



Sherwood Forest Hospitals  
NHS Foundation Trust

# **Sherwood Forest Hospitals NHS Foundation Trust Engagement and Involvement Strategy 2018- 2021**

## 1.0 Background

This strategy sets out the Engagement and Involvement focus for the next three years in order to achieve our vision of dedicated people delivering outstanding healthcare for our patients and communities. For the avoidance of doubt, this strategy defines the use of the term 'public' to incorporate patients, their friends and families (including carers) and anyone living in the communities served by Sherwood Forest Hospitals NHS Foundation Trust.

In particular this will focus on moving our relationship with the public through the 3Ts of communications as set out below:

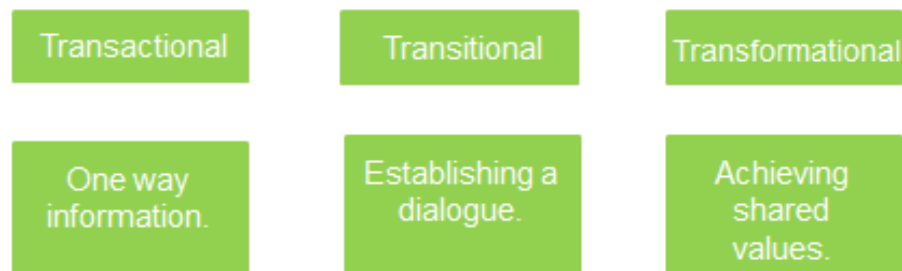


Figure 1: 3Ts of community engagement (adapted from Bowen et al 2010)

Looking at our messaging to the public and patient involvement, we have moved in the last 12 months from the transactional to transitional due to the establishing of new channels such as the Forum for Public Involvement. However while this is an improvement, it is fair to say this is not being done consistently and is still being performed at a corporate level rather than filtering down to divisional levels. This is not meant as a criticism as it takes time to embed true public and patient involvement.

Over the next three years we aim to move to transformational by focusing on structured communications and opportunities for involvement with the public and patient aspiring to the two-way symmetric model of communication between stakeholders (Grunig and Hunt, 1984). Having open and transparent conversations that allow honest two-way dialogues will mean we have a greater understanding of what our communities need, and our communities have a greater understanding of how we work and an ability to influence our work. This should be inclusive of all members of our communities.

This strategy aims to focus on delivering the Trust's strategic priorities below:

- 1: To provide outstanding care to our patients.
- 4: To get the most from our resources.
- 5: To play a leading role in transforming local health and care services.

Corporately this underpins elements of the Quality Strategy which is reported through the We Stand Out workstream of the Advancing Quality Programme Oversight Group, specifically under the programme: 'Stakeholders are involved, engaged and able to contribute to improving the quality of care.' This campaign aims to change behaviours and the way care is delivered to impact positively on how care is experienced by those who use

and depend upon the services we provide and to respond to the invaluable insight our patients, their families and carers offer.

## 2.0 Aim and Objectives

The aim of this strategy is to create a culture at our Trust that actively encourages public participation and a two-way dialogue. We believe that by doing this it will improve patient experience, make services more open and build better relationships between us and the communities we serve.

It is an exciting time to be involved in this as we are reviewing our overarching Trust strategy and engaging with the public and staff on this throughout Quarter 3 of 2018/19, NHS England is consulting on priorities for the 10 year funding plan for the NHS with NHS staff and public with headlines expected in the November 2018 budget and more consultation and detail by March 2019. The Better Together Alliance is also reviewing its communications and engagement with a focus on improving how it involves its communities.

Given the fluidity of the current landscape with these different but important pieces of work happening, the 3Ts will be used as an overarching structure to plan actions which will fulfil the below four key objectives:

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### Key Objectives

#### Objective 1

Establish a structured plan for public involvement that is inclusive to all by the end of 2018.

#### Objective 2

Have all the Patient FFTs above 98% by 2021.

#### Objective 3

By 2021 service developments and plans of care are co-designed with patients and service users

#### Objective 4

By 2019/20 more than 90% of patients will report they were involved in the planning and delivering their care.

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## 3.0 Next Steps

The key events coming up that will potentially impact on this strategy:

Impacting Issue	When
Engagement work from Better Together Alliance	From October 2018
Detail from the NHS 10 Year Funding Plan	November 2018 – March 2019
Detail from SFH Strategy Engagement	January-February 2019

A joined up approach to engagement is being planned across the organisations in the Better Together Alliance but also will be incorporating work with key partners such as

Healthwatch and the third sector. The aim of this is to create a best practice standard for engagement across the Mid-Nottinghamshire area that will be replicated for any workstream within the Better Together Alliance.

