



Newham Clinical Commissioning Group (CCG)
Communications and Engagement Strategy
2013 – 2014



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Appendix One – Communications and Engagement Action Plan



1. Foreword

NHS Newham Clinical Commissioning Group (CCG) knows how important patient engagement and communications is to improve and enhance local health services. A key part of our vision for improved and more responsive health services is to see patients at the centre of all that we commission and do.

We know that to achieve the very best for local people, we need to listen, understand and hear what they are saying – and reflect that feedback in all that we do. We also want to ensure that the services we provide are fair, equitable and do not disadvantage particular communities or groups.

This strategy outlines how we intend to do this. It is our first draft and we want to see this develop as we build our relationships with patients, carers, local groups and other stakeholders locally.

Though we are a new organisation we come with a long history of patient and public engagement. The NHS in Newham is committed to working in partnership with the community and this is why Newham's community engagement activities were assessed as "World Class" (Level 4) for Engagement, in the PCT's 2010 World Class Commissioning Assessment.

We are committed to building on this legacy. Our approach to engagement is shaped by the principles of community engagement because we believe meaningful engagement is only possible when you work in partnership with the community. This is why we launched the **Community Prescription** pilot, which aims to get people at risk of diabetes active by offering them a wide range of free activities run by local community groups.

One of our key priorities is to work in partnership with **Healthwatch** and the **Newham Co-Production Forum**, as well as other voluntary sector groups. Already we have established a **Patient Forum**, **Community Reference Group** and a **Health and Social Care Network** for the voluntary sector, developed in partnership with the community. We will continue to develop and build these structures working in equal partnership with the all our community stakeholders.

- Wayne Farah, Board level Engagement lead, NHS Newham Clinical Commissioning



2. About Newham CCG

The vision of NHS Newham Clinical Commissioning Group (CCG) is to improve the quality of care for patients, ensuring that services offer value for money, are informed by good partnership working, building confidence and cohesion.

NHS Newham CCG brings together experienced and committed GPs from across Newham, who between them have over 300 years' experience of caring for you and your family. We represent the 61 GP practices that serve over 370,000 GP registered patients in the borough.

From April 2013 we became a statutory body responsible for planning and buying your local health services such as hospital, community and mental health services. By understanding and assessing the healthcare needs of the population our aim is to transform the future healthcare of Newham and significantly reduce health inequalities.

We are not responsible for purchasing primary care services such as GP services which is undertaken by NHS Commissioning Board but we do have a remit to ensure the quality of services in GP practices across Newham.

Though we are a new organisation, we come with a strong and longstanding track record on meaningful patient engagement. The NHS in Newham has always taken an active and participatory approach to engaging with the local community. Rather than take a top down approach it has always advocated for a community ownership approach to listen to and understand the health needs and concerns of local people.

This communications and engagement strategy explains how we plan to build on our achievements. It outlines our engagement principles and provides a route map to help staff get engagement right and can be used as the public to hold us to account.

The communications and engagement strategy has been written for:

- Patients and Newham residents and the community and voluntary sector
- NHS Newham Clinical Commissioning Group GP practice members
- Newham Clinical Commissioning Governing Body members
- All staff employed by the CCG because we believe engagement and communicating what we do should be our core business
- Our partners including the Local Authority and our providers



3. Local context

The health of local people in Newham is improving but there is still work to be done. Our communications and engagement activities must be inclusive and reach all of the communities we serve.

To do this we need to understand the population of Newham. We have detailed analysis within the annual public health report and Joint Strategic Needs Assessment. Here we summarise the picture:

Health and Wellbeing Challenges

Newham's population faces significant health and wellbeing challenges. These challenges start before birth and accumulate throughout life. Key headlines include:

- A young population
- Culturally diverse
- Significant health inequalities
- Life expectancy remains lower than the national average
- Male life expectancy 76.2 compare to 78.2 nationally
- Female life expectancy lowest in London - 80.5 compare to 82.3 nationally.
- Life expectancy gap between least and most deprived deprivation is 4.5 years in males and 4.7 in Females
- High emergency admission rate and lowest elective rate in London or include (2nd highest alcohol related admissions in London)
- Growing population expected to increase by over 30,000 between 2011 and 2016 and a young population (41% aged 20-39 compared 27% to England)
- High population churn (20.2% into or out of borough/year)
- 70% are from BAME (Black, Asian and Minority Ethnic) groups
- 13% working age unemployed, 9% London

A diverse and young population presents us with significant challenges when it comes to involving people in what we do, but we promise to develop more creative and innovative engagement approaches to get everyone involved.



