



PERTH & KINROSS HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD

15 JANUARY 2016

DRAFT PARTICIPATION AND ENGAGEMENT STRATEGY

Report by Chief Officer

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Draft Participation and Engagement Strategy to the Integration Joint Board for approval.
- 1.2 The draft strategy (Appendix 1) sets out the health and social care partnership's approach to involving a range of community stakeholders including service users, carers, staff and communities in achieving our vision for health and social care integration. The strategy seeks to involve community stakeholders in the planning, design and delivery of services and supports in our localities and sets out the key commitments necessary to enable this approach.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Integration Joint Board:
 - Approves the Participation and Engagement Strategy and notes that a public version of the document will be designed and made available internally and externally.
 - Requests an update report on the strategy's implementation to a future meeting of the Integration Joint Board.

3. BACKGROUND

- 3.1 In August 2014, the Health and Social Care Pathfinder Board approved an interim Community Engagement Strategy to support the partnership in engaging local people in the development of the Health and Social Care Joint Strategic Commissioning Plan. In 2015, *Join the Conversation* engaged over 4,000 people from across Perth and Kinross and provided valuable feedback on people's experiences of health and social care services. As well as informing the Strategic Plan, this piece of work set the foundations for deeper dialogue and strengthening relationships with community stakeholders over the longer-term.
- 3.2 Building on the approaches introduced in *Join the Conversation*, the Community Engagement Steering Group developed the scope of the interim strategy beyond 'engagement' to include 'participation', reflecting a more participative approach that

recognises people as active participants in both their own wellbeing and in achieving greater community involvement and empowerment.

- 3.3 The Chief Officer's Senior Management team is developing proposals for a Professional forum to support the Medical, Nursing and Social Work non-voting members of the IJB. This professional Forum will create a representative stakeholder group across the professions, across Health and Care, across Primary and Secondary Care and will include Hosted Services, Independent Contractors and Third sector providers. This group will evolve to cover a number of functions including planning and development, clinical, care and professional governance. This group will provide an essential opportunity for canvassing opinion across staff groups and in forming ideas for redesign of services.

4. OVERVIEW OF THE STRATEGY

- 4.1 The strategy recognises that central to achieving our vision and better health and wellbeing outcomes will be the involvement of different perspectives, skills, knowledge and resources of a broad range of people involved in health and social care services and in our communities. The strategy values the richness of this breadth of involvement and aims to build long-standing and collaborative relationships between key stakeholders to achieve common goals.
- 4.2 The strategy seeks to facilitate a tailored and inclusive approach to stakeholder involvement by developing a range of 'participation points' where people can become involved, depending on their individual capacity and interest, to best share their views and contribute to better outcomes. It recognises that participation will take place on individual, local, strategic and national levels and that varying formalities of involvement and degrees of representation will be required at times.
- 4.3 The approach will build upon existing engagement mechanisms and acknowledge long-standing relationships within community networks, as well as inspiring new participation. It commits to learning from what is already working well and ensuring plans for involvement are complementary to engagement activity in other areas of the Community Planning Partnership. The approach will promote best practice in community engagement and ensure that good planning, review and learning continues to take place.
- 4.4 The strategy strives to make it easy for people to engage and participate and where required, to be supported to do so. It recognises that to achieve this, we must challenge existing barriers to participation and ensure a shared language, clear messages, good communication and transparent and accessible routes for involvement.
- 4.5 The strategy recognises that new behaviours and skills will be required by all involved to achieve new ways of working and that we must embed it as 'everyone's role' to promote and support rich stakeholder involvement. To achieve this, the strategy commits to resourcing engagement and participation through the time and

skills of those leading and working in localities and by supporting the capacity of local people to contribute in different ways.

- 4.6 The strategy seeks to guide the development and implementation of three locality-focused and locality-led Participation and Engagement Plans from 2016. The overarching approach strives to be flexible enough to be shaped to suit local circumstance and to enable engagement processes that are appropriate and proportionate to the scale of change in different situations.
- 4.7 The Community Engagement Work-stream will oversee the implementation of the strategy and ensure regular review and updates.

5. RECOMMENDATIONS

- 5.1 It is recommended that the Integration Joint Board:
- Approves the Participation and Engagement Strategy and notes that a public version of the document will be designed and made available internally and externally.
 - Requests an update report on the strategy's implementation to a future meeting of the Integration Joint Board.

Introduction

Perth & Kinross Health and Social Care Partnership is committed to improving outcomes for people and the communities in which they live. This includes changing the way we support and deliver health and social care services, focusing on the important role our communities and Third Sector have in supporting and enabling people to live healthy and independent lives at home or in a homely setting.

