



MK Commissioning

Subject: Communications and Engagement Strategy

Meeting: MK Commissioning Shadow Board

Date of Meeting: 3rd April 2012

Report of: Jane Meggitt, Director of Communications and Engagement

This paper outlines the Communications and Engagement Strategy developed to support the CCG during its transition to a statutory body in April 2013 and specifically to meet the needs of the Department of Health Authorisation Guidance, with particular reference to Domain 2. The strategy has been co-designed with the help of GPs, Executive Directors, patients and the public through the engagement of the Patient's Congress and Link.

It outlines both the corporate communication deliverables and the approach the CCG will adopt to ensure open, transparent and on-going engagement with patients, the public, community groups and GP practices to ensure they play an important and integrated role for the new commissioning CCG.

The strategy builds upon strong foundations. The CCG has well established relationships with key stakeholders and a best practice approach to patient and public engagement. For example, the CCG has a well developed network of Patient Participation Groups and Link has an excellent track record of community and patient engagement.

The key to the strategy's success is its ownership by the Board and the wider CCG. It is their strategy and has been positioned to develop a long lasting infrastructure which facilitates best practice communications and engagement.

This strategy will be delivered by the award winning Communications and Engagement team currently working as part of the Commissioning Support Service offered by the PCT cluster, will be supported by a detailed Communications and Engagement Plan.

Recommendation

The Board is asked to: approve the Communications and Engagement Strategy.

A Communications and Engagement Strategy



Background

The publication of the Government's White Paper 'Equality and Excellence; Liberating the NHS' in July 2010 set out a vision, strategy and proposals for the future of the NHS. It describes a health service where patients and the public are at the heart of everything the NHS does; clinicians are empowered to deliver results; and healthcare outcomes in England are amongst the best in the world.

Clinicians and specifically GPs are at the centre of the proposed reforms, with the development of new GP-led Clinical Commissioning Groups (CCGs). They will be the new commissioners of local health services.

Two CCGs were originally formed in Milton Keynes in 2010 - GP Healthcare and Premier MK. In November 2011, they subsequently merged to create MK Commissioning as the new healthcare commissioner in Milton Keynes. The CCG, which represents 28 GP practices, is currently on a 12 month journey to become a statutory NHS organisation and is seeking full authorisation from April 2013.

Its vision is to:

"We will openly work with you to plan and buy services that are high quality and provide you with the best health outcomes and experiences while achieving value for money for our local community. We will listen and we will improve the health and well-being for everyone in Milton Keynes."

Its three key aims are to:

- Improve health outcome
- Reduce health inequalities
- Ensure that the public has access to safe, high quality services that provide them with a positive experience of their local NHS

This communications and engagement strategy has been designed to support the CCG through this crucial phase of organisational development and in particular the authorisation process which places patients, communities, carers and patient groups at the centre of the new commissioner's role and function.

The strategy seeks to build on and develop the legacy of and commitment to meaningful patient and public engagement developed by the former MK PCT and to support the CCG in taking the next step towards even greater patient and public engagement as the new clinical commissioners engage with the diverse Milton Keynes population profile in making the right decisions for the health on behalf of and with the 250,000 local people.

The strategy will also ensure that the CCG meets its legal duty, as set out under Section 242(1B) of the NHS Act 2006, to involve users when making changes to local services and will ensure compliance with the Equality Act: Public Sector Equality Duty.



Aims

This strategy has three specific aims to support MK Commissioning to:

1. Achieve full authorisation as a statutory NHS body from April 2013, through the development of effective structures and mechanisms to enable and promote meaningful and sustainable communication and engagement with key stakeholders and partners, patients, the public and local community groups, GP practices and CCG staff
 2. Successfully deliver its vision, aims and Strategic Operating Plan for 2012/ 13. This strategy aims is to ensure the patient and community voice is embedded into the Commissioning Cycle (as set out in the MK Commissioning Strategy published in January 2012) and that the CCG develops a culture based on the ethos of “No decision about me without me” for all its key strategic commissioning decisions
 3. Establish itself as the leader for NHS commissioning in Milton Keynes, promoting system-wide partnership working with key strategic stakeholders and playing an active role in the commissioner led Review of Acute Services “Healthier Together” and, working closely with Milton Keynes Council, the development of an effective Health and Wellbeing Board.
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Principles

For MK Commissioning to be a credible clinically led organisation, it needs to be able to demonstrate how it involves patients, the public, local community groups, key stakeholders and its own practice and organisational staff in its commissioning decision processes, day in day out, year in year out.

