



Moray Integration Joint Board

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Communication, Engagement & Participation Framework 2019-2022

1. Introduction

“Integration is all about people: improving the experience of care for people using services, and the experience of people who provide care. Meaningful and sustained engagement has a central role to play in ensuring that the planning and delivery of services is centred on people.”

- **Ministerial Strategic Group for Health and Community Care**

People who use services are almost always the best people to know what works for them. They should be at the heart of what we do by being involved in the planning, design and delivery of health and social care services.

Our Strategic Plan is called Moray Partners in Care and this is exactly the approach we intend to take to broaden and improve our communication, engagement and participation work.

In this framework we set out how we intend to develop our enabling approaches to help us deliver the best services we can in order to improve health and wellbeing outcomes.

Through listening to and learning from what partners are telling us, our framework will develop and grow to reflect the changing needs and ways our stakeholders wish to work together with us.

Our aim is to communicate and engage with people in more meaningful and sustained ways than we have previously. This will have increased importance in supporting the scale of change and transformation required by the Moray Integration Joint Board to sustain service delivery at a time of growing demand and limited resources.

Through robust and systematic engagement and the active involvement of all stakeholders, supported by effective communication, we can:

- Increase awareness and understanding of the challenges we face
- Work with stakeholders to design and deliver local solutions to local issues
- Provide person-centred services which improve health and wellbeing outcomes.

Communicating with and involving people has to be part of everyone's roles, not just something that happens when changes need to be made. It is essential it is embedded into core business right across the partnership.

Individuals and groups the Board want to engage with need to be nurtured and assured that they can influence decisions and that decision-makers genuinely listen to and value their experiences, views and ideas.

2. Why communication, engagement & participation are important

Improvements to health and social care happen frequently. Some change and redesign will be small and people who use our health and social care services need to be informed about these. However, some of the changes in our Transformation Plan will affect more people and we want to make sure everyone understands how it will work, how they can be involved and how, together, we want to achieve success.

Involving people in the planning, design and delivery of services helps to build our Partners in Care approach at an individual, service, locality and Moray-wide level.

Continual and open dialogue builds a culture of transparency and trust which is a critical element of what we want to achieve. Being open about the challenges we face and involving all stakeholders, including our staff, in highlighting issues and identifying solutions are fundamental building blocks in delivering high quality, safe and sustainable services that meet local needs.

Like all integrated Boards we have a legal duty to involve people in our work. The Public Bodies (Joint Working) (Scotland) Act 2014 lays out the principles governing the integration of health and social care services and the Community Empowerment (Scotland) Act 2015 creates a renewal of local democracy and citizen participation. The Act also places a statutory duty on Community Planning Partnerships to establish Local Outcomes Improvement Plans and Locality Plans focusing on areas that will benefit most from improvement.

Involvement isn't something we only do because we are obliged to. We have a genuine desire to work together with our partners in care to shift from "doing to" to "doing with" in order to achieve our strategic priorities and outcomes whereby people receive more integrated services, high quality care and support and a better experience.

3. Working together, transforming together

Working towards equal partnerships and effective relationships will make a big difference to the success of the Board's Transformation Plan 2019-2024.

Stakeholder engagement is about knowing who our stakeholders are, understanding them and knowing how best to involve them in transformation and engagement work. This framework is relevant to our work with all internal and external stakeholders including:

- People who use health and care services, their carers and representatives
- Communities of interest such as people with protected characteristics
- Staff working in the partnership of Health & Social Care Moray and wider staff groups from NHS Grampian and Moray Council

- Third Sector including community bodies and groups, service providers, social enterprises and volunteers
- Independent sector and private business.

The Board is committed to engaging stakeholders at the very beginning of any change and redesign programme and to supporting people to become part of a continuous conversation about health and care services.

The Board has adopted an approach to system-wide service change which means engaging people who use our services, the public and staff as well as other providers of services, listening and learning from people's individual experiences of health and social care. We will use all of this lived experience to inform our thinking, alongside professional opinion and evidence.

4. Our approaches to communication, engagement & participation

There are many ways people who use services, carers and people who provide services can be involved in our work. In order for people to be empowered they should be able to choose how and when they participate.

Activities progress from information sharing, involving/engaging and consulting, to joint working as equals (co-production) and devolved decision making.

We will continue to build on insights gathered from previous work to inform engagement and participation in our transformation programmes going forward.

We will strive to be as inclusive as possible in our reach to ensure that individuals or groups whose voices are not traditionally as strongly heard or represented are identified and involved.

We will continue to adopt processes which create opportunities for people to work together to produce realistic solutions. In this way we will maximise the understanding of change among staff, people who use our health and social care services, the public, our communities and our other key stakeholders.

We will demonstrate that we have listened and how we have used what we have been told.

It is clear from our ongoing engagement that communities care passionately about the services they receive and want to influence, inform and be involved in how care and support are delivered.

There are still, however, a number of barriers that need to be reduced or removed if people are to be encouraged to work with us.