Our Health and Social Care Joint Strategic Commissioning Plan describes this commitment. It also outlines the positive experiences that people have when services and support connect effectively and put each person at the heart of the decisions and choices that are made.

We recognise that keeping people well and healthy requires more than good public services. People must be active participants in their wellbeing, making healthy choices and managing health conditions the best they can. Research and talking to people tells us that social networks, keeping active and peer support are also important to maintain good wellbeing.

By involving people and their communities in decisions that affect them and through more joined up working and delivery of services earlier to prevent ill health, it is intended that we will meet the 9 national outcomes for health and social care integration set out below.



Central to achieving our vision will be the involvement of different perspectives, skills, knowledge and resources of People, as staff and volunteers involved in services, service

users, unpaid carers and communities. Through this involvement, we will work together to unlock the potential of our partnership to improve health and wellbeing outcomes for local people.

Our Participation and Engagement Strategy sets out our approach to, and plans for, this involvement. We aim to build upon our widespread engagement activity in 2015 – *Join the Conversation* - which engaged over 4,000 local people in conversations around health and social care. Through this, we learned that people have a desire to be involved in ensuring our health and social care system supports the most vulnerable in our communities and can offer local opportunities to meet social needs.

Our strategy will also support the Health and Social Care Partnership with the provisions of the Community Empowerment (Scotland) Act, which intends to create a renewal of local democracy and citizen participation. The Act creates new rights for citizens to be involved in the planning, delivery and scrutiny of local public services and new opportunities for communities to lead local services and projects where they can do so more effectively and responsively than public agencies. The Act also creates a new statutory duty on Community Planning Partnerships to establish Local Outcome Improvement Plans setting out how we will tackle areas of persistent inequality.

Within this context, the Participation and Engagement Strategy aims to build long-standing and collaborative relationships between key stakeholders that are founded in shared values and a shared commitment to our vision.

The strategy commits to promote and resource the value of engagement and participation in its many forms and ensure it contributes to the planning and delivery of effective local solutions.

The strategy also recognises that all health and social care staff will have a role in promoting and supporting stakeholder involvement as part of their work.

Our strategy seeks to:

- involve community stakeholders in the planning, design and delivery of services and supports in our communities through a co-productive approach
- facilitate a tailored and inclusive approach to participation and engagement by developing a range of participation points and using a variety of engagement and communication methods to involve all sections of the community
- support engagement planning and participation in localities, taking account of other engagement activity and local plans across the Community Planning Partnership
- support the culture change required to achieve co-production, helping professionals develop and improve relationships with local communities and building community capacity to be proactively involved

The strategy will link with the Health and Social Care Communication and Organisational Development Strategies to ensure consistency in key messages and approach. This will include ensuring connections between the way we involve people, the language we use, the accessibility of our approach and the skills and behaviours we need to do this effectively.

The strategy also aims to account for the wider national legislative and policy context that underpins our approach to involving people in decisions about their care and the planning of services. These are listed in Appendix i for reference.

Our Principles

Our vision can only become a reality through actions which reflect the principles that underpin our approach. We will make sure the services and support we offer people are:

- Planned and led locally in a way which engages with the community and local professionals
- Developed in partnership
- Integrated from the point of view of individuals, families and communities
- Respond to the particular needs of individuals and families in our different localities
- Best anticipate people's needs and prevent them arising
- Make best use of available facilities, people and resources
- Maintain quality and safety standards as the highest priority

Who we will work with

The Participation and Engagement Strategy is relevant to our work with all community stakeholders within health and social care integration. This includes any person, organisation, company or group that shares a common interest in improving health and wellbeing outcomes in a particular locality. This will include people such as:

- Users of health and/or social care services
- Unpaid carers
- Communities of interest such as people with protected characteristics
- Citizens living in communities who have an interest in improving health and wellbeing
- Health and social care staff
- Third sector, including community bodies and groups, service providers, social enterprises and volunteers
- Independent sector and private business

Our Approach to Participation and Engagement

We have identified five key commitments that will define our approach to engagement and participation with community stakeholders.

1. We will develop a range of participation points

The way in which we currently plan, commission and deliver health and social care services is complex, layered and different for individual services. It is also undergoing change as we move towards positioning localities at the heart of future service planning.

To achieve rich and meaningful stakeholder involvement across our health and social system, we will identify the diverse ways in which people can become involved. This will include tiers of involvement - at national, strategic, local and individual levels – as well as varying formalities of involvement and degrees of representation.