The following principles which are based on locally developed best practice (see ‘Golden Rules for Engagement’) will guide the CCG as it develops as Milton Keynes’ healthcare commissioner. They are:

- Be open, honest, timely and transparent in all conversations and interactions
- Ensure communication and engagement is meaningful, targeted and happens throughout all our commissioning decision making processes
- Embody the ethos of ‘No decision about me, without me’
- Ensure views of all sections of our diverse population are represented when and where appropriate
- Communications and engagement is everyone’s responsibility within the CCG.

Objectives

Six objectives have been identified to support the delivery of the communications and engagement strategy's aims for 2012/2013. A detailed 12 month plan is currently being finalised using the approach to communications and engagement outlined on pages four and five to underpin delivery. Performance monitoring will be delivered through the CCG's monthly Commissioning Delivery Group and the quarterly Patient and Public Advisory Forum which reports directly to the Board.

The objectives are to:

1. Launch MK Commissioning as the new clinical commissioner in Milton Keynes, establishing its reputation with key partners, stakeholders, patients and the public as a high performing, credible, clinically lead organisation
2. Support MK Commissioning to become effective NHS system leaders, managing the reputation of the NHS in Milton Keynes and playing a highly visible role in the successful development of the Health and Wellbeing Board, 'Healthier Together' and the delivery of QIPP
3. Establish effective mechanisms to facilitate clinical leadership and practice engagement across all 28 practices in the development of the MK Commissioning as clinically led organisation
4. Establish and embed an effective patient, public and community engagement framework to support the CCG in its commissioning decision making process so that the patient voice can be heard from the Board to the consulting room
5. Align and integrate the CCG's approach to patient experience and patient and public engagement so that mechanisms are in place to capture patient, public and stakeholder views
6. Provide MK Commissioning with specialist communications and engagement capacity and capability to deliver an effective corporate communications and engagement service. This includes managing public consultations to underpin service change and pathway redesign

Approach

This strategy is based on an approach to communications and engagement which has been developed in Milton Keynes to ensure patient, public and stakeholder involvement is at the heart of the new CCG’s commissioning activities.

The approach builds on existing good practice and pre existing relationships for patient and public engagement created by the former PCT, the local Link and other stakeholders who recognised the value of and championing the role of involving patients, the public and other stakeholders in the commissioning process.

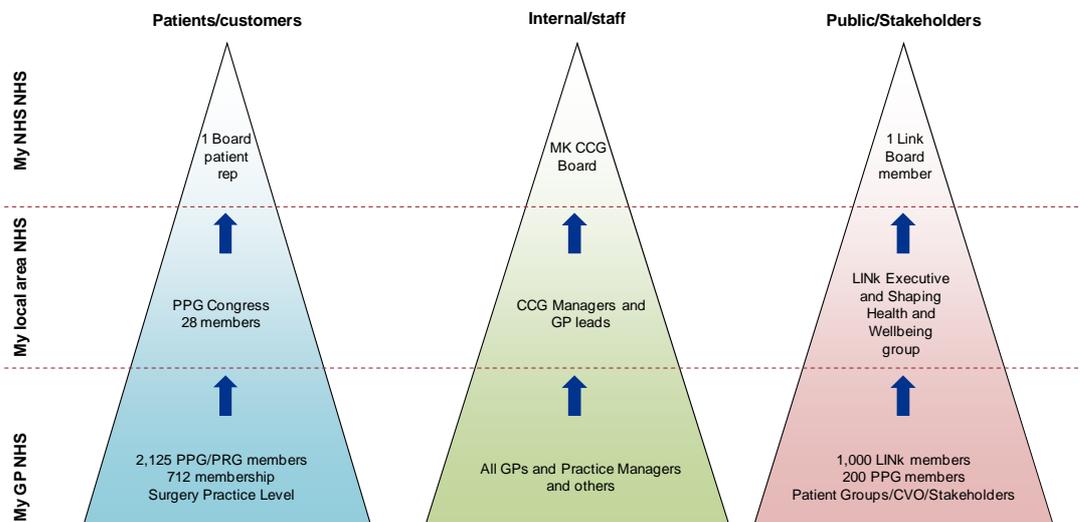
The approach has three elements:

