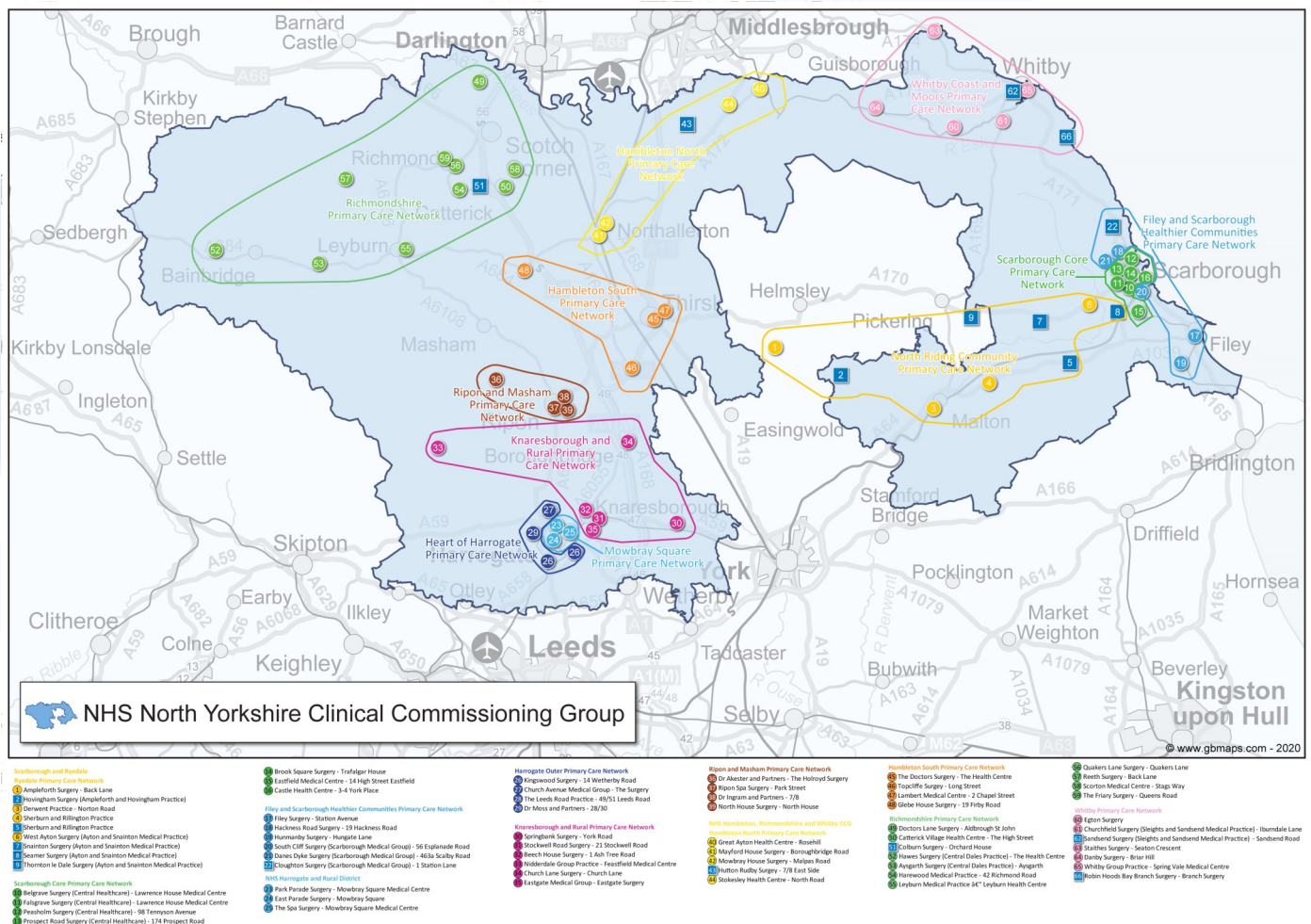


# Communications and Engagement Strategy 2020-2025





## OUR VISION

“Working together for healthier lives in North Yorkshire.”

