakeholder said ‘on a day-to-day basis they are very responsive. If we raise an issue they will act. They take on board our position and work with us’.

Some stakeholders also praised the biannual stakeholder events as a way to increase communication with the voluntary sector, describing them as open and inclusive.

Finally one stakeholder also remarked that great effort and progress has recently been made to engage with the GP population across the county. They said this had been down to more meetings but also the forging of personal relationships, in which the CCG had been very successful.

The CCG should take comfort that all stakeholders have made positive comments in respect of the CCG’s relationships and engagement, and consider how best it can make the most of its areas of excellence.

Part Two : Stakeholder interview Findings

What could the CCG do to improve stakeholder Engagement?

2

Stakeholder Responses

Of the ten stakeholders interviewed, two stakeholders noticeably struggled to answer this question responding that their current level of engagement suited the relationship they had with the CCG and their needs.

Three stakeholders stated that an area for improvement was communication and engagement with the CCG across all levels of both organisations. One stakeholder asked for more lessons learnt exercises to be performed at the end of projects and the earlier involvement of partnering organisations in commissioning changes / new pathways. They went on to say that everyone in both their organisation and at the CCG has a personal responsibility to be more available and considerate of how what they are doing impacts the wider stakeholders and service users.

One stakeholder commented that whilst the organisations worked extremely closely together in some areas, in others there are staff members of their organisation of whom they knew did not understand who the CCG are. They asked for a quarterly newsletter that could be distributed to all parts of their organisation to raise awareness of the work and priorities of the CCG to address this. This was echoed by another stakeholder who believed that sharing of information could be improved through a simple swap of newsletters.

Another stakeholder also described a recent contracts negotiation exercise where communication from the CCG had been lacking. In this scenario the CCG was involved in procuring services from the stakeholder and commented, ‘ We had to chase a lot to find out what was happening and to drive what was happening. Wiltshire should have been more proactive in getting in touch with us’.

Part Two : Stakeholder interview Findings

What could the CCG do to improve stakeholder Engagement?

2

Stakeholder Responses

Whilst some stakeholders in response to question one commented favourably on the stakeholder events held by the CCG, two stakeholders felt that there was significant room for improvement.

One stakeholder described the events as ‘broadcasting’ as opposed to ‘receiving’, allowing only those with big voices able to engage and ‘hijack’ the meetings. These feelings were caused by the focus at these events on the CCG’s strategy and processes when what they wanted to understand is ‘what is the impact on us as stakeholders?’ and ‘what is the impact on the service user?’

Stakeholders also remarked that events could be improved with better follow up of actions and feedback of progress. One stakeholder stated that some topics at the event were useful however they feel they have little influence on the areas out for discussion due to a lack of a ‘follow up’ section at each meeting updating those on progress from the preceding event’s actions. The stakeholder commented that the events typically last half a day and it is important to know that this is time used effectively to make changes and improve things.

One stakeholder described the events as merely a well-staged public relations exercise. ‘It’s held in a beautiful venue in the middle of nowhere.....the building is representative of the gloss – we can tell they are managing it so no one stands up and criticises’. They went on to say that attendance would be improved if it was held in a more accessible venue and had more honest conversations and open dialogue with those attending about the challenges the CCG are facing, putting forward the view that ‘partnerships are built on and developed by challenges’.

Part Two : Stakeholder interview Findings

What could the CCG do to improve stakeholder Engagement?

2

Stakeholder Responses

In conflict to the responses described in question 1 above, one stakeholder said they found it difficult to know who was best to engage with at the CCG and commented that colleagues of theirs had had difficulty in scheduling meetings on initiatives they wish the CCG to be involved in. Two other stakeholders also put forward the view that the CCG could be more proactive in projects and initiatives– in particular establishing of key roles / who is taking the lead from the start and also raising issues which may impact both organisations.

Public engagement was also noted by many stakeholders as another area of improvement for the CCG. A recent page newspaper piece by the CCG that discussed local challenges written in lay mans’ terms and useful diagrams was mentioned by the many stakeholders as a positive recent example of educating the public to the challenges they faced. Stakeholders went on to say that more of this type of engagement was needed directly with the public to raise better awareness of the CCG’s presence in the local area.

