



South West London
Merton Clinical Commissioning Group

Report to the Merton Clinical Commissioning Group Governing Body

Date of Meeting: Thursday 24th January 2013

Agenda No: 7.6

ATTACHMENT 10

<p>Title of Document: Communications and Engagement Strategy: quarterly update</p>	<p>Purpose of Report: To Receive and Note</p>
<p>Report Author: Jo Flint, Communications and Engagement Lead</p>	<p>Lead Director: Eleanor Brown, Chief Officer, Merton CCG</p>
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<p>Executive Summary:</p> <p>To note the progress made against the implementation plan since the update received at the September governing body meeting.</p>	
<p>Key sections for particular note (paragraph/page), areas of concern etc:</p> <p>In future the report will include input from Governing Body LAY member with lead for Patient and Public Engagement.</p>	
<p>Recommendation(s): The Merton Clinical Commissioning Group Governing Body is requested to:</p> <ol style="list-style-type: none"> 1. Note the overall progress of the strategy 2. Note the attached update on the Duty to Involve Report 3. Note the Governing Body member review of progress on quantity basis with Chief Officer and Communications Team 	

Committees which have previously discussed/agreed the report: Merton CCG Governing body – June 2012, September 2012
Financial Implications: Financial balance
Implications for the Sutton and Merton Board or Joint PCT Boards: Sutton and Merton PCT Board is the statutory body until 31 March 2013.
Other Implications: (including patient and public involvement/Legal/Governance/ Risk/ Diversity/ Staffing)
Equality Analysis:
Information Privacy Issues: Nil
Communication Plan: (including any implications under the Freedom of Information Act or NHS Constitution) This strategy requires support from staff across the organisation and will be communicated via internal communication channels.

**Implementation Plan Update
Merton CCG- Communication and Engagement Strategy**

January 2013

Table 2- Implementation Plan

Objective	Key activities	Dates	Status	Action
Build Strong Clinical engagement	Member practices			
	<ul style="list-style-type: none"> Nominated practice lead for all 26 practices 	May 2012	Green	Clinical leadership Framework in place
	<ul style="list-style-type: none"> Dedicated time for practices to assess and identify solutions to influencing commissioning decisions 	June 2012	Green	
	<ul style="list-style-type: none"> All member practice events on a regular basis to address CCG business and clinical quality improvements 	Jan 2012 and ongoing	Green	Practice Leads events monthly locality meetings / all leads alternating months
	<ul style="list-style-type: none"> Regular communication from CCG leadership 	June 2012	Green	Regular monthly newsletter
	<ul style="list-style-type: none"> Intranet and web enabled internal discussion forums e.g. NHS Networks and WebEx 	June 2013	Green	Research to be completed as to how these forums could benefit the organisation.
<ul style="list-style-type: none"> Board meetings in public-board papers, key actions and notes of board meetings e.g. Merton CC(d)C 	June 2012	Green	Regular Board meetings held in public since 13 th June 2012 advertised Clinical leadership	

Objective	Key activities	Dates	Status	Action
	<p>Wider Local Professional Groups</p> <ul style="list-style-type: none"> • Participation at joint meetings between providers and CCG to influence quality of services and to improve commissioning e.g. CQRG, Service networks 	July 2012	Amber	<p>framework developed Template to be developed to record evidence for clinical engagement.</p>
	<ul style="list-style-type: none"> • Named clinical links to wider professional group 	October 2012	Green	<p>Clinical leadership framework and implementation by October 2012</p>
<p>Meaningfully engagement with patients, carers and their communities to ensure their systematic involvement in the commissioning of health services</p>	<ul style="list-style-type: none"> • To conduct a 360° stakeholder mapping and analysis 	Ongoing	Green	<p>Merton CCG – 90% response rate</p>
	<ul style="list-style-type: none"> • Set up Practice Participation Groups 	Ongoing	Green	<p>Workshops on PPG's training have been designed and were delivered in 2012.</p>
	<ul style="list-style-type: none"> • Work with LINKs/HealthWatch to agree engagement priorities for next year 	December 2012	Green	<p>Representatives. HWBB strategy with LINKs involvement</p>
	<ul style="list-style-type: none"> • Map patient, carer and community groups, including seldom-heard and disadvantaged groups – prioritise (work with public health and local authority) 	September 2012	Green	<p>To extend Health Diversity Program to rest of Merton and to Hindi/Gujarat/Urdu speaking communities (TBA)</p>