- A model for patient, public, staff and stakeholder engagement
- The infrastructure to deliver it – the framework
- The guidelines on how to make it work - The Golden Rules of Engagement

1. The Model for Best Practice Patient, Public, Staff and Stakeholder Engagement

The model outlined below explains how the views of individual patients and the public at a GP practice, at neighbourhood level and Board level can be and translated into the shared decision making of the new CCG Board.

The model has been co designed by GPs, the Patient’s Congress and Link on behalf of the public and is proving a useful tool to explain how the new CCG will engage with its patients, public, community groups, practice members and stakeholders.

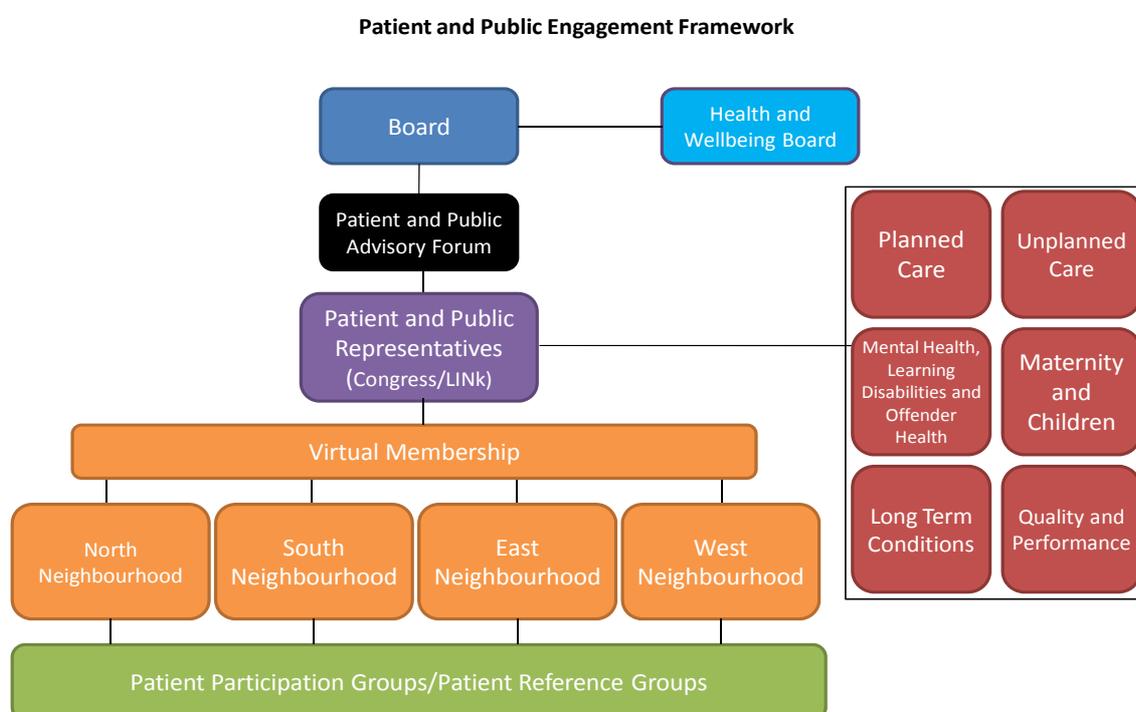


2. The Framework to Deliver the Model

The model articulates the Board’s ambition for the patient, public, staff and stakeholder voice to be fully integrated into the CCG’s strategic and operational commissioning role.