4. Strategic objectives

From listening to what local people, clinical colleagues, stakeholders and partners organisations have told us we have developed the following goals and priorities:

Our strategic goals

- Improving health outcomes through developing models of integrated care and focusing on prevention
- Reducing inequalities and improving accessibility
- Reducing quality variation
- Ensuring equity of Health and Wellbeing outcomes

Strategic priorities

In order to help us deliver our goals we have developed five health priority areas which will enable our stakeholders to evaluate how well we are doing, these areas include:

1. Lifestyle factors
 - Reception year children 2nd most obese in the country
 - 3rd highest rate of alcohol-related admissions in London
2. Wellbeing and emotional resilience
 - 3,052 with a serious mental illness
 - Estimated 37,000 with common mental illness
3. Maternity and early years
 - Highest birth rate in the country
4. Heart disease, cancer and circulatory disease
 - The biggest causes of death in Newham
 - 2nd worst one year survival rate for cancer in England
5. Long Term Conditions
 - 10,850 people aged 65 and over are thought to have a limiting long-term illness
 - One of the highest for diabetes prevalence in the country



5. Legal and statutory duties and NHS Constitution

Newham CCG adheres to the rights and pledges to patient involvement enshrined in the NHS Constitution and in particular is also guided by the additional duties that CCGs have a mandate to deliver:

- To involve people in the commissioning arrangements relating to the planning, provision and delivery of NHS services (14Z2 of the Health and Social Care Act 2012)
- The legal duty to consult local authority overview and scrutiny committees on substantial developments or variations in the provision of services

Our engagement approach aspires to deliver the requirements of the NHS constitution that states:

You have the right to be involved directly or through representatives, in the planning of healthcare services commissioned by NHS bodies, the development and consideration of proposals for change in the way those services are provided, and in decisions to be made affecting the operation of those services.

6. Communications and engagement Principals

Our communication and engagement activities will also be shaped by these principles:

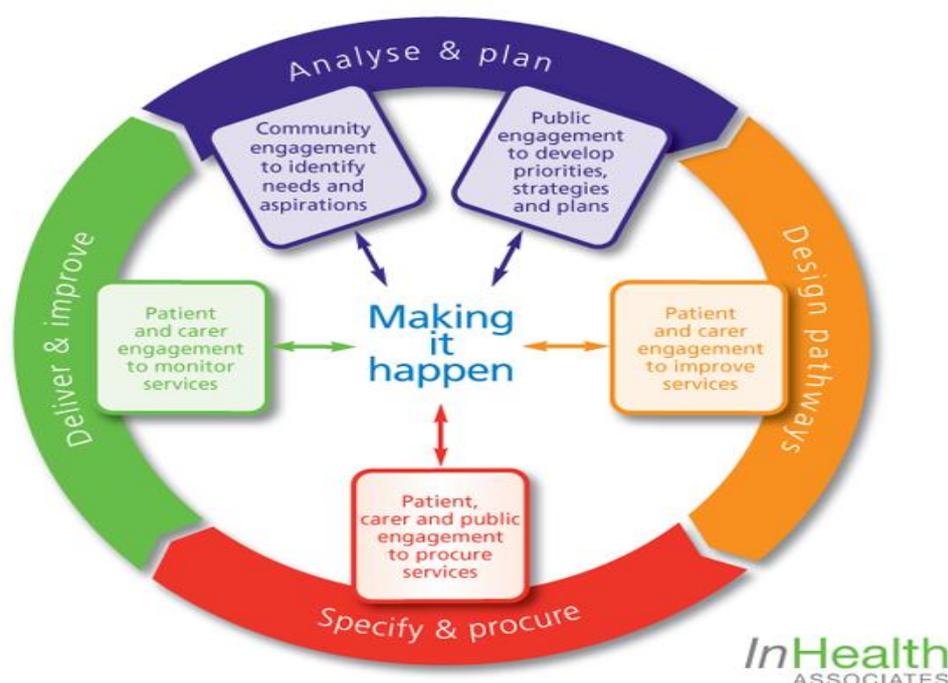
- Everyone deserves high quality public services that meet their needs
- Strategies and policies will reflect local priorities, needs and aspirations
- Embrace diversity and reduce health inequalities
- Promote effective partnership working
- Build on achievements of NHS Newham
- Inform, consult, involve, collaborate and empower
- Invest in community and patients' capacity to engage at all levels of decision-making