Objective	Key activities	Dates	Status	Action
	<ul style="list-style-type: none"> • Named clinical and managerial links with/ for these priority groups • Agree key quarterly update messages and questions for feedback for relationship managers, and to include in Community/Stakeholder CCG E-Bulletin (including a 'You said, we did' section) • Develop formal systems for capturing patient feedback and logging engagement activity – databases etc. Schedule time in CCG Board meetings to consider collated report. • Consider having CCG Board lay and clinical member with role as “Engagement Champion” to ensure patient voice is heard. • Web-enabled engagement – consider online patient surveys, forums and tweekchats. Map existing 	<p>September 2012</p> <p>October 2012</p> <p>April 2013</p> <p>October 2012</p> <p>Ongoing</p>	<p>Green</p> <p>Amber</p> <p>Amber</p> <p>Green</p> <p>Amber</p>	<p>Identified GP Board members and senior manager</p> <p>To continue newsletter and intranet, through MVCS</p> <p>Systems currently being researched for options. Likely to be a cost if specialised software is used.</p> <p>Lay member and clinical member now appointed.</p> <p>Website currently under development. Social media strategy to be developed to</p>

Objective	Key activities	Dates	Status	Action
	<p>online community forums and influencers in the area.</p> <ul style="list-style-type: none"> • Ensure patient feedback is day to day business of Merton CCG 	Ongoing	Green	<p>ensure best use of channels to support specific initiatives.</p> <p>To link with LBM website i Merton</p> <p>Through PPGs, clinical engagement and targeted outreach through Health Diversity health advocates for specific communities</p>
<p>Ensure open and transparent governance and leadership in our CCG</p>	<ul style="list-style-type: none"> • Agree principles of openness and transparency as part of vision and values. Culture is developed from behaviour of Board members. • Lay membership on CCG Board. • All papers for CCG Board meetings published and available on the web. Meetings advertised and public invited to observe. 	<p>Ongoing</p> <p>October 2012</p> <p>June/July 2012</p>	<p>Green</p> <p>Green</p> <p>Green</p>	<p>Merton CCG Constitution</p> <p>Lay members appointed.</p> <p>Published on South West London until Merton CCG website active.</p>

Objective	Key activities	Dates	Status	Action
	<ul style="list-style-type: none"> • Systems in place to manage external communications, briefings, FOI – from media, stakeholders, DH etc. through NHS Sutton and Merton team • Clear CCG admin function to prioritize, escalate respond to correspondence coming into CCG. Political correspondence to be run past communication team for advice first. • Media policy agreed by CCG Board and distributed to members – to ensure open but consistent dealings with the media. 	<p>July 2012</p> <p>Ongoing</p> <p>June 2012</p>	<p>Green</p> <p>Green</p> <p>Green</p>	<p>CO Office supported by commissioned communications team.</p> <p>Incorporated in communication and engagement policy</p>
<p>Build public and stakeholder confidence in our CCG and its leadership</p>	<ul style="list-style-type: none"> • Demonstrate patient and public involvement in major decision making 	<p>Ongoing</p>	<p>Amber</p>	<p>Communications to be planned to show people how their views have made a difference.</p> <p>Opportunities to be identified and added to this plan e.g. operating plan</p>

Objective	Key activities	Dates	Status	Action
	<ul style="list-style-type: none"> Develop formal systems for capturing feedback and logging engagement activity 	April 2013	Green	Systems currently being researched for options. Likely to be a cost if specialised software is used.
	<ul style="list-style-type: none"> “Visible Leadership” through allocated CCG Board members as relationship managers for key stakeholders in the local community to build confidence and listen to feedback. 	February 2013	Amber	To formalise a programme to ensure coverage of key stakeholders
	<ul style="list-style-type: none"> Continuity of individuals to build stronger relationships with key groups such as Merton Health & Wellbeing Board, Oversight and Scrutiny and Merton Compact Board 	April 2012	Green	Consistent attendance at HWBB events
	<ul style="list-style-type: none"> Develop and maintain an accessible website for the CCG 	February 2013	Amber	Website currently under development.
	<ul style="list-style-type: none"> Work collaboratively with London Borough of Merton Engagement team 	June 2012	Green	Links established.
	<ul style="list-style-type: none"> Stakeholder E-Bulletin to 	June 2012	Green	Monthly internal