- NHS North Yorkshire CCG buys local health services on behalf of 425,000 patients registered with 51 GP practices in North Yorkshire
- Our governing body comprises 16 members, six of whom are local GPs
- We are a new organisation which came into existence on 1 April 2020. We replaced NHS Hambleton, Richmondshire and Whitby CCG, NHS Harrogate and Rural District CCG and NHS Scarborough and Ryedale

## About the CCG

CCG which have now been disestablished

- We directly employ about 210 members of staff based in a number of offices including Harrogate, Knaresborough, Northallerton, Scarborough and York
- We have a dedicated team of communications and engagement professionals committed to delivering the CCG's ambition to be a leader in engagement, communications and patient relations

This document is a five year strategy, although the action plan will be reviewed every year. Details of progress will

be available on the NHS North Yorkshire CCG website and will be included within the CCG annual report.

## REVIEWING OUR ACTION

“Progress against the action plan will be reported to the Governing Body twice a year.”

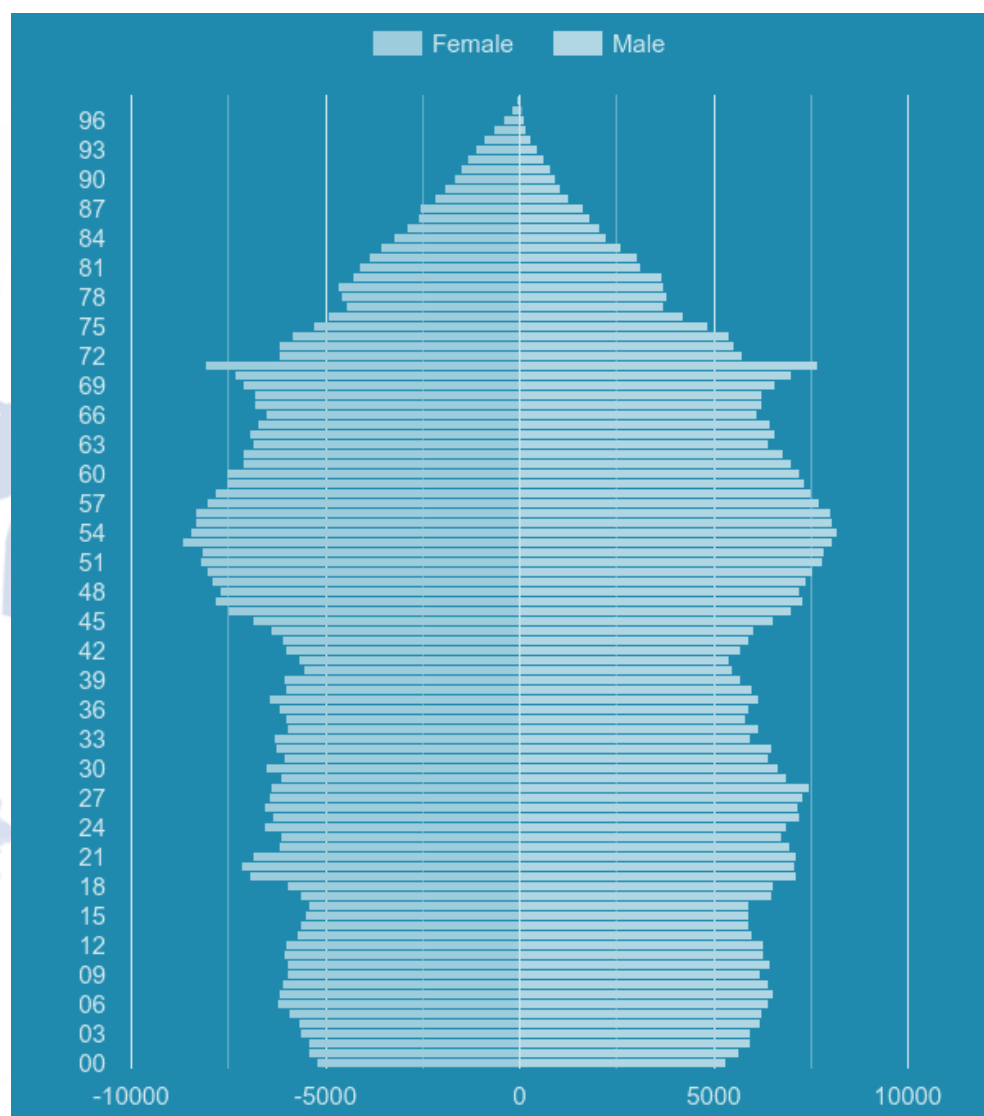
# Our challenges

**WE** COMMISSION services for a wide area, parts of which are very rural and other parts which are highly urban. There is a higher than average proportion of older people in our population and levels of disadvantage in some areas are very high. As a commissioner we face particular challenges from an ageing population and increasing demand for health services.