7. Our approach to communications and engagement

As an organisation led by local GPs, CCGs are in a unique position to hear what patients have to say. This valuable insight is used by the CCG Board and the organisation's Commissioning Committees to plan and develop health services that meet patients' needs. To ensure we do put patients first, we want to embed patient and public involvement in a systematic way throughout the organisation.

To do this, we will encourage staff to involve patients along the whole commissioning cycle as illustrated in the diagram below:



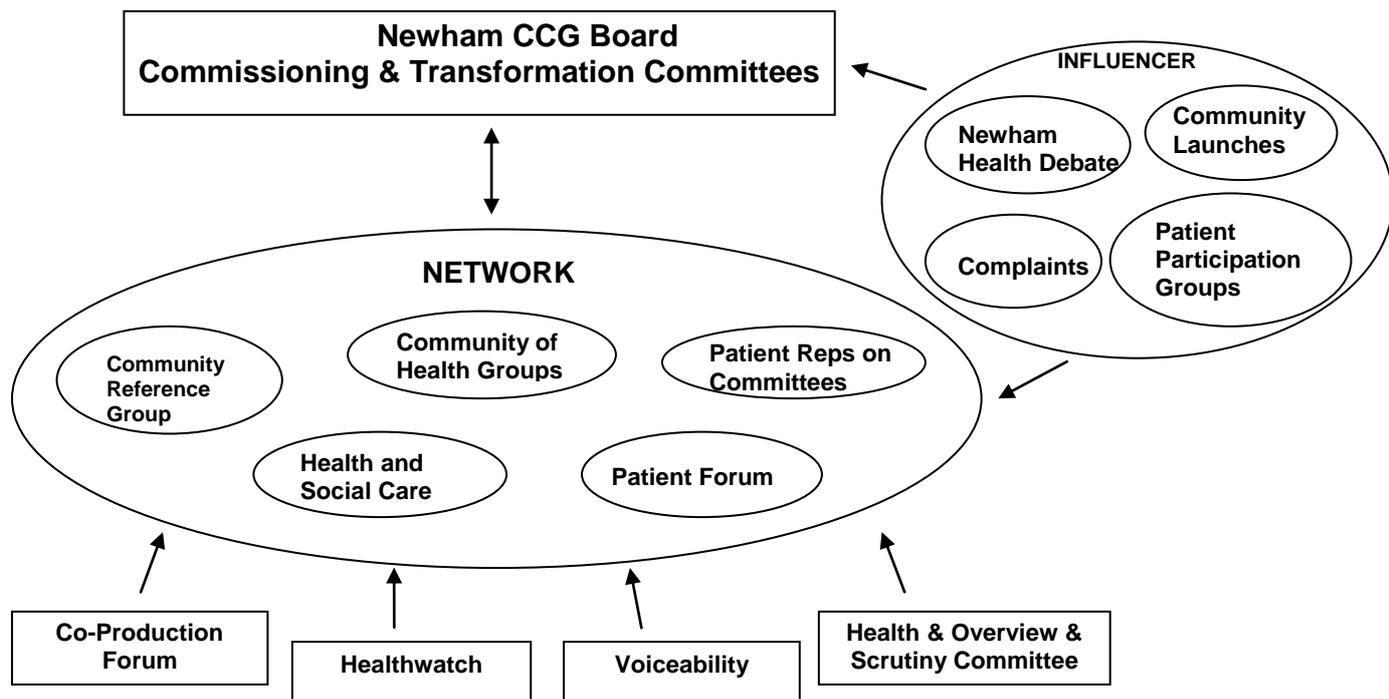
We expect all our decision making structures such as work streams and committees, to develop an engagement forward plan outlining how patients can get involved, as well as clearly demonstrate what impact patient voice will have. The engagement forward plan should explain how patients will be supported to participate in each stage of the commissioning cycle.