At an individual level, people should be at the centre of decisions about their care and support and should have choice and control over these decisions. Accessible systems will be developed to enable individual feedback around care and services to be raised, heard and responded to, and to inform continuous improvement within services. People should feel empowered and supported to raise their feedback.

At a local level, people should be able to contribute to, and lead, conversations in their communities relating to local priorities and be actively involved in coproducing creative solutions. For example, this might involve contributing to the development or delivery of an idea or plan within a neighbourhood or wider community. Local networks and forums will be important in supporting people to engage.

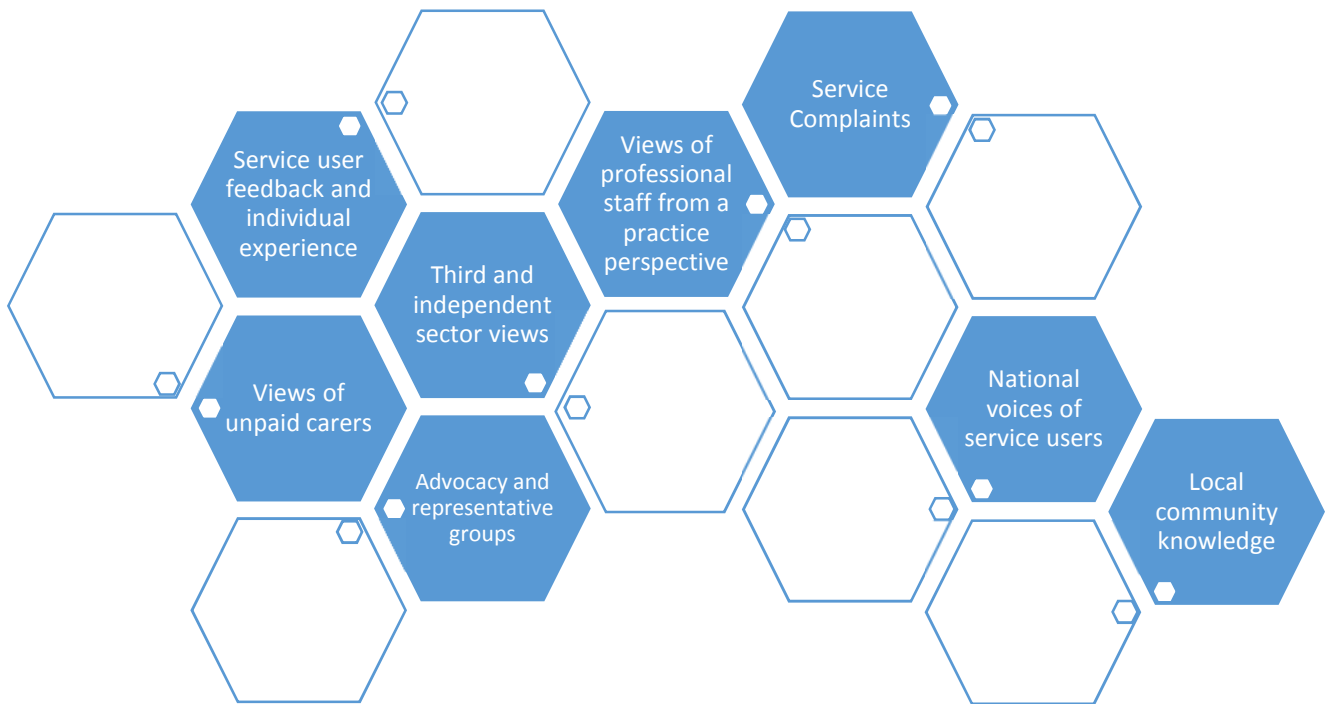
We recognise that many communities of interest will not be able to participate across multiple, geographic-based co-production models and will need other ways to bring their input to the table and share their knowledge within the locality planning model. Our approach must account for this.

At a strategic level, this will involve opportunities for key stakeholders to contribute to governance or strategic groups, such as the Integration Joint Board or Strategic Planning Group. At this level, stakeholder roles will contribute to decisions in the best interests of public value and will be more formal and representative in nature.

At a national level, programmes such as *Our Voice* are developing mechanisms such as a citizen voice 'hub' that will tap into existing networks, gather intelligence strategically and involve a range of people in improving services. Citizens' panels and new models of deliberative engagement will create opportunities for people to engage in national policy debate. In Perth & Kinross, we will inform and involve local people to be involved in these opportunities where possible.

Across these tiers, we aim to develop a range of participation points where people can become involved, depending on their individual capacity and interest, to share their views and contribute most effectively to better outcomes.