Local health inequalities are high in some areas and it is often difficult to recruit for health and social care roles locally.

In line with other NHS and social care organisations we face increasing financial pressures. We are therefore seeking to meet these challenges head on, by working with our partners to find new and innovative ways of delivering health services.

**North Yorkshire population pyramid shows the distribution of various age groups in a population in 2018. Females are shown on the left, males are shown on the right.**



## OBJECTIVES

“Through robust communication and engagement, we aim to achieve excellent relationships with patients, carers and our partners.”

# Purpose of this strategy

**E**VERYONE has a stake in the health of their community. Health matters to people and we want effective communication and engagement to be at the heart of what we do.

This is the first communications and engagement strategy produced by NHS North Yorkshire CCG. In developing this strategy we have looked to learn from best practice and capitalise on past experience. We are also developing this strategy at a time when the world is responding to the COVID-19 pandemic. We are looking at lessons learned to embed inclusiveness and resilience for the future to inform our approach.

We want to listen to our patients, their carers and representatives to make sure we secure the best quality services we can with the resources we have available.

### Our Communications and Engagement Aims

- Uphold our commitment to “no decision about me, without me”
- Listen and take patient experiences into account



when we are developing local healthcare services

- Communicate to ensure our staff, partners and patients are kept informed, with access to information people need, when they need it
- Recognise potential barriers to communication and engagement and be open and accessible to all of our community

### Our Objectives

- To use patient and community perspectives and experiences to improve the quality of our commissioning and improve health outcomes
- To build confidence in the organisations and raise awareness and understanding of the CCG, its role and the challenges
- To build excellent relationships with patients and our partners

## Communicating with our staff

We recognise we need to communicate effectively within our organisation as well as more widely within our community.

### Our internal communication aims

- To actively involve staff in developing internal communication
- To contribute to staff morale through effective engagement and communication across all parts of the organisation
- To create the culture and opportunities to encourage staff to be involved and engaged with the key activities of the CCG
- To ensure staff are well informed and have the information they need, when they need it



## EQUALITY

The Equality Delivery System (EDS) was commissioned by the national Equality and Diversity Council in 2010 and launched in July 2011. It is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010. The EDS was developed by the NHS, for the NHS, taking inspiration from existing work and good practice.

## Our duties



**W**E have legal duties under the Health and Social Care Act 2012 to enable:

- Patients and carers to participate in planning, managing and making decisions about their care and treatment through the services we commission
- The effective participation of the public in the commissioning process so that services reflect the needs of local people

This includes things like consulting on our commissioning plans, taking account of findings from Healthwatch, including “lay members” on our Governing Body, involving patients in decisions about their care and involving the public on changes that affect patient services.

The NHS Constitution (2010)

also places duties on us and sets out rights for patients to be involved in the planning of healthcare services, the development of proposals for changes in the way services are provided and decisions made affecting the operation of services.

Equality lies at the heart of the NHS and we also have duties under the Equality Act 2010 to promote the fair treatment of people regardless of any “protected characteristic”, such as race, gender, religion, sexuality or disability.

We also take account of the Equality Delivery System for the NHS (EDS) which is a tool that helps us understand how equality can drive improvements and strengthen the accountability of services to patients and the public.

## THE TEAM

The CCG is committed to embedding communications and engagement into the fabric of the organisation. There is a dedicated specialist team to support these objectives and provide leadership, guidance, advice, and delivery across all key communications and engagement activities.

## Our approach

### Communications and engagement governance

#### Lay member

The work of the Communications and Engagement Team is assured to the Governing Body by the Lay Member for Patient and Public Engagement. This role is appointed in open competition to a pre-determined job description and person specification. The Lay Member is responsible for presenting the activities of the Team to the Governing Body for its assurance in order to provide evidence the CCG is fulfilling its statutory duty on patient and public participation. This is a standing item on the Governing Body agenda.