Our engagement structures

Newham CCG has already established a number of engagement structures to get people involved in what we do. The structures value a community engagement approach as we believe in a borough like Newham the tools that are specific to this type of engagement enable us to involve people in a more meaningful way.

The diagram below demonstrates the different ways the community will be able to influence and hold us to account.





How does it work?

Engagement Structure	Aims and activities
Community Reference Group	<p>For local residents and representatives from the voluntary sector and Healthwatch.</p> <p>Activities include:</p> <ul style="list-style-type: none"> • Working with Newham CCG staff to develop our Commissioning Strategic Plan which outlines the proposed direction, priorities and investments that the CCG will take. • An opportunity to take part in workshops to help us develop our commissioning intentions.
Patient Forum	<p>For Newham residents to get involved and have their say about health services.</p> <p>Activities include:</p> <ul style="list-style-type: none"> • Help us redesign services and monitor quality. • Learn about the way Newham CCG works. • Meet and talk to your local healthcare professionals and Newham CCG staff. • Give us feedback on the services we commission.
Health and Social Care Network	<p>Open to local community groups who provide health and social support, advice and information. As the voice of the voluntary sector, we want the network to tell us how we can improve services. On occasion we will ask members to give us feedback on what we do.</p>
Patient Reps on Commissioning and Transformation Committees	<p>We recruit Patient Reps on all our Committees.</p> <p>Activities include:</p> <ul style="list-style-type: none"> • Help us redesign services. • Ensure the patient voice is represented at the strategic level e.g. feedback on strategy papers. • Monitor commissioning decisions ensuring patient voice is heard.
Community Prescription Pilot	<p>Patients who have been identified by their GP as being at risk of developing diabetes are offered a wide range of free activities run by the Community of Health groups. Activities include, Tai Chi, Zumba, community gym, chair based exercise and gardening.</p>



<p>Newham Health Debate</p>	<p>Annual borough wide campaign to encourage people to have their say about local health services.</p> <p>Activities include:</p> <ul style="list-style-type: none"> • Survey to all households and services. • Borough wide event. • Outreach: stalls at community events, engagement activities with community and faith groups
<p>Community of Health Groups</p>	<p>An award programme that aim to build capacity, sustainability and share best health and social care practices, with the voluntary, community, faith and enterprise sectors.</p>
<p>Complaints</p>	<p>We will work with Healthwatch, Voiceability and providers to collate complaints data and use this information to monitor quality of services.</p>
<p>Community Launches</p>	<p>The launches provide a platform for the CCG to develop engagement and listening events with specific community groups who work with Carers, young people and vulnerably housed / homeless.</p>
<p>Patient Participaiton Groups</p>	<p>Based in the GP practice, Patient Participation Groups include Practice staff and patients who work together to discuss and find ways to make a positive contribution to improve the quality and experience of their surgery. We will help practice staff to set-up groups and provide training for members to help them in their role.</p>



8. Our communication and engagement objectives

We have developed six communications and engagement objectives which we have developed to deliver our CCG vision and goals and to meet the six domains of authorisation. The objectives are outlined below and a more detailed action plan is included in appendix one:

Objective 1: Champion robust clinical leadership by ensuring that our practices and our clinical leaders are actively involved in the development of our commissioning priorities and implementing them at practice-level

1. We will continue to prioritise protected learning time for clinical leads and run regular development sessions to ensure they are fully supported to deliver their roles.
2. We will explore new communication platforms such as social media so that our clinical leadership can engage with colleagues through more innovative ways.
3. Develop robust processes to ensure feedback from complaints, comments and PALS is shared appropriately with clinical leads and commissioning leads so that our commissioning decisions take into account and are informed by patient experience of services.
4. That at the beginning of the commissioning cycle we engage with clinical leaders to agree the context and the process by which to agree our commissioning intentions. Thereafter clinical leaders will be involved at every stage.