Figure 1: The range of perspectives and contributions across our health and social care system that will be at the heart of future planning



2. We will build upon existing engagement and what is working well

Our approach will acknowledge and build upon existing, long-standing relationships, partnerships and local networks, as well as inspiring new participation. We commit to on-going and sustained dialogue with key stakeholders.

We already have examples of effective stakeholder involvement across many areas of our Health and Social Care Partnership. For example, these include service user involvement in strategic groups or tenant working group and scrutiny panels, where people are involved in influencing decisions and scrutinising performance. We will learn from the success factors in these examples to develop and refine our approaches.

CASE STUDY 1 – Resident Academies and The Service User Review and Evaluation (SURE) TEAM

Building individual confidence and empowering members has been critical to support tenant participation. A wide range of informal and accredited training has been provided through the Resident Academy Programme. Outcomes from learning include the development and success of Perth and Kinross Council’s approach to tenant-led scrutiny.

An example of this in practice is the SURE Team, a panel of Council tenants and other service users whose role is to scrutinise Housing Service's performance and undertake scrutiny activities to support the improvement of services. In 2015, they produced recommendation reports of Housing Complaint Handling and Communications within the Repair Service.

CASE STUDY 2 - Third Sector Health and Social Care Strategic Forum

Facilitated by the Third Sector Interface, PKAVS, the Perth & Kinross Third Sector has a flourishing Health and Social Care Third Sector Strategic Forum with over 60 members. The Forum provides an influencing voice for the third sector in health and social care integration and brings diverse perspective, skills and knowledge as a forum of professional partners.

With formal terms of reference in place, the Forum is the main conduit for nominated representatives to become involved in strategic planning and ensures lines of accountability and the sharing of information and views.

It is important that we recognise the wider context of Community Empowerment in which our Participation and Engagement Strategy sits. Our approach must ensure that local engagement and participation plans are complementary to those already taking place, or planned for, within other areas of our Community Planning Partnership.

3. We will strive to make it easy for people to engage and participate

We will be inclusive in our approach, providing accessible information and taking care to use plain English that makes sense to all involved. We recognise that across health, social care and third/ independent sectors, we often use different and sometimes very technical language to describe our work. In order to move forward in partnership with each other and with service users and communities, we need to challenge existing barriers around language. We will commit to developing a shared language that makes it easier for us to understand each other and establish common ground for dialogue.

We will develop a range of engagement mechanisms and tools, ranging from local networks, to social media to one-to-one opportunities for individual feedback.

We will use engagement processes that are suitable and proportionate to the scale of change. Our approach strives to be dynamic, shaped to suit local circumstance, and sufficiently flexible to allow for change and development over time and depending on the situation. Our approach should both enable and inspire involvement.

We will make sure that our engagement processes share clear and consistent messages with all involved. We will be clear about who is involved, how to become involved and what people's roles are.

To ensure effective governance and accountability, there will be a necessary place for formal meetings and processes within our work. Where community stakeholders are

involved in these, we will ensure that appropriate induction, training and support is provided to enable people to fulfil their duties and responsibilities.

4. We will promote best practice in engagement and participation

Across health and social care services, there are a number of national standards for engagement that we apply, such as: CEL4; Informing, Consulting and Engaging, and the National Standards for Community Engagement. Our approach will ensure that the required standards are maintained and built upon, as the partnership comes together in new ways of working.

We will promote transparency in the way that we involve people, ensuring that formal representative roles are appointed to openly and inclusively.

Effective engagement requires solid planning and preparation. By identifying key people with the right knowledge and skills to lead engagement, we will ensure that all key phases of engagement preparation, implementation and review are carried out.

We will also learn from innovations and tests of change emerging from other parts of our Community Planning Partnership, particularly the work of the Community Empowerment Working Group, which is exploring ideas and new ways of working with and empowering communities.

5. We will listen to, respect and learn from each other

We will celebrate the richness of perspective and understanding that new collaborative relationships will bring.

Everyone has a piece of the jigsaw that others do not have. By working closely together, with a better understanding of each other, we will complete this picture and better understand how to plan and deliver to meet local needs.

The challenges and opportunities ahead will only be met if everyone plays their part and if good partnership working applies at all levels. Communities are the engine rooms of integration and it is essential that the right cultures and behaviours are embedded in localities right from the beginning.

Locality planning will require genuine listening and being influenced by local communities and practitioners. This will require our partnership to share skills and knowledge, enable local voices to be heard and commit to on-going dialogue, relationship-building and shared responsibility for solutions and better outcomes. Central to establishing trust will be ensuring clarity and transparency of where this dialogue has resulted in decisions and actions.