Stakeholders also mentioned the area boards as another key channel for the CCG to engage directly with the public. One stakeholder heavily criticised the CCG in this regard for lack of attendance, stating that no one attends nor sends apologies which does not go unnoticed. They remarked the boards are used by many organisations such as the police and fire services to get messages to the public however the CCG only attend where required by legal process to publicly consult on something.

Part Two : Stakeholder interview Findings

What could the CCG do to improve stakeholder Engagement?

2

Stakeholder Responses

Finally many stakeholders in response to question 1 above described enthusiastically their relationship specifically with the Associate Director of Communications and Engagement. One stakeholder asked for relationships to be built with her wider team also just in case of personnel changes.

There are a range of actions in which the CCG may wish to consider in response to this feedback:

- ***Engagement exercise within the CCG itself to reiterate the need for cross organisational working and to consider the impact on external stakeholders of proposed activity/issues***
- ***Development and external distribution of quarterly newsletter to raise awareness of CCG activities***
- ***Research into an alternative more accessible venue for the stakeholder events***
- ***A more formal feedback session at the start of each stakeholder event detailing the progress / lessons learnt from the previous event and how these have been taken forward by the CCG. This could be captured in a brief handout for stakeholders.***

Part Two : Stakeholder Interview Findings

Do you feel the CCG engages effectively with you?

3

Stakeholder Responses

Eight out of ten stakeholders responded yes to this question commenting on the themes discussed in question 1 around the following:

- Quality of the relationship with Wiltshire CCG and the understanding of each other's position in the public eye with mutual trust to not release a story that would damage the other party.
- The relationship with the Associate Director in particular as someone who is respected in their position and advice on strategic direction with a wealth of experience and access to influential networks that stakeholders can leverage.
- Collaboration on the STP and other successful projects.

Two of the eight positive stakeholders did caveat their response that further improvement could be made on this:

One stakeholder mentioned a recent disagreement over the Better Care Fund that came out into the public arena during a public meeting and stated that funding pressures can have a big impact on working relationships and the two organisations still had a little way to go to create a more 'partnership feel'.

Another stakeholder said that although they felt that engagement was currently effective, if they had been asked the question 8 months previously their response would have been the opposite. They stated that they had worked hard to become a 'trusted partner' to the CCG and gain access to all levels of the organisation remarking 'it's like doing an apprenticeship and then they'll let you in'.

Part Two : Stakeholder Interview Findings

Do you feel the CCG engages effectively with you?

3

Stakeholder Responses

Two out of ten stakeholders however did not respond as positively to this question.

One stakeholder described the relationship with the CCG as arms length and stated they had stronger links to a closer CCG where engagement was more relevant. They referred to the need for more proactive engagement referenced under question 6 below as the reason behind this.

The other stakeholder stated they found it hard to get a meeting or to get a message across to the CCG. They went on to say they had experiences of differing opinions within the CCG itself where they had approached one staff member who had championed an idea and then another who had said it was not possible. The stakeholder went on to say ‘ we need to think about the whole person – if the CCG is genuine about trying to be more about prevention, it needs to be more engaged with other organisations.’

There are a few actions the CCG may wish to consider in response to these comments

- ***Perform an engagement exercise within the CCG itself to reiterate the need for cross organisational working and for all levels of employees to consider the impact of their actions on important stakeholder relationships***
- ***Develop stronger links with the community and voluntary sectors by ensuring all stakeholders are given a known point of contact and forging personal relationships between these contacts and the stakeholders through regular informal communication. Note - we understand that since the internal audit, the CCG has taken steps to strengthen its relationships in this sector by establishing a voluntary sector forum.***

Part Two : Stakeholder Interview Findings

What do you value the most from your relationship with the CCG?

4

Stakeholder Responses

A prominent theme in response to this question was that of accessibility and approachability of the Associate Director and the CCG. Eight of the ten stakeholders remarked that they valued most the ability to pick up the phone to the Communications team to have open and honest conversations with the CCG and then working together with a mutual understanding of the best interests of both parties.

Two stakeholders also then specifically noted a confidence in the CCG to get things done and the responsiveness of the Associate Director to issues they had raised as other elements of the relationship they valued most with the CCG.

The ninth stakeholder commented that they valued the opportunity to ask questions to the CCG, receive explanations for decisions and then be able to challenge those decisions in their role as a ‘critical friend’ to the CCG. This openness to challenge has increased recently and in their view is a step in the right direction.