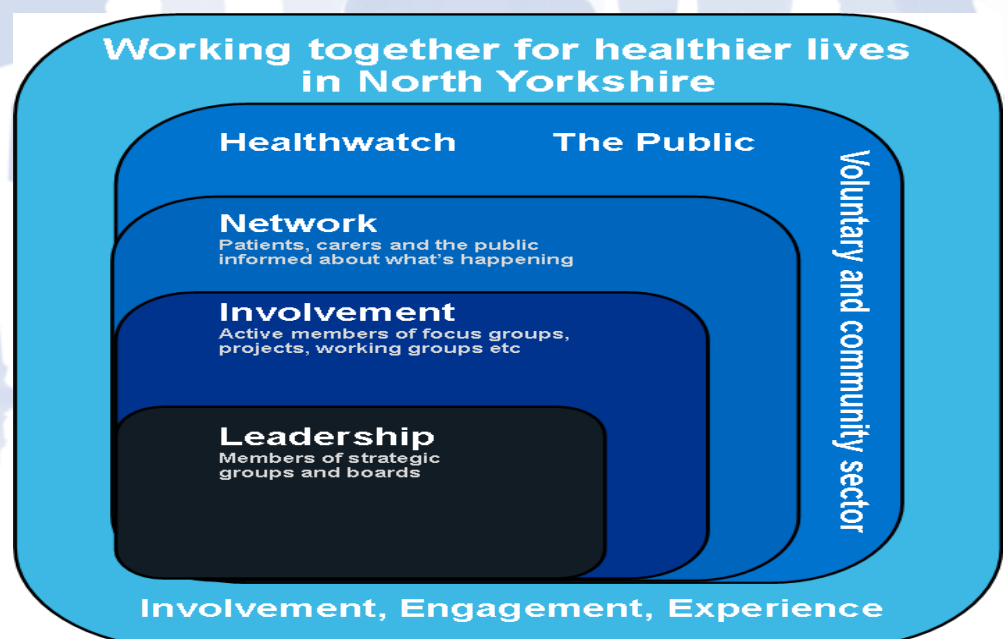
#### Operational Oversight

The communications and engagement operational function is overseen by a small internal group of senior leadership, clinical representation and the Lay Member for Patient and Public Engagement. This group helps ensure work undertaken

meets the statutory and strategic objectives of the CCG. There is an aspiration for the function to be part of a wider group of system partners to ensure consistency of communications and engagement activity across the Integrated Care System where appropriate.

#### Access to Communications and Engagement support

Support for CCG project activity is requested through a Communications Initiation Document. Requestors are asked to share information about the project, including how it aligns with CCG strategic objectives, target audiences and project outcomes. Guided by the oversight group, the Communications and Engagement Team provides support and guidance on how best to achieve these outcomes, making best use of resources available and ensuring alignment to our objectives.



## 10 ACTIONS

There are 10 key actions which help us to embed involvement in our work:-

1. Involve the public in governance
2. Explain public involvement in commissioning and business plans
3. Demonstrate public involvement in annual reports
4. Promote and publicise public involvement
5. Assess, plan and take action to involve
6. Feed back and evaluate
7. Implement assurance and improvement systems
8. Advance equality and reduce health inequalities
9. Provide support for effective involvement
10. Hold providers to account

You can find out more in NHS England's [Patient and Public Participation in commissioning health and care statutory guidance for clinical commissioning groups and NHS England](#)

## Our approach

### How communications and engagement is delivered within the CCG — Engagement Cycle

**T**HE engagement cycle is a useful tool to help us develop and evaluate engagement with patients, public and our communities at both a strategic and operational level. The model identifies five stages when patients and the public should be engaged in commissioning decisions and we use this model to help us plan engagement at the right stage in the process and improve our planning and delivery of services.