Our engagement work must evidence how it meets the National Standards for Community Engagement. There are seven Standards:

- **INCLUSION** – We will identify and involve the people and organisations that are affected by the focus of engagement

- **SUPPORT** – We will identify and overcome all barriers to participation
- **PLANNING** – There is a clear purpose for engagement which is based on a shared understanding of community needs and ambitions
- **WORKING TOGETHER** – We will work effectively together to achieve the aims of engagement
- **METHODS** – We will use methods of engagement which are fit for purpose
- **COMMUNICATION** – We will communicate clearly and regularly with the people, organisations and communities affected by the engagement
- **IMPACT** – We will assess the impact of the engagement and use what we have learned to improve future community engagement.

Our communications will be underpinned by the following standards and principles:

STANDARD	PRINCIPLE
OPEN AND CREDIBLE	Reasons are given for decisions. Questions and requests for information are welcomed and answered promptly. Credibility is earned by responsible, honest and timely communication.
CORPORATE AND CONSISTENT	Communication style and message is consistent with our aims and values. It is proactive and planned where possible and is the same for all audiences
TWO/THREE WAY	Systems exist to support communication up and down the way at all levels of the organisation as well as across teams, departments and services. Opportunities are available for open and honest feedback from all stakeholders so people have opportunities to share their experiences, contribute their ideas and opinions about issues and decisions.
TIMELY AND TARGETED	Communication is provided at the time it is needed, is relevant to the people receiving it and provided in the right way for people.
CLEAR AND CONCISE	Communication is jargon-free, in plain English, is easy to understand and relevant.
ACCESSIBLE	Communication is delivered using styles, formats and materials that are accessible and appropriate to the needs of the audience.

We will continue to work closely with our key partners to make sure we share our resources wisely, reduce duplication of effort and achieve better outcomes for and with our communities.

5. Progress to date

This framework builds on the foundations set out in Communication & Engagement Strategy for 2016-2019.

Key highlights from the last three years include:

- Set-up of the Health & Social Care Moray website. The site hosts information on the IJB and its members and activities; documents such as strategies, audit and performance reports, news, locality projects and opportunities for involvement.
- Establishment of social media channels. Health & Social Care Moray's own Facebook page has attracted over 900 followers. It now sits within a Facebook for business platform and hosts pages within that account.
- Involvement of the Strategic Planning Reference Group members in a series of workshops to support the development of the new Strategic Plan.
- Locality engagement in Forres and Keith. This has been based around transformation projects and has involved community information and involvement events as well as formal consultation in Forres. Stakeholder representatives are actively engaged in both project working groups.
- People with lived experience of mental health shared their aspirations for making recovery real in Moray as part of the review of delivery of the strategic plan Good Mental Health for All.
- Establishment of the Positive Dementia engagement group.
- The MERIT Awards, an annual celebration of the workforce, was introduced.
- Moray Matters, a refreshed staff newsletter, has been circulated.
- The IMATTERS continuous improvement tool continues to be used to identify opportunities to improve staff experience.

6. Linking it all together

This communication, engagement and participation framework has not been developed in isolation. It cannot be a standalone document and must become embedded within our overall station approach as outlined in Moray Partners in Care 2019-2029 and Transformation Plan, other organisational enablers such as our Workforce & Organisational Development Plan and Digital Infrastructure Programme.

Our vision

We come together as equal and valued partners in care to achieve the best possible health and wellbeing for everyone in Moray.

Our strategic priorities

Building resilience – Taking greater responsibility for our health and wellbeing

Home first – Being supported at home or in a homely setting as far as possible

Partners in care – Making choices and taking control over decisions affecting our care and support

This framework will support the programmes of work taken forward by the Transformation Programme Boards reporting to the Strategic Planning and Commissioning Group of the Moray Integration Joint Board.

8. Aims and objective

There are three main aims for this framework. A number of key objectives sit under each one and will be taken forward through a series of actions which will be detailed in a supporting action plan.

AIM 1: Build greater awareness of the Health & Social Care Moray brand		
	Objective	Timescale
1.1	Establish and maintain the identity of HSCM	
1.2	Promote and protect the reputation of HSCM	
1.3	Build staff confidence and awareness of HSCM	
1.4	Build stakeholder confidence and awareness of HSCM	

AIM 2: Communicate effectively with internal and external stakeholders		
	Objective	Timescale
2.1	Create effective tools for communication with all staff teams	
2.2	Develop robust vehicles for two-way staff engagement	
2.3	Create accessible platform for sharing of information within all teams	
2.4	Celebrate workforce	
2.5	Enhance existing information sharing processes	
2.6	Develop robust vehicles for communication with all stakeholders	
2.7	Review forms of communication with key stakeholders	

AIM 3 - Embed meaningful and sustained engagement and participation		
	Objective	Timescale
3.1	Continuously seek stakeholder feedback and experiences to monitor and improve service delivery	
3.2	Develop more robust mechanisms to systematically use feedback to inform improvement and feed this back to stakeholders	
3.3	Increase the range of involvement opportunities available	
3.4	Take forward Locality Engagement	
3.5	Develop participation in Transformation Programme Boards	
3.6	Critically evaluate current working arrangements and relationships with stakeholders	

9. Framework into action

To support the implementation of this framework an annual action plan will be developed which will detail the work to be carried out to deliver on the objectives.

This action plan will be reported to and scrutinised by the Strategic Planning and Commissioning Group.

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