Our Participation and Engagement Objectives

By adopting the approach outlined above, our strategy seeks to achieve the following objectives:

- To build collaborative relationships between key stakeholders that are built on trust and a shared commitment to common goals
- To establish and/or develop meaningful and sustained dialogue between health and social care services and communities, service users and carers
- To enable effective engagement and inspire participation that will help the Integration Joint Board meet the National Health and Wellbeing Outcomes
- To increase the involvement of all community stakeholders in the development of community profiling and planning
- To support the capacity of all involved to contribute effectively
- To meet the integration delivery principles and make sure processes meet national standards for engagement

Communication

The interface between our Communications Strategy and Plan and the Participation and Engagement Strategy will be critical and a live relationship. A single strategic steering group will oversee both of these areas to ensure that strong connections exist and develop together.

Our Communications aim is to develop consistent staff and public messaging across all the agencies involved. It intends to provide reassurance and information to all about the benefits and impact of integration and to encourage input that will help to shape the new partnership. Communications channels will also support community engagement to promote integrated working and planning.

Resourcing our approach

To achieve our objectives for participation and engagement, we must commit to the resourcing of our approach through the time and skills of those leading and working in localities. A key component of this work is identifying and involving the right people at the right time to lead, facilitate or support different processes.

It is recognised that the commitments of the strategy will outline a very different way of working for both the partnership and community stakeholders. The work will explore the balance between professional engagement and community empowerment. Building, managing and understanding community relationships are going to be integral skills for staff, at all levels, involved in the planning and delivery of health and social care services, as well as for communities and service users that participate.

To achieve our objectives for participation and engagement, we must embed it as 'everyone's role' to promote and support rich stakeholder involvement. In 2014/15, a series of community engagement master classes were delivered to over 60 health and social care staff in preparation for *Join the Conversation*. A number of commitments will be required to support this on-going, including:

- Staff to receive an overview of an engagement process and understand their adaptive role and responsibilities in local partnership processes
- Key messages and briefings to be made available to all staff involved

- Staff to be trained in the commitments of the Strategy and the methods of engagement including specific skills such as facilitating community meetings
- The Partnership should consider independent chairing of public engagement meetings to ensure all voices participate and views are heard
- On-going development support will be made available within Organisational Development Plans

Our approach will also come with expectations on local people as service users, carers and residents to contribute in different ways. Adequate time and support must be given through the partnership resources to support the capacity of individuals, particularly those in formal roles, to participate. We will endeavour to remove barriers to participation, ensuring that any individual support needs are addressed.

Implementing our approach

From 2016, we will have three locality-focused Participation and Engagement Plans, guided by the overarching strategy and building upon the strong foundations set through *Join the Conversation*. Local conversations will be supported and guided by locality profile information, strategic planning priorities and discussion of local issues at a community level.

Health and social care managers will lead the plans and will involve other key stakeholders in the locality networks to co-design their involvement and co-produce support with those who understand best what is needed.

Locality Participation and Engagement Plans should take into account current engagement activity in communities and existing local networks. Community Engagement and Organisational Development staff will support managers in this process, sharing local knowledge, networks and community engagement experience to shape plans.

Evaluation and Review

The partnership's Community Engagement / Communications/ Organisational Development / Workforce Work-stream will be the strategic group responsible for the direction, implementation and review of the Participation and Engagement Strategy and for making recommendations to the Integration Joint Board through the Chief Officer.

The strategy will be reviewed annually, with a process for monitoring and evaluating the effectiveness of our engagement developed within the first year of its implementation.

Appendix i - National Legislative and Policy Context

The key national legislation and policy areas relevant to this strategy include:

- Public Bodies Joint Working (Scotland) Act
- Community Empowerment (Scotland) Act
- Patient Rights (Scotland) Act 2011
- NHS Reform Act (Scotland) 2004
- Chief Executive Letter (CEL) 4 (2010) Informing, Engaging and Consulting people in developing health and community care services
- Chief Executive Letter (CEL) 8 (2012) - Guidance on Handling and Learning from Feedback, Comments, Concerns and Complaints about NHS Health
- Our Voice – Working together to improve health and social care
- Listen, Learn Act, (National Education for Scotland)
- Public Sector Reform Act 2010
- Carers Rights Bill
- Best Practice Standards for Carer Engagement (Equal and Expert), (the Coalition of Carers in Scotland)
- A Participation Standard for the NHS in Scotland (Scottish Health Council) 2010