The tenth stakeholder was less favourable and responded that it was the funding received from the CCG that they valued most and asked for further and better working with the council and the community. They stated that the new Health and Social Forum seemed to be a potential method of doing this once fully established and ‘off the ground’.

The CCG should take comfort from the mostly positive comments it has received from its stakeholders and look to continue to excel in these areas.

The CCG would also be encouraged to work closely with the voluntary and community sectors to fully establish the Health and Social Forum in a way that is mutually beneficial to all parties involved.

Part Two : Stakeholder Interview Findings

Do you feel your views are valued by the CCG ?

5

Stakeholder Responses

Nine of the ten stakeholders interviewed responded yes to this question with comments made about the relationship with the CCG being one of equality between both parties and several comments made around the impression of the CCG listening and giving constructive feedback to stakeholder views.

One stakeholder went further to say the fact that they are doing this review says a lot about their ethos – feel they want to understand their relationships and where they can improve.

One stakeholder however was unconfident whether their views are valued by the CCG and responded simply ‘not sure’ in answer to the question.

The CCG should take pride that 90% of the stakeholders interviewed felt their views were valued by the CCG.

The CCG should look to improve the relationship with the 1 stakeholder who did not respond positively via the actions noted for questions 3 and 4.

Part Two : Stakeholder Interview Findings

What could the CCG do to make it easier for you or your organisation to communicate and engage with?

6

Stakeholder Responses

Of the ten stakeholders asked this question, six responded that they were happy with their level of engagement with the CCG and had no points for improvement. One stakeholder remarked that the communications team are now a lot more open and approachable with the appointment of the Associate Director as a catalyst for opening up lines of communication. They went on to say there is a willingness usually to present a united public front between the two organisations and a continuation of this path is needed.

One of the stakeholders who were happy with their engagement with the CCG however described themselves in a ‘privileged position’ and called for the CCG to invest in a wider range of relationships within the community and voluntary sectors. They remarked that once a relationship is needed with someone it is often then too late to invest in it commenting that better relationships with those in these sectors could help solve some of the CCG’s problems.

Another stakeholder called for more proactiveness on the CCG’s part in their relationship. They gave an example of the sharing of service details with another CCG highlighting the priorities for investment or partnering opportunities etc. to ensure they were aligned strategically. The information was said as shared similarly with Wiltshire CCG who were described as less keen to be involved. The stakeholder described this as a missed opportunity for them and the two CCGs to work together to shape the future direction of patient care.

Part Two : Stakeholder Interview Findings

What could the CCG do to make it easier for you or your organisation to communicate and engage with?

6

Stakeholder Responses

One stakeholder asked again in response to this question for a clearer point of contact for the CCG for their organisation to reach out to and requested that the Health and Social Care forum be run in a way that all participants' views are heard. They suggested a method of doing this was to potentially have this chaired by someone from within the voluntary sector on rotation with the CCG.

Some stakeholders also further commented on the stakeholder events run by the CCG. One stakeholder commented on the last event they had attended as feeling 'a bit down' due to the pressures on budgets but then praised the round table groups as a good collaborative environment focusing on areas of development. As already mentioned in response to previous questions, stakeholders reiterated here the need to more overtly demonstrate the take out from these events in the form of feedback at each session, in order to justify the time that is given to attend.

The CCG would be encouraged to consider the following actions

- *work closely with the voluntary and community sectors to fully establish the Health and Social Forum in a way that is mutually beneficial to all parties involved.*
- *Develop stronger links with the community and voluntary sectors by ensuring all stakeholders are given a known point of contact and forging personal relationships between these contacts and the stakeholders through regular informal communication. Note - we understand that since the internal audit, the CCG has taken steps to strengthen it's relationships in this sector by establishing a voluntary sector forum.*
- *Periodically reach out to all stakeholders who do not receive regular contact from the CCG to ensure the level of communication between the two organisations is still appropriate.*

Part Two : Stakeholder Interview Findings

What do you think are the biggest influencers of the CCG’s reputation locally

7

Stakeholder Responses

“Public awareness of the NHS”

This was by far the most common response to this question (seven of the ten stakeholders). Many commented that it is unlikely members of the public are able to distinguish and understand the work and role of the CCG due to a general unawareness of the structure of the NHS (i.e. what the difference is between a trust and a CCG or what the STP relates too) and therefore the reputation of the CCG/NHS in a particular area is highly dependent on the effectiveness of the services that are commissioned and provided (such as GP waiting times) or any perceived post code lottery of services with neighbouring locations (for a positive example Wilts offer 3 cycles of fertility whereas Hampshire only offer 1) .