The framework outlined below has been co-designed with the Patient Congress and LinK on behalf of patient and community group representatives and sets out in detail the infrastructure by which this will be delivered.

The establishment of the different mechanisms will play a significant part in this strategy’s successful delivery and how this will be delivered is outlined in the Tactics and Mechanisms Section on pages nine, ten and eleven.



3. The Golden Rules of Engagement

This document was co-designed by colleagues at the former Milton Keynes Primary Care Trust working in partnership with Milton Keynes LinK, local patients and the public. It is recognised as a best practice and has been adopted by the new CCG Board as guidance on how to engage with patients, the public and community organisations. It also usefully highlights the commitment and principles the CCG will make to patient representatives. It can be found at www.mkcommissioning.co.uk.

Target audiences

MK CCG has started to build a wide range of stakeholder and partner relationships in its previous role as GP Healthcare and Premier MK. Going forward as new CCG, it will need to forge new relationships and strengthen others in its role as commissioner and health system leader.

Stakeholder mapping work has been undertaken to identify key stakeholders - those we need to work closest with - and to gain a clearer understanding of the tailored communications necessary to engage with them on an on-going basis. Key stakeholders are outlined below. A full stakeholder map identifying key relationships and how the CCG plans to manage them is currently being developed.

Stakeholder Group	Includes
NHS related Partners	<ul style="list-style-type: none"> • Milton Keynes NHS Foundation Trust • Milton Keynes Community Health Services • South Central Ambulance services • Milton Keynes Council – Joint Commissioning Team • NHS Milton Keynes and Northamptonshire • NHS Midlands and the East • Buckinghamshire Local Medical Committee • Regulators (NICE, Monitor, CQC)
Local Government Partners	<ul style="list-style-type: none"> • Milton Keynes Council • Milton Keynes Health and Wellbeing Board • Milton Keynes Health Overview and Scrutiny Committee • Parish Councils
Local Economy Partners	<ul style="list-style-type: none"> • Thames Valley Police Authority • Buckinghamshire Fire and Rescue Service



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	<ul style="list-style-type: none"> • University Centre Milton Keynes • Open University • Major employers and Business partnerships
Staff	<ul style="list-style-type: none"> • GPs • Staff working in the 28 Practices • CCG corporate staff • Joint Commissioning Team • Commissioning Support Service staff
Patient Partners	<ul style="list-style-type: none"> • Patient Congress • Patient Participation Groups / Patient Reference Group • Patient Groups
Public Partners	<ul style="list-style-type: none"> • LinK • Voluntary Sector and Community Groups
Political Partners	<ul style="list-style-type: none"> • MPs, MEPs and Council members
Other	<ul style="list-style-type: none"> • Media including digital media

Key Messages

The key messages outlined below have been developed in partnership with the Board, Practice leads, health and social care partners, the Patient Congress and LinK representing the public and community groups.

They are a translation of the CCG's vision and aims into a narrative or story which best describes what the CCG is all about and hopes to achieve. The core narrative and key messages are central to all the CCG's communications and engagement activity and should be used in a consistent manner and tailored depending on the audience.

Work is currently underway to co-design the key messages with the Board and practice, patient and public representatives. The following themes are work in progress:



MK Commissioning

- *Clinically led*
- *Improve health outcomes.....*
- *Reduce health inequalities.....*
- *Ensure that the public has access to safe, high quality services that provide them with a positive experience. Quality.....*
- *Manage the finances during these difficult economic times*
- *Practice, patient and public engagement is at the heart of everything we do*

Tactics and Mechanisms

The CCG is committed to ensuring that its communication and engagement is tailored to meet the needs of its different audiences. The Model for Communication and Engagement and the Framework for Communications and Engagement (pages four and five) set out how communications and engagement will be undertaken at three levels:

- Milton Keynes wide (Board / Corporate level)
- Local area (Neighbourhood level)
- GP practice (local level)