Objective	Key activities	Dates	Status	Action
	<p>inform on the work of Merton CCG and build confidence.</p> <ul style="list-style-type: none"> • Agree key quarterly update messages and questions for feedback. 	Ongoing once e-update set up	Amber	<p>newsletter has been distributed more widely.</p> <p>Pending development of a new e-update so that a targeted update can go out quarterly.</p> <p>This will be part of the process once e-update is established.</p>
<p>Promote and advance equality within the work of Merton CCG</p>	<ul style="list-style-type: none"> • Continue our exemplar work on the Health Diversity Programme • Provide assurance and evidence for the Equality Delivery System for protected groups and to meet requirements under the Equality Act 2010 • Work with partners to prioritise engagement with seldom heard voices through stakeholder mapping 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Green</p> <p>Green</p> <p>Amber</p>	<p>To action equality objectives and focus on CCG's outcomes</p> <p>Published equality grading and objectives in May 2012</p>

Objective	Key activities	Dates	Status	Action
	<ul style="list-style-type: none"> <li data-bbox="573 276 1055 416">• Use findings of Health Diversity Programme to inform and influence all activity of Merton CCG <li data-bbox="573 459 1055 679">• Share 'lessons learned' widely with practices to improve policy and practice, and build into developments around broader commissioning strategy. <li data-bbox="573 759 1055 1011">• Share 'good news stories' through all media channels to ensure seldom heard individuals, groups and communities are aware of the positive work being undertaken. <li data-bbox="573 1054 1055 1275">• Stakeholder E-Bulletin – include examples of work which highlight better health outcomes, improved patient access and experience, and reducing health inequalities. <li data-bbox="573 1318 1055 1385">• Use the vision and values to develop an open and 	<p data-bbox="1081 276 1205 304">Ongoing</p> <p data-bbox="1081 459 1205 488">Ongoing</p> <p data-bbox="1081 759 1205 788">Ongoing</p> <p data-bbox="1081 1054 1256 1083">March 2013</p> <p data-bbox="1081 1345 1205 1374">Ongoing</p>	<p data-bbox="1429 276 1529 304">Amber</p> <p data-bbox="1429 459 1529 488">Green</p> <p data-bbox="1429 759 1529 788">Green</p> <p data-bbox="1429 1054 1529 1083">Green</p> <p data-bbox="1429 1345 1529 1374">Amber</p>	<p data-bbox="1749 276 2074 416">To consider making HD mainstream and commissioning service for 13/14</p> <p data-bbox="1749 459 2074 564">To formalise Board PPG and lay member into feedback process</p> <p data-bbox="1749 608 2074 713">Share 'lessons learned' via internal newsletter</p> <p data-bbox="1749 756 2074 861">Via media and via newsletter and website once created</p> <p data-bbox="1749 1054 2074 1192">Ongoing work to develop an e-update that can go out quarterly</p> <p data-bbox="1749 1315 2074 1374">Regular All member Practice events held</p>

Objective	Key activities	Dates	Status	Action
	transparent culture which supports equality, and challenges behaviours which fall outside of those values			during 2012 to outline vision and values of Merton CCG and more scheduled for 2013
New developments	<ul style="list-style-type: none"> To deliver Expert Patient Programme (EPP) within Merton to promote self management courses for people for long-term conditions to support Merton CCG priorities 	September 2012	Green	<p>Delivered two EPP training courses in March and July 2012, In East Merton community venues. (see attached update)</p> <p>One further training course during 2013</p>