### Why engagement is important

- **Business** – engaging people at the appropriate time makes sound business sense and enables better decision-making
- **Social and political** – good engagement can lead to more trusting and confident relationships with local partners
- **Health** – patient and public engagement can deliver improvements, such as more responsive services, improved outcomes, a better patient experience, shared decision-making and self-care
- **Legal** – There is a statutory duty for clinical commissioning groups (CCGs) to engage patients and public



## OUR VIRTUAL NETWORK

The CCG has a virtual engagement network, The Loop, which enables people to get involved and have a say in how local health services are commissioned. The Loop is a great way to remain up to date with CCG activities and to share views on developments. Anyone can join The Loop at [www.northyorkshireccg.nhs.uk/get-involved/the-loop/](http://www.northyorkshireccg.nhs.uk/get-involved/the-loop/)

# Our approach

## Engaging and communicating with Communities and Patients — Engagement

**W**E recognise that one size does not fit all and engaging effectively means using different methods to meet the differing needs and preferences of our community including making good use of ever improving digital engagement options. When engaging we will assess our audiences and develop an approach that makes it easy for patients and public to engage in an accessible and appropriate way.

### Examples of the way we will engage

- **Virtual network.** This is a network of people with an interest in local health issues. The network is free for anyone to join and we will review our membership each year.
- **Patient Partner Networks.** Patients are an important consultee in health care decision-making. We will bring together groups of patients representing GP practices and provide two way communication between the groups and the CCG.
- **Partner working with existing groups.** We will continue to build relationships with existing volunteer, community and patient representative groups to ensure we fully access the knowledge and experience of our local community organisations and their members to help us make the best decisions for local people.
- **Patient views and insight.** We will aim to make use of the data and information that already exists such as previous consultations, feedback from complaints or patient experience data. We will also use a variety of methods to capture feedback from patients and the public. This will include specific consultation with service users affected by any changes and might include surveys, focus groups, roadshows, specific events and meetings, patient journeys or one to one interviews.
- **Innovative methods.** We will use the Commissioning Maze - a simplified simulation of some of the complex commissioning decisions that are made on a regular basis - and other virtual tools to help plan healthcare in the future.
- **Social media.** Social media is an important strand of engagement on some issues and helps extend the reach of our activities. We will fully integrate social media and digital solutions into all of our communication and engagement as appropriate to support our activities.





## OUR WEBSITE

The CCG website is a key source of information for patients, their families and carers, as well as being a useful engagement tool. You can find our website at [www.northyorkshireccg.nhs.uk](http://www.northyorkshireccg.nhs.uk)

# Our approach

## Engaging and communicating with Communities and Patients — Communications



**W**E use a variety of channels to share information and to let people know about opportunities to get involved.

### The way we communicate

- **CCG website.** This is a key source of public information. We will keep our website up to date, relevant and easy to use.
- **News media, including print and radio.** As well as responding to press enquiries we will continue to work with the news media to promote understanding about our work.
- **Annual Reporter.** Each year we will produce a public facing “newspaper” style document highlighting key points from our annual report, as well as future plans, in a more accessible format.
- **Public meetings and events.** This includes our interactive Annual General Meeting, which is geared towards public participation. We will continue to ensure venues are accessible and provide appropriate provision, such as hearing loops, to encourage participation.
- **Social Media.** We use Facebook, Twitter and Instagram to promote the work of the CCG and share wider information from the NHS and other partners.
- **Digital engagement.** We will continue to evolve to make fuller use of digital engagement to complement face to face activities as technology develops.

We comply with the NHS Accessible Information Standard to ensure the material we produce is accessible and easy to read. We will always provide translations and alternative formats where requested.

## OUR PARTNERS

We are committed to working with our partners so we can develop the best possible services for the communities we look after. A key to that success is good communications and engagement done in a timely manner.

# Our approach

## Engaging and communicating with our partners

**E**FFECTIVE partnership working is a key objective — we cannot deliver good health outcomes working alone. We are committed to working collaboratively with a wide range of people and organisations as part of our commissioning role.

### North Yorkshire County Council Scrutiny of Health Committee (SOHC)

We will continue to maintain and develop a good working relationship with the SOHC. In particular, we will consult the SOHC in a timely manner where there are significant proposals and changes to services, and provide good quality information to inform decision making.

### North Yorkshire Health and Well Being Board

We will continue to be a committed and active member of the Board, working with partners to address local health needs and inequalities and improve health and social care services.

### Healthwatch North Yorkshire

We will continue to support Healthwatch and its important work and role in promoting and encouraging the involvement of local people in scrutinising local health and care services and shaping their design.

### Health and Care Partnerships

We will work with our Health and Care and integrated care system partners across the Humber Coast and Vale and neighbouring areas to ensure aligned activity and effective information sharing.