This strategy identifies 11 different tactics and mechanisms that will be deployed by the CCG at each level to ensure maximum communication and engagement opportunities exist to engage with local patients, the public, community groups and stakeholders. They are:

At Board / Corporate Level there will be:

1. Effective Patient and Public Engagement

The CCG has developed a framework for Patient and Public Engagement to provide an infrastructure to ensure patient and community views are integral to the commissioning work of the CCG. The establishment of a Patient and Public Advisory Panel will play a key role in the success of the framework. The Panel will be developed to quality assure the levels of patient and public engagement activity undertaken by the CCG so that they meet the best practice guidelines set out in the 'Golden Rules for Engagement' document on page five and the national authorisation criteria to be published in March 2012. The Patient Advisory Panel will be chaired by the lay member on the CCG Board and will meet quarterly. Terms of Reference are currently being developed.



MK Commissioning

The panel will comprise of LinK, Patient Congress, Community and Voluntary Group representatives and will be chaired by the lay representative on the CCG Board. The CCG will also seek to appoint a patient and public engagement champion from outside the NHS, a local person who can bring their wider experience to the group. Training and development will be provided to support Panel members to discharge their responsibilities.

The Patient and Public Advisory Panel will also work closely with patient and public representatives who will be elected from the Patient Congress and LinK to each of the CCG's Programme Boards. These representatives will work alongside CCG staff to ensure patient and community views are integrated into the Commissioning Programme Boards which will play a vital role in the delivery of QIPP. Each Board will have two elected patient and public representatives but if the workload requires additional help, the Congress and LinK will look to its members to provide support. A training programme is currently being developed.

2. Appropriate Communications and Engagement Capacity and Capability

The CCG, like any new organisation, needs the people with the right skills and experience and the infrastructure in place to deliver its requirements as set out in the national authorisation guidance. This will be completed as a matter of urgency and the appropriate level of resource deployed to deliver a full range of communications and engagement service. This will include reputation, stakeholder and relationship management, media and crisis management, corporate, brand and digital communications, staff and practice communications, social marketing and patient and public engagement.

3. Develop a CCG brand / story / key messages

The launch of any new organisation means the development of a new identity; an identity that reflects the organisation's vision, values and aims. The Communications and Engagement team will work with the Board, practice leads and key stakeholders to design and test the CCG's new branding (logo and corporate style) and importantly to develop a core script, a narrative or story which explains in a nutshell what the CCG is all about and what it is going to achieve. They will also test the 'CCG story' with key stakeholders to ensure it is clear, appropriate and easily understandable depending on the audience.

4. CCG Launch Event

One of the first priorities of the new Board will be to launch the CCG as the NHS commissioner in Milton Keynes. A special event with a high profile speaker has booked for June 2012 and this will be the spring board for on-going stakeholder, patient and public engagement, proactive print, broadcast and digital media relations and system-wide reputation management. Subsequent events promoting best practice and clinical, quality and technology innovation are also planned later in the year, giving the CCG an excellent platform to promote its achievements and undertake further stakeholder, patient and public engagement.



MK Commissioning

5. Partnership and Stakeholder Working

The Communications and Engagement team will support the CCG in its new role as health commissioner in Milton Keynes and will promote and facilitate the work of the CCG in developing with Milton Keynes Council, the Health and Wellbeing Board (Deputy Chair) and contributing to the Acute Services Review (Healthier Together). The Communications and Engagement team will also work closely with the new Patient and Public Advisory Forum, Patients Congress, LinK during its transition to Health Watch and other community and voluntary sector groups to ensure an integrated network for patient and public engagement develops.

6. Building Practice Engagement

Practice Engagement is crucial to the long term success of the CCG. The Communications and Engagement team will work with the Board and practice leads to develop a Practice Engagement Plan by which communications between the CCG and practice staff is timely, two-way and credible. A The CCG needs to demonstrate for authorisation purposes that member practices understand and share the CCG's vision, aims and Commissioning priorities.