Separate to this NHS Improvement has launched its Patient Experience Improvement Framework which enables organisations to carry out an organisational diagnostic to establish how far patient experience is embedded into its leadership, cultural and operational processes.

It is felt that this is an important tool we should be adopting and therefore a large amount of effort will be focused on this in order to create a gap analysis on where we are performing well and where we can improve which will further inform this strategy.

## 4.0 Tactical oversight

	Transactional (one-way information)	Transitional (establishing a dialogue)	Transformational (achieving shared values)
<b>Objective 1</b> Establish a structured plan for public involvement that is inclusive to all by the end of 2018.	Monthly stakeholder newsletter. Monthly FT members' newsletter. Service level surveys. National surveys (e.g. maternity, inpatients, cancer patients).	SFH Strategy engagement workshops Forum for Public Involvement (FPI) monthly meetings FPI members taking part in PLACE audits Meet Your Governor monthly events	FPI member also member of PSQG or Quality Committee.
<b>Objective 2</b> Have all the Patient FFTs above 98% by 2021.		Use feedback from the above to inform divisions and departments on areas to improve.	Gap analysis from the NHS Improvement Patient Experience Improvement Framework.
<b>Objective 3</b> By 2021 service developments and plans of care are co-designed with patients and service users.		Work within the Better Together Alliance. Work within the STP.	Gap analysis from the NHS Improvement Patient Experience Improvement Framework.
<b>Objective 4</b> By 2019/20 more than 90% of patients will report they were involved in the planning and delivering their care.		Work within the Better Together Alliance. Work within the STP.	Gap analysis from the NHS Improvement Patient Experience Improvement Framework.

## 5.0 Evaluation

This will be measured utilising current metrics such as the Friend and Family Test results and number of complaints and concerns to monitor its effectiveness.

This strategy will be reviewed on an annual basis, with the first review being October 2019.

This work also takes into account other national strategies such as NHS England's Next Steps on the Five Year Forward View, the Nottingham and Nottinghamshire Sustainability and Transformation Partnership and guidance from the East Midlands Academic Health Science Network Patient and Public Involvement Senate.

For information on staff engagement please see the Trust's Workforce Strategy, Maximising our Potential.



## Engagement and Involvement Strategy 2018/21

The Engagement and Involvement Strategy will support the development of a culture at the Trust that actively encourages public participation and a two-way dialogue.

### Appendix 1: Strategy on a Page

The Engagement and Involvement Strategy sets out the engagement and involvement focus over the next three years in order to achieve our vision of dedicated people delivering outstanding healthcare for our patients and communities.

Element	Engagement and Involvement key objectives	2018/19	2019/20	KPIs
<b>SP1 To provide outstanding care to all patients</b>	We will strive to ensure that our patients, carers and the communities are at the heart of everything we do.	Establish a structured plan for Engagement and Involvement that is inclusive to all patients, our communities and wider stakeholders.	Service developments and plans of care are co-designed with patients and service users.	>98% positive response from Friends and Family test by 2021
<b>SP4 To get the most from our resources</b>	We will develop the capacity and capability for staff and patients to be heard – strengthening the way we listen and respond to our patients and their concern, maximizing the benefits of their insight.	We will establish a Trust-wide Patient Involvement Group. The objectives of this group will be aligned to Campaign One ‘Providing a Positive Patient Experience’ of the 2018/21 Quality Strategy.	To implement the 3Ts of communications to strengthen the Trust relationship with patients and service users moving from a transformational (one-way) model to a transformational (achieving shared values) model.	By 2021 service developments and plans of care are co-designed with patients and service users.  Further KPIs will be identified once the engagement with the public has been concluded to provide an opportunity to co-design additional measures of success.
<b>SP5 To play a leading role in transforming the health and care of our community</b>	We will develop a culture that proactively takes steps to build collaborative relationships, increasing access to organisational systems to inform and shape our services.	Establish a culture that supports open and transparent conversations with patients, communities and stakeholders allowing two-way dialogues to give a greater understanding of what our patients, communities and service users need.	We will demonstrate how our patient and communities are able to influence how the Trust operates and the design of services and pathways. Service users will be active participants of key Trust Governance Forums playing a key role in the design and shape of services.	2018/19 - 85% of patients reporting they were involved in planning and delivering their care. 2019/20 ->90% of patients reporting they were involved in planning and delivering their care.
<b>Potential risk</b>	<b>How the risk might arise</b>		<b>How the risk is being mitigated</b>	
Lack of engagement from patients, service users and stakeholders inhibiting the opportunity to optimise the experience and needs of our communities in the co-design of future service delivery.	Failure to communicate aims and objectives of the Strategy resulting in lack of understanding, interest and engagement of patients and service users.		Positive communication to patients, families, carers and stakeholders clearly setting out aims and objectives of the Strategy to enable successful recruitment of service users	