### Voluntary Sector Organisations

They have an interest and

influence in local health care and also have a key role to play in service delivery. We recognise the valuable insight and feedback in relation to health services and issues which the voluntary sector can provide. We will maintain and develop strong relationships with the voluntary sector infrastructure organisations. We will also continue to engage with a range of individual voluntary and community sector groups through our community development networks.

### Elected representatives

We will brief local MPs and councillors about key health issues and service changes, as well as respond proactively to correspondence received.

### Local Authorities

We will build on our established strong relationships with North Yorkshire County Council and district councils. We will carry on sharing intelligence and knowledge to enable ourselves and partners to tackle some of the complex issues which underpin disadvantage and health inequalities in our area.

### Service Providers

We will continue to communicate and engage with service providers, partners and colleagues in the wider health service.

## STAFF GROUP

We are committed to staff taking an active role in internal communications and engagement. With a clear mandate from leadership our staff engagement group is at the heart of internal engagement and communications, helping to shape the internal conversation and ensure effective staff involvement in the CCG's activities and decision making.

# Our approach

## Communicating with our staff and colleagues

**W**E recognise the need to communicate effectively with colleagues and ensure people across the organisations are kept involved in key developments with ample opportunities to share their views.

With colleagues working across multiple sites and remotely we are continually working to ensure we are making best use of available technology and

introducing innovations to keep people connected. Some of the key mechanisms we use to engage and communicate include:

- An active staff engagement group
- Regular 'all-staff' meetings
- Staff newsletter
- Regular staff surveys with organisational feedback
- Team meetings
- 'Away days'
- Weekly GP e-newsletters



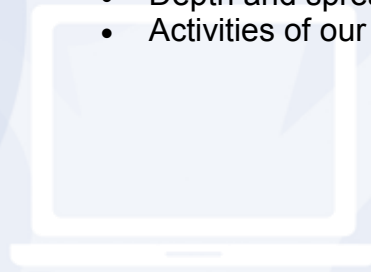


# Evidencing our work

**W**E WILL evaluate our effectiveness through a varied evidence base, including:

- Monthly communications and engagement dashboard
- Surveys and evaluations

- Social media (Facebook, Twitter and Instagram) and web analytics
- Public and partner feedback
- NHSE performance indicators
- Depth and spread of engagement
- Activities of our Patient Partner Network



## Our priorities

### Acute Commissioning

#### North Yorkshire Strategic Objective

- We will ensure access to high quality hospital-based care when needed

#### Communications and engagement team priorities

- Plan and deliver consultation, communication and engagement to support service change, improvement and reconfiguration
- We will ensure communication of referral pathways and patient choice
- We will promote messages around early intervention and appropriate access to services such as NHS111 and primary care

#### Actions

- Develop and implement communications and engagement plans to meet the service improvement and reconfiguration requirements taking into account local sensitivities and reputational risk
- Evaluate and feedback communications and engagement results clearly and in a timely way
- Regular communication to stakeholders and wider public through digital and traditional media to support patient choice and to direct patients to appropriate services

#### Outcome measures

- Comprehensive communications and engagement plans
- Evidence of public and patient engagement in developing our communications and engagement plans
- Evidence of appropriate feedback, evaluation and 'you said, we did'
- Frequency and reach of stakeholder bulletins, social media posts and communication with media

# Our priorities

## Engagement with partners and stakeholders

### North Yorkshire Strategic Objective

- We will build strong and effective relationships with all our communities and partners

### Communications and engagement team priorities

- Deliver best practice engagement with our communities, partners and stakeholders to ensure that we work together for healthier lives in North Yorkshire
- Innovate our approach to engagement to ensure we are reaching diverse populations, with a committed focus to improving engagement with often unheard groups
- Raise the profile of patient and carer experiences whenever we can

### Actions

- Deliver ongoing engagement with our local population to support CCG activities
- Regular collaboration with partners to ensure consistency of messaging and shared engagement where appropriate
- Proactively understand our population to ensure that our engagement and communications are targeted and meaningful by taking account of Joint Strategic Needs Assessment and other demographic data
- Seek out opportunities for innovative engagement particularly exploring more virtual and digital options
- Take an approach which focuses where possible on going where our population are – especially with reference to seldom heard sections of our communities
- Use of surveys, public meetings (where appropriate), and 'you said, we did'
- Maintain an up to date, relevant and accessible website
- Regularly brief partners and stakeholders including to MPs and North Yorkshire County Council Scrutiny of Health
- Provide support for effective public involvement including induction and training to enhance their participation
- Enhance understanding of the local community and taking health inequalities into consideration when planning engagement.