Merton CCG Board Meeting: 24 January 2013

Project: Duty to Involve Report	Author: Clare Lowrie-Kanaka
Date: 8 th January 2013	✓ Completed • Planning stage
Project Milestones: <ul style="list-style-type: none"> • Agree Reporting Template • Disseminate Template to Commissioners requesting Information • Draft Report • Gain draft report local approval (borough MD, local NED, CCG's) • Gain draft report approval from NHS Chair • Send to Communications for review • Final reports published on NHS SWL website/ CCG websites • Final reports publicised to local stakeholders 	Progress to date: The first reminder for Commissioners will be send out early February and repeated again in March – highlighting dates and requirements. The project timelines will then be the guide.
Project Timelines: (estimated until Leads agree timelines and Template) April <ul style="list-style-type: none"> • Planning meeting with Borough Communications and Engagement Leads • Agree Reporting Template for 2012 to 2013 • Disseminate Template to Commissioners requesting Information • Collate completed Reporting Templates May <ul style="list-style-type: none"> • Communication / Cluster Lead to send input to Borough PPI leads • Follow up Commissioners for completed reporting templates • Collate completed Reporting Templates June and July <ul style="list-style-type: none"> • Follow up Commissioners for completed reporting templates • Collate completed Reporting Templates August <ul style="list-style-type: none"> • Send draft report for local approval (borough MD, local NED, CCG's) • Send to Chair (Sian Bates) for final approval • Send locally approved draft report to cluster communications lead for review 	

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Project: Duty to Involve Report	Author: Clare Lowrie-Kanaka
Date: 8 th January 2013	✓ Completed • Planning stage
September <ul style="list-style-type: none"> • Send final approved version to cluster lead • Photocopies made for NHS SWL AGM (or equivalent) • Photocopies made for borough forums (or equivalent) • Final reports published on NHS SWL website/ CCG websites • Final reports publicised to local stakeholders 	
Key actions for January, February and March 2013 <ul style="list-style-type: none"> • Send communications to Commissioners regarding DTIR timelines • Prepare available data for collation 	
Problems or delays <ul style="list-style-type: none"> • Gathering completed templates from Commissioners can be a lengthy process; this has an impact upon timelines, the approval process and our ability to publish the report as per our statutory requirements. 	Proposed solutions <ul style="list-style-type: none"> • Assistance Directors discuss the DTIR process with their teams in advance, highlighting the importance of preparing for upcoming deadlines.

Merton CCG Board Meeting: 24 January 2013

Project: Expert Patients Programme	Author: Clare Lowrie-Kanaka
Date: 9 th January 2013	✓ Completed • Planning stage
Milestones: 2011 Planning and Preparation: <ul style="list-style-type: none"> ✓ Agree project management structure ✓ Scope commissioning options ✓ Agree commissioning options ✓ Agree and confirm partner involvement ✓ Design specification ✓ Sign off specification Procure: <ul style="list-style-type: none"> ✓ Advertise provider opportunity ✓ Form interview panel ✓ Review provider proposals ✓ Agree shortlist ✓ Interview and agree provider 	Progress to date: The Pilot Expert Patients Programme is now completed, and in the final stages of evaluation. A report is expected by the end of January 2013. All project milestones for 2011 and 2012 were reached within the revised timelines. For revised project timelines, please see 'Project Timelines V4' by clicking here In addition to the agreed project milestones, NHS Sutton and Merton organised and delivered a tutor training course (February 2012) where 10 participants were trained to support EPP delivery from across South East England, 3 from the Sutton and Merton Boroughs.
Milestones: 2012 Delivery: <ul style="list-style-type: none"> ✓ Review stakeholders ✓ Set up meetings (internal and external) ✓ Design a range of promotion materials ✓ Agree delivery venues and dates for tutor training ✓ Recruit patients to tutor training ✓ Agree delivery venues and dates courses ✓ Source existing tutors ✓ Recruit patients ✓ Deliver courses Evaluation: <ul style="list-style-type: none"> • Agree next steps • Evaluate programme • Produce report 	