Objective 2: Pioneer and lead the way in establishing a community ownership approach to Patient and Public Engagement so that patients and the public influence our commissioning arrangements and decision-making processes

1. Develop strong and active Patient Participation Groups in every practice in the borough with aim of supporting PPG members to get involved in decision-making at cluster level meetings.
2. Build our Patient Forum and Community Reference Group as the main platforms for people participate in the key health debates that will shape the future of healthcare in Newham.
3. Champion the principles of this strategy across the CCG and ensure staff involve patients and the community across the whole commissioning cycle as illustrated in this strategy, and where there is a need provide training so that staff are fully supported and informed.



4. Champion our Newham Community Prescription model which we believe addresses the real determinants of health inequalities and will enable people with a long term condition to live well and independently.
5. Build the Newham Health Debate as the campaign for Newham residents to debate the key health issues so that they can shape the future of healthcare in Newham, integral to this will be getting our partners and providers to support and own the campaign.
6. Forge strong relationships between our community and CCG clinical leadership by working with the Forum of Health and Wellbeing, Healthwatch and the Newham Co-Production Forum to develop opportunities for working together.

Objective 3: Cultivate a strong ethos of working collaboratively with our providers and with our partnership commissioners encouraging them to become champions of our vision and what we do

1. To agree joint priorities through the Health & Well Being Strategy.
2. To organise Part 2 meetings for Commissioning Committees, when appropriate, for joint discussion with providers.
3. To work closely with the Health Overview and Scrutiny committee

Objective 4: Establish innovative and mass mobilization techniques to ensure we communicate and engage effectively with people across the borough

1. Develop an interactive and accessible website and ensure all our communications and engagement activities and campaigns are featured on the website.
2. Explore different ways to engage and involve such as exploring campaigns using social media particularly to reach young people and working people.
3. Work closely with partners to strengthen our approach to community engagement making use of all available structures.



Objective 5: Build a transparent and open culture with strong governance and CCG leadership so that the public and our stakeholders have confidence in what we do

1. Ensure our website is updated regularly and that the policies and governance section contains our key documents and policies so that the public have access to information that is relevant and timely.
2. To have a public participation on the agenda of all Board meetings. To hold all public meetings in public and in venues around the Borough.
3. To have a declaration of interest register for all Board Members to be published annually.
4. To hold an AGM and produce an annual report on CCG.

Objective 6: Actively promote equality and eliminate discrimination by engaging with a wider audience as mandated by the Equality Act 2010

1. Develop and implement an Equalities Strategy that prioritises key equalities service issues for all groups in the Borough .
2. Implement the Equality Delivery System across all work streams.