### Outcome measures

- Involve the public in governance where that is possible
- Inclusive, deliverable and transparent communication and engagement plans, responsive to local demographics
- Regular, well attended and positively reviewed Patient Partner Network meetings across the CCG geography
- Patient Partner Network agenda and minutes published on our website
- Enhanced virtual engagement and other innovative ways to reach the population including use of the Commissioning Maze
- Comprehensive and current stakeholder map and schedule of local meetings
- Surveys produced, results analysed and evidence of feedback to the public
- Proportionate number of survey response when the CCG engages with members of the public
- Accessible and current website with increasing levels of traffic
- Evidence of regular briefings
- Sustained growth in membership of "The Loop"
- "The Loop" database kept current, with an annual cleanse
- Sustained growth in social media

# Our priorities

## Financial sustainability

### North Yorkshire Strategic Objective

- We will work with partners to transform models of care to deliver affordable, quality and sustainable services

### Communications and engagement team priorities

- We will provide communication and engagement support for CCG fiscal initiatives such as use of over the counter medicines, self-care, social prescribing and prevention including nudge and behaviour change messaging to encourage the public to make financially responsible decisions around access to services

### Actions

- Develop communications plans to support CCG fiscal programmes
- Design bespoke toolkits and resources
- Utilise national materials where relevant
- Use digital and traditional media to share information and empower the public to help sustain the NHS

### Outcome measures

- Effective engagement with the media (positive and neutral coverage)
- Pick up and use of bespoke toolkits
- Evidence of active engagement with our social and digital materials
- Positive impact on CCG financial position



# Our priorities

## Integrated community care

### North Yorkshire Strategic Objective

- With our partners and people living in North Yorkshire we will enable healthy communities through integrated models of care

### Communications and engagement team priorities

- We will work in partnership with our local authority and community groups to ensure we are actively promoting population health management through health and social care initiatives and targeted communications and engagement activities
- We will ensure parity of physical and mental health and wellbeing through consistent activity which shines a light on mental health

### Actions

- We will meet regularly with local authority, health and wellbeing and Healthwatch partners to identify opportunities for joint and collaborative working including sharing learning and best practice
- We will share intelligence across system partners to help ensure a shared and joined-up approach to health and care
- We will deliver a sustained multi-media campaign dedicated to mental health and wellbeing, particularly aiming to erode traditional reluctance to discuss mental health conditions including advice on self care, winter health and a range of public health campaigns

### Outcome measures

- Number of and attendance at meetings, together with positive feedback
- Evidence of joint communications plans, campaigns and releases
- Volume of activity related to mental health and engagement with it

# Our priorities

## Vulnerable people

### North Yorkshire Strategic Objective

- We will support everyone to thrive in the community

### Communications and engagement team priorities

- We will adopt relevant and varied engagement and communication mechanisms which take account of those vulnerable and seldom heard sections of the community to ensure that their views are heard and represented
- To overcome limited access to transport and people living in remote areas
- The CCG demonstrates how it has worked with partners to enhance engagement, particularly with those who experience the worst health outcomes

### Actions

- Ensure at all times we provide information that is accessible including easy read and translation on request
- Browsealoud on website
- Go where groups are to facilitate their participation
- Ensure up to date and accessible stakeholder information so that vulnerable and seldom heard groups can be easily identified and contacted

### Outcome measures

- Collect Equality information on people who we engage with ie: "About me section of survey
- Demographic monitoring is in place for public involvement and is used to inform improvement
- Evidence that Browsealoud is being accessed on the CCG website

# Our priorities

## Strategic commissioning

### North Yorkshire Strategic Objective

- To take the lead in planning and commissioning care for the population of North Yorkshire by providing a whole system approach and to support the development of general practice.