Merton CCG Board Meeting: 24 January 2013

Project: Expert Patients Programme	Author: Clare Lowrie-Kanaka
Date: 9 th January 2013	✓ Completed • Planning stage
<ul style="list-style-type: none"> Promote outcomes and next steps 	
Key actions for January, February and March 2013 <ul style="list-style-type: none"> Continue to promote EPP to health and socialcare professionals Evaluate programme Produce a report Produce an EPP Toolkit for CCG's and PPG's Agree next steps Promote outcomes 	
Problems or delays <ul style="list-style-type: none"> Agree and sign off of commissioning options and the service specification caused a delay of two months. This was due to the wide engagement of both documents to colleagues and local stakeholders to ensure the programme worked in harmony and complemented other NHS Diabetes support services The programme has been time and admin intensive, above the estimated levels. Administration support from with Sutton and Merton Borough team has been limited. This has impacted upon the co-ordinators ability to deliver and the programme success 	Proposed solutions <ul style="list-style-type: none"> Long-term: If the project is to continue a full time co-ordinator would be required to ensure the programme reaches its full potential and is value for money. An alternative to full-time co-ordinator would be a part-time co-ordinator with full time admin support

Merton CCG Board Meeting: 24 January 2013

Project: Patient Participation Group	Author: Clare Lowrie-Kanaka
Date: 8 th January 2013	✓ Completed • Planning stage
Project Milestones: <ul style="list-style-type: none"> • Work with LINK Merton to support Practices to set up or improve existing PPG's • Work with GP Practice Managers/staff and identify what support is needed to enable them to set up representative groups that can influence the provision of health and social care services • Work with GP Practice Managers/staff and identify what support is needed to enable them to strengthen existing groups • Provide support and practical guidance to practices to enable them to set up, build on and manage strong effective sustainable Patient Participation Groups • Design, deliver and co-ordinate workshop for Practice Managers/staffs • Design, deliver and co-ordinate workshop for PPG members • Produce a toolkit for Patient Reference Groups • Further support for practices with follow up development visits 	Progress to date: <ul style="list-style-type: none"> • A Project Brief and work plan has been agreed in partnership with NHS Sutton and Merton, Merton Link and the Service Development & Business Manager of the Nelson Commissioning Group to support the development of PPG's in Merton. The brief is available here. • NHS PPE Lead and LINK Merton lead have attended various Practice Managers meetings to identify what support is required to set up new groups and / or strengthen existing groups • A training package has been designed, and consists of: <ul style="list-style-type: none"> - workshop for practice staff - workshop for PPG members - PPG toolkit - One to one support session • One to one support sessions are taking place with individual practices so tailored / personalised support • Supporting practices to produce Patient Participation Action Plans • LINK Merton will continue to support practices (without PPG's) through each step of the process linked to DES • Workshops are planned to take place in February and March 2013
Deliverables: <ul style="list-style-type: none"> ✓ Agreed work plan with LINK Merton ✓ Attend Practice Managers Meeting to discuss and identify what support is needed to set up effective patient groups, and strengthen existing groups ✓ Design workshop for Practice Managers / staffs on developing effective sustainable groups ✓ Design workshop for PPG members on being an effective PPG member • Deliver and co-ordinate two workshops 	

Merton CCG Board Meeting: 24 January 2013

Project: Patient Participation Group	Author: Clare Lowrie-Kanaka
Date: 8 th January 2013	✓ Completed • Planning stage
<ul style="list-style-type: none"> • Design and produce a toolkit for practice staff and members ✓ Support / development sessions to individual practices • Evaluate and report on project outcomes 	
Key actions for January, February and March 2013 <ul style="list-style-type: none"> • Continue to promote PPG support and workshops within Merton Practices • Continue to deliver one to one support sessions to practices • Continue to support those practice without PPG through the DES process • Promote PPG workshop and recruit practice staff • Promote PPG workshop and recruit PPG members • Finalise Toolkit • Agree next steps • Produce a report • Promote outcomes 	
Problems or delays <ul style="list-style-type: none"> • Practice staff have been reluctant to attend workshop It is an important part of the training / support package, and will encourage practices to share good practice and future projects, support Merton CCG to ensure PPG's are fit for purpose and reach their full potential 	Proposed solutions <ul style="list-style-type: none"> • Practice staff are encouraged by CCG leads to attend workshop • To make attending the workshop part of practice staffs learning and development