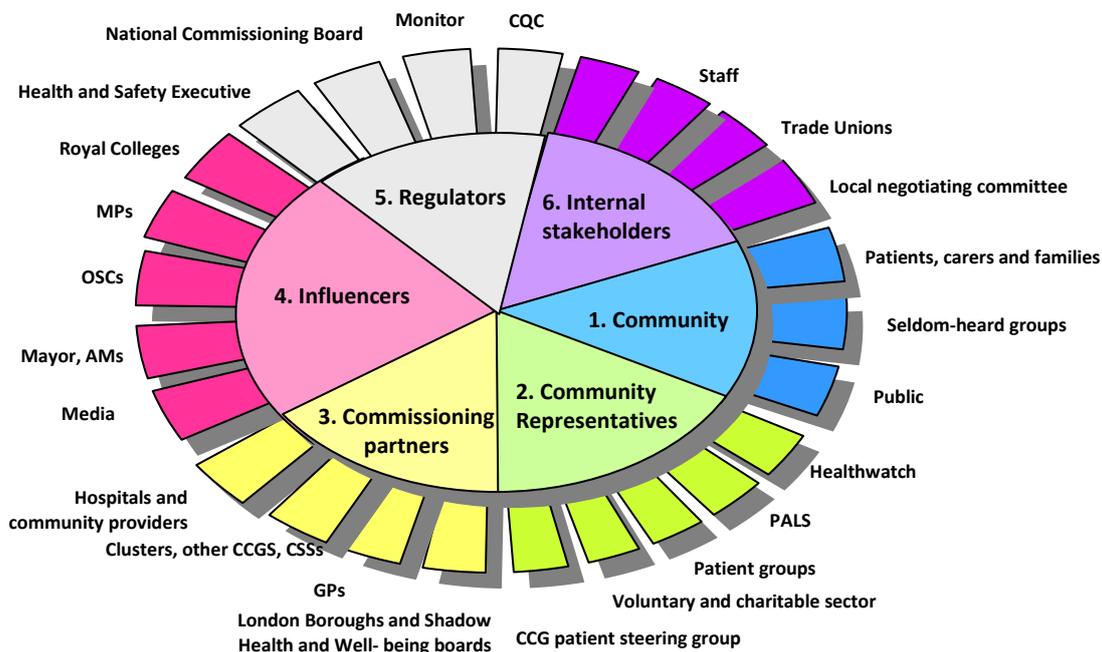
8. Stakeholder analysis

Understanding our stakeholders

Who are they?

Successful delivery of this communications and engagement strategy will depend on all our different stakeholders understanding what we do. To achieve this, we have to ensure we tailor our communication and engagement approaches to suit our different audiences.

The stakeholder landscape is complex in Newham, and this means we will have to think of more innovative ways in which to engage our different audiences. Our stakeholders fit across six categories as illustrated below, and we will have to develop suitable mechanism to engage the different stakeholders:



NB: Stakeholders have been identified as fitting into one category, but in practice some stakeholders fit into more than one category (such as MPs as influencers and representatives.)



9. Risks and mitigation

As a new organisation there are a range of risks that could impact the delivery of this strategy, these are presented below and includes what we are planning to do to mitigate these risks:

Risk	Mitigation	
Engagement approach is not owned by Board members and member practices	Board members and member practices will be involved in the development of engagement initiatives.	Low
Patient engagement is seen as an add on	We will champion this strategy, and expect staff to use its principles to guide them in all areas of their work.	Medium
Reinventing the wheel – engagement becomes a tick box exercise	We will reinforce the messages in this strategy and support staff to engage across the commissioning cycle.	Low
Usual suspects – unable to broaden participation	Explore new communication channels to widen participation, and will work with our community and local authority partners to deliver community engagement	Medium
Financial environment and austerity measures impacts on communications and engagement budget	Map low cost, high impact activities and establish a contingency budget and encourage allocation of resources to support communications activities	Medium



Appendix One: Communications and Engagement Action Plan

Initiative	Leader	Timescale
Objective 1: Champion robust clinical leadership by ensuring that our practices and clinical leaders are actively involved in the development of our commissioning priorities and implementing them at practice-level		
We will continue to prioritise protected learning time for clinical leads and run regular development sessions to ensure they are fully supported to deliver their roles.	Deputy Director, Quality	Monthly and ongoing
We will explore new communication platforms such as social media so that our clinical leadership can engage with colleagues through more innovative ways.	Communications Manager	June 2014
Develop robust processes to ensure feedback from complaints, comments and PALS is shared appropriately with clinical leads and commissioning leads so that our commissioning decisions take into account and are informed by patient experience of services.	Deputy Director, Quality	Ongoing
That at the beginning of the Commissioning cycle we engage with clinical leaders to agree the context and the process by which to agree our commissioning intentions. Thereafter clinical leaders will be involved at every stage.	Head of Governance & Engagement	June 2014
Objective 2: Pioneer and lead the way in establishing a community ownership approach to Patient and Public Engagement so that patients and the public are influence our commissioning arrangements and decision-making processes		
Continue to develop and support Patient Participation Groups and aim to establish a PPG in every practice in Newham	PPE Manager, Localities Lead, The Forum	May 2014
Develop capacity of residents involved in our engagement structures	PPE Manager, The Forum, Healthwatch	Ongoing
Establish PPG representation at cluster level so that patients are actively involved in decision-making and influence cluster plans.	PPE Manager, Localities Lead, The Forum	May 2014
Develop an engagement forward plan template and champion commissioning leads to embed through the Commissioning Committees and Transformation Programmes.	Head of Governance and Engagement , PPE Manager	November 2013
Ensure the CCG's commissioning intentions are shaped and developed in partnership with residents namely through the Community Reference Group.	Head of Governance Engagement, PPE Manager	Ongoing