Stakeholders commented that most services are well run and working hard to deliver the best healthcare. However this is outweighed by minority negative cases that are picked up by the media which can then be severely damaging to the CCG’s reputation. Whilst many stakeholders praised Wilts CCG communication’s team for their handling of media reporting in the past, many called for more good news stories to be put into the public eye to raise better awareness of all the positives that are happening. Stakeholders called for greater presence on social media as a potential way to do this.

One stakeholder also considered the impact of the STP on the CCG’s local reputation. They put forward the view that people often in rural areas are mostly concerned about local services and may not see the relevance of joining up with other counties.

Part Two : Stakeholder Interview Findings

What do you think are the biggest influencers of the CCG's reputation locally

7

Stakeholder Responses

“Financial Position of the CCG”

Stakeholders also responded to this question that the future financial stability of the CCG could also impact the CCG's reputation going forward. Future decisions around how the CCG's budget is spent and any change to services such as the closing of hospitals due to financial pressures could have a significant impact on the perception of the CCG particularly as the public may not always listen to rationales.

One stakeholder mentioned a positive example of them working with the CCG to close a Victorian hospital that is beyond repair – the Associate Director had grasped the local community's passion for this service and had worked hard to engage, educate and get the public on side prior to its closure.

“Working relationship with Wiltshire Council”

Stakeholders also commented on the CCG's relationship with the local authority as having an impact on local reputation. Some stakeholders perceived the relationship as not harmonious and were concerned about the risk to integration between health and social care as a result. Comments were made that officers of both the Council and CCG live within Wiltshire and any animosity between the organisations could filter to all levels of the organisations.

Part Two : Stakeholder Interview Findings

What do you think are the biggest influencers of the CCG's reputation locally

7

Stakeholder Responses

“Area Boards”

Despite being criticised in an earlier question by one stakeholder, another stakeholder praised the CCG's participation in the local area boards, highlighting this also as a key influencer of local reputation. An example was given of the recent confirmation of funding for an urgent care centre which was then presented in their view to the area board by Simon Truelove and Dr Richard Sandford-Hill and was well received.

The CCG may consider doing the following actions in response to these comments

- ***Continuing to engage with the public directly through both newspaper articles and social media campaigns, focussing on positive news stories and educating the public on how to best use their local services***
- ***Continue to focus on working with stakeholder partners to minimise reputational risk arising from changes in service offerings***
- ***Continue to further rebuild the relationship with Wiltshire Council through the forging of strong relationships with senior personnel***

Part Two : Stakeholder Interview Findings

What do you think are the key differences between this CCG and other CCGs where you think their reputation is better?

8

Stakeholder Responses

Many of the stakeholders struggled to respond to this question either because they had no experience of other CCGs or felt that Wiltshire were one of the best CCGs in the area to work with - one stakeholder described Wiltshire as a 'safe pair of hands'.

One stakeholder described neighbouring West Dorset CCG as very proactive - they have regular meetings with stakeholders following a major service review and are looking to engage with a wide number of stakeholders across the patch.

Another stakeholder perceived Wiltshire in comparison to Swindon CCG as more insular but proceeded to caveat this statement with the nature of Swindon being a smaller area whilst Wiltshire has to deal with more Acutes. They were unsure if they had been invited to the Wiltshire CCG stakeholder events and unsure if the invitation was granted if they would attend putting forward that actually the level of engagement was probably enough at the moment.

One stakeholder raised a concern over the recent changes to leadership at the CCG. They noted observations that leadership had been strong in the CCG at the past but whether this would continue after the leaving of both Debbie Fielding and Simon Truelove would remain to be seen.

Part Two : Stakeholder Interview Findings

What do you think are the key differences between this CCG and other CCGs where you think their reputation is better?

8

Stakeholder Responses

The final stakeholder said that relationships with the voluntary sector were better in other CCGs. They went on to say that the communications team are very good at managing communications at a journalistic level but should also focus on developing the relationships with the community and voluntary sector before they are 'needed'.

The stakeholder went on to recognise that much of this is not intention but resource constraints only allowing the team to do the communications required rather than desirable but put forward the suggestion of working more with the primary care communication teams and teams of other services they are commissioning to have a more collective effort to share the burden of educating the public and building better engagement with the non NHS sectors.