7. Aligning Patient Experience and Patient and Public Engagement

Understanding and listening to patient and community views is a key part of the CCG's commissioning role. The Communications and Engagement Team will work closely with the Quality and Performance Team to develop a single process by which the views of patients, carers, the community and stakeholders are captured so that the Board is well informed and can take appropriate action. These will include national patient surveys; Regulator reviews and reports, contract deliverables, PALs and complaints information, blogs, media stories, partner information and Patient Congress and LinK feedback.

8. Social marketing to drive Behaviour Change / Moving to a Digital Age

The CCG will capitalise on the opportunities social and digital media has to offer, coupled with the benefits of adopting a social marketing approach to better target its communications and engagement activities and deliver behaviour change. For example social marketing techniques will be applied to the Unplanned Care Board's work to support demand management initiatives and reduce the number of local people who use Accident and Emergency for non emergency problems and issues.

9. Annual Patient and Public Perception survey

The national authorisation process sets out an expectation that the CCG will regularly monitor the perception of its stakeholders, including the views of patients and the public, in terms of its effectiveness as a commissioner and their perception of how they can influence the decisions made. The Communications and Engagement team will work with the Board to identify how



MK Commissioning

best to deliver an annual survey ideally working with local partners to undertake a joint survey. This will be outsourced to external specialists to undertake.

At Neighbourhood level there will be:

10. New Neighbourhood Forums

The development of new neighborhood quality teams in four geographic areas of Milton Keynes, gives the CCG and local practice leads and excellent opportunity to work with local community based groups, individual patients and members of the public. The Communications and Engagement team will work with Board GP lead responsible for quality to develop opportunities to develop mechanisms to engage with and involve local groups and individuals in commissioning decisions.

This is a fantastic opportunity for the CCG to undertake a focused piece of work regarding a high profile health issue (proposed mental health service changes) or seek more general feedback on how the CCG is perceived. The use of social marketing research and Mosaic data can inform very targeted discussions which haven't been possible in the past.

At Practice level there will be:

11. Practice Participation Groups

Milton Keynes has an active group of Practice Participation Groups (PPGs) which represent individual patient at specific GP surgeries. These groups are important to the CCG who would wish to promote their activities and work closely with them to ensure that the views of local patients can influence wider CCG commissioning decisions. The Communications and Engagement team aims to support local GPs, Practice Managers, PPGs and their members to get more actively involved in the work of the CCG and the commissioning decisions it makes on their behalf.

Evaluation

It is important to monitor, track and evidence the success of this strategy so that it can actively support the CCG's journey towards authorisation. As part of the strategy's development, it will be benchmarked by the NHS Midlands and East Commissioning Development team and any improvements or suggestions will be taken on board

The Director of Communications and Engagement is also a member of the NHS Midlands and East Strategic Communications and Engagement Board and is well placed to introduce best practice, new ideas and new ways of working locally.



MK Commissioning

Best practice evaluation techniques will be used to measure success, including the regular use of digital and online technologies. These are outlined below.

<ul style="list-style-type: none"> • Board, neighbourhood and practice leads workshop to co-design vision, values, aims and strategic priorities 	<ul style="list-style-type: none"> • GP practice patient surveys
<ul style="list-style-type: none"> • Online public and patient surveys focusing on specific issues – do you understand the Strategic Commissioning Plan, vision, values, aims/ can you influence the CCG? 	<ul style="list-style-type: none"> • Temperature checks from Regular feedback from the Patient and Public Advisory Forum, the Patient’s Congress feedback
<ul style="list-style-type: none"> • Print and broadcast media coverage / reach 	<ul style="list-style-type: none"> • Annual Patient and Public Perception Survey
<ul style="list-style-type: none"> • Online diagnostics track face book, twitter and web traffic 	<ul style="list-style-type: none"> • Neighborhood based Focus Groups
<ul style="list-style-type: none"> • Stakeholder feedback and survey 	<ul style="list-style-type: none"> • Event success – attendance, feedback questionnaire

A monthly report will be presented CCG’s Commissioning Delivery Group and a quarterly report to the Patient and Public Advisory Forum, which will provide robust assurance to the Board on a quarterly basis.