Initiative	Leader	Timescale
Champion the CCG's approach to engagement using the principles and standards contained in this strategy to train and advise staff.	PPE Manager and patient representatives	January 2014
Continue to build the Community Prescription model as an innovative approach to address health inequalities.	Vice Chair, Senior Commissioning Manager, PPE Manager, The Forum	March 2014
Use feedback from Newham's community launches to shape the CCG's work programme.	Vice Chair, Head of Governance and Engagement, PPE Manager	January 2014
Embed patient involvement in our key Transformation Programmes – establish patient representation in the Integrated Care programme across whole engagement journey.	PPE Manager, The Forum	October 2014
Establish patient involvement mechanism in the new diabetes education service.	Diabetes Manager, PPE Manager	December 2013
Scope the development of a voluntary sector directory for GPs.	Vice Chair, PPE Manager, The Forum	January 2014
Establish partnerships with key groups to ensure their voices are heard e.g. carers, young people, vulnerably housed	Vice Chair and PPE Manager	Ongoing
Deliver the annual borough wide campaign The Newham Health Debate ensuring the campaign reflects the scope and needs of the new NHS environment.	Head of Governance and Engagement, PPE Manager, Senior Media Manager, SMT	July 2014 - dovetail with LBN Events
Develop a formal system through which feedback from patients including complaints and PALS issues shape our engagement work. Working with Healthwatch, Voiceability and providers' PALS and Complaints teams.	PPE Manager and Quality and Development Manager	February 2014
Support staff with engagement initiatives ensuring activities reflect the principles contained in this strategy.	PPE Manager, The Forum	Ongoing



Objective 3: Cultivate a strong ethos of working collaboratively with our providers and with our partnership commissioners encouraging them to become champions of our vision and what we do		
Initiative	Leader	Timescale
To agree joint priorities through the Health & Well Being Strategy.	Chief Officer	May 2014
To organise Part 2 meetings for Commissioning Committees, when appropriate, for joint discussion with providers	Management Leads: Jane Lindo, Scott Hamilton, Chetan Vyas, Satbinder Sanghera	Ongoing
Objective 4: Establish innovative and mass mobilization techniques to ensure we communicate and engage effectively with people across the borough		
Scope and develop social media platforms to engage different stakeholders.	Media Manager, PPE Manager	Ongoing
Develop formal working relationships with LBN's engagement structures and explore synergies particularly in the development of the Community Hubs.	PPE Manager	Ongoing
Explore different community engagement approaches particularly to widen participation.	Vice Chair, PPE Manager	Ongoing
Develop a community outreach forward plan to share with CCG staff.	PPE Manager, The Forum	December 2013
Scope joint working with provider engagement teams and neighbouring borough CCGs.	PPE Manager	April 2014
Objective 5: Build a transparent and open culture with strong governance and CCG leadership so that the public and our stakeholders have confidence in what we do		
Ensure website is updated regularly and that the policies and governance section contains our key documents so that the public have access to information that is relevant and timely.	Governance & IT Manager	Ongoing
To have a public participation on the agenda of all Board meetings. To hold all public meetings in public and in venues around the Borough.	Board Secretary	Ongoing
To have a declaration of interest register for all Board Members to be published annually.	Board Secretary	Ongoing
Objective 6: Actively promote equality and eliminate discrimination as mandated by the Equality Act 2010		
Develop and implement an Equalities Strategy that priorities equalities	Head of Governance & Engagement	June 2014
Implement the Equality Delivery System across all work streams	Head of Governance & Engagement	April 2014