The CCG would be recommended to consider the following actions in response to these comments

- ***Review the current stakeholder map and ensure that engagement levels with all stakeholders remains appropriate.***
- ***When appointed, the Chief Exec and Chief Financial Officer should attend the next stakeholder assembly event to introduce themselves to all relevant stakeholders and their intended vision for Wiltshire CCG.***
- ***Develop stronger links with the community and voluntary sectors by ensuring all stakeholders are given a known point of contact and forging personal relationships between these contacts and the stakeholders through regular informal communication. Note - we understand that since the internal audit, the CCG has taken steps to strengthen it's relationships in this sector by establishing a voluntary sector forum.***

**Appendix A: Terms of
reference**

**Appendix B: Limitations
and responsibilities**

Appendices

Appendix A: Terms of reference

Sub-process	Risks	Objectives / Work to be performed
Stakeholder Engagement Strategy	<p>The CCG does not have a Stakeholder Engagement Strategy in place that is fit for purpose.</p> <p>The CCG does not have an understanding of its Stakeholders.</p>	We will review the CCG’s Communications and Engagement Strategy and Stakeholder Matrix and identify best practice recommendations based on examples we have reviewed elsewhere.
Interviews with Stakeholders	The CCG does not have a wide range of stakeholder feedback and is unable to implement positive learning from their stakeholders.	We will conduct a number of interviews with an agreed list of stakeholders. These interviews will include a series of agreed questions which will explore areas of key significance to the CCG in order to provide the CCG with information on stakeholder views and develop an action plan.

Appendix B: Limitations and responsibilities

Limitations inherent to the internal auditor's work

We have undertaken this review subject to the limitations outlined below:

Internal control

Internal control systems, no matter how well designed and operated, are affected by inherent limitations. These include the possibility of poor judgment in decision-making, human error, control processes being deliberately circumvented by employees and others, management overriding controls and the occurrence of unforeseeable circumstances.

Future periods

Our assessment of controls is for the period specified only. Historic evaluation of effectiveness is not relevant to future periods due to the risk that:

- The design of controls may become inadequate because of changes in operating environment, law, regulation or other changes; or
- The degree of compliance with policies and procedures may deteriorate.

Responsibilities of management and internal auditors

It is management's responsibility to develop and maintain sound systems of risk management, internal control and governance and for the prevention and detection of irregularities and fraud. Internal audit work should not be seen as a substitute for management's responsibilities for the design and operation of these systems.

We endeavour to plan our work so that we have a reasonable expectation of detecting significant control weaknesses and, if detected, we carry out additional work directed towards identification of consequent fraud or other irregularities. However, internal audit procedures alone, even when carried out with due professional care, do not guarantee that fraud will be detected.

Accordingly, our examinations as internal auditors should not be relied upon solely to disclose fraud, defalcations or other irregularities which may exist.

This document has been prepared only for Wiltshire CCG and solely for the purpose and on the terms agreed with Wiltshire CCG in our agreement dated 18th September 2014. We accept no liability (including for negligence) to anyone else in connection with this document, and it may not be provided to anyone else.

Internal audit work was performed in accordance with PwC's Internal Audit methodology which is aligned to Public Sector Internal Audit Standards. As a result, our work and deliverables are not designed or intended to comply with the International Auditing and Assurance Standards Board (IAASB), International Framework for Assurance Engagements (IFAE) and International Standard on Assurance Engagements (ISAE) 3000.

In the event that, pursuant to a request which Wiltshire CCG has received under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004 (as the same may be amended or re-enacted from time to time) or any subordinate legislation made thereunder (collectively, the "Legislation"), Wiltshire CCG is required to disclose any information contained in this document, it will notify PwC promptly and will consult with PwC prior to disclosing such document. Wiltshire CCG agrees to pay due regard to any representations which PwC may make in connection with such disclosure and to apply any relevant exemptions which may exist under the Legislation to such [report]. If, following consultation with PwC, Wiltshire CCG discloses any this document or any part thereof, it shall ensure that any disclaimer which PwC has included or may subsequently wish to include in the information is reproduced in full in any copies disclosed.

© 2016 PricewaterhouseCoopers LLP. All rights reserved. In this document, "PwC" refers to the UK member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.

151118-224115-GC-OS