### Communications and engagement team priorities

- We will work with providers and partners to ensure joint communication and engagement approaches to support whole system working. This will allow consistency of messages and approaches to deliver joined up communications to our stakeholders
- We will work with our GP community to deliver communications support to practices which will enable them to maximise their services and embed new ways of working where possible
- Provide support for effective involvement - Patient Partner Groups – deliver training

### Actions

- Regular contact with key providers and partners through ICS and other mechanisms
- Promote GPs' new ways of working to the public via media, social media, short podcasts etc.
- Work with Healthwatch and other patient representative partners - develop new relationships and build on existing relationships
- Identify opportunities for joint activities with our partners so that wherever possible we have conversations once with local people
- Share intelligence and insight gained between partners

### Outcome measures

- Evidence that a range of partners, for example patient groups and volunteer and community partners, have been involved in developing and implementing CCG plans for commissioning
- Active participation in community groups and forums
- Our commissioning plans are published and transparent



# Our priorities

## Well governed and adaptable organisation

### North Yorkshire Strategic Objective

- In supporting our objectives we will be a well governed and transparent organisation that promotes a supportive learning environment

### Communications and engagement team priorities

- Involve the public in governance
- Hold an annual general meeting to share achievements and future aspirations
- Ensure that staff receive regular, relevant and timely internal communications
- Ensure internal communications encourage a supportive and learning culture
- We will communicate externally with our stakeholders and partners using a range of mechanisms to promote an open and transparent culture
- Learn lessons from its engagement and communication activity and respond accordingly
- Ensure that people who engage with us are fully supported to do so

### Actions

- Promote and support a colleague-led staff engagement group empower to shape the internal activities
- Regular staff bulletins, all staff meetings and 'away days' to ensure fluid communications through the CCG
- Targeted staff surveys with related action plan to ensure evidence based decision making
- Promote and encourage professional development and continuous learning
- Regular and ad hoc stakeholder communications
- Develop reactive and proactive media releases and statements to ensure visibility and understanding of our work
- Actively seek to provide media comment and/or interviews on request to ensure decisions are transparent and can be scrutinised by stakeholders and the wider population

### Outcome measures

- Establish an active staff engagement group
- Positive engagement scores from staff
- Demonstrate public involvement in annual reports – how the public has influenced our work over the reporting period
- Produce a summary version of our annual report and accounts to provide easy to access information about the work of the CCG
- The CCG reviews its involvement activity, including how effective it has been, and takes action in response to what it has learnt.
- Evidence available so people are aware of how to get involved
- Receiving positive external evaluation on consultation processes

# Join The Loop

Listening to the views of patients, carers and families is essential to ensuring the health services we commission are fit for purpose and meet the needs of the local population.

Putting patients at the heart of our decision making process is paramount.

The Loop is a virtual engagement network of patients, carers and the wider public with interests in health services funded by NHS North Yorkshire Clinical Commissioning Group.

It's free to join and you get first-hand information about the work of the CCG and developments to health services across North Yorkshire.

## What does membership involve?

As a member you will:

- receive a monthly stakeholder newsletter (electronically) with the latest news and events
- have the opportunity to contribute your views via:
  - ⇒ surveys
  - ⇒ focus groups and conversations
  - ⇒ events and meetings
  - ⇒ Membership is completely free and you can choose how much to get involved

## How to join

You can join The Loop today by completing an online form from our website:

[www.northyorkshireccg.nhs.uk/home/get-involved/the-loop/](http://www.northyorkshireccg.nhs.uk/home/get-involved/the-loop/)

Please note that this is a virtual group as we aim to preserve the environment and CCG resource by sending all correspondence by email. We appreciate that not everyone has access to email, therefore if that applies to you and you would still like to get involved, please contact us and we'll explain the best way to do so.

We look forward to welcoming you to The Loop very soon. For queries or further information please contact us: email [nyccg.theloop@nhs.net](mailto:nyccg.theloop@nhs.net).

### North Yorkshire Clinical Commissioning Group

1 Grimbald Crag Court

St James Retail Park

Knaresborough

HG5 5QB

[www.northyorkshireccg.nhs.uk](http://www.northyorkshireccg.nhs.uk)

[NYCCG.Enquiries@nhs.net](mailto:NYCCG.Enquiries@nhs.net)

### Hambleton, Richmondshire and Whitby locality:

01609 767600

### Harrogate and Rural District locality:

01423 799300

### Scarborough and Ryedale locality:

01723 343660