



**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 May 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Continuous Engagement Plan 2022/23
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategic Development & Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Rebecca A Griffiths, Head of Engagement

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

This paper presents to the Board a new Continuous Engagement Plan (CEP) prepared by the Engagement Team as part of our commitment to Planning Objective 4T.

Planning Objective 4T

By March 2023, implement and embed our approach to continuous engagement through:

- Upskilling staff on continuous engagement through bespoke training and the introduction of a new continuous engagement toolkit, with the aim of achieving a deeper understanding of how continuous engagement can have a direct impact on HDdUHB's business success
- Implementing structures and mechanisms (such as advisory groups, platforms and channels for communication) that support continuous engagement
- Aligning to the Regional Partnership Board's (RPB) framework for continuous engagement, maximising on existing assets and resources within our communities

The new CEP aims to embed the principles of continuous engagement throughout the fabric of Hywel Dda by working with teams and services in a collaborative way, ensuring engagement objectives are purposeful and aligned to HDdUHB's strategic and planning objectives.

Cefndir / Background

As stated in our strategy 'A Healthier Mid and West Wales: Our future generations living well', our commitment is to "work together every step of the way" with our staff, patients, carers, people who live and work in our communities and people or organisations delivering or interested in health, care and well-being. The new CEP aims to shift the emphasis from reactive engagement on proposed service changes, to a more practical and proactive approach which involves public and stakeholders as partners in a continuous process. The CEP is a live document which will evolve and guide development of future services through listening to our communities.

This approach is intended to enable us to work together to design services that better meet the individual and community needs. It also aims to improve services in order that resources can be more efficiently focused to improving outcomes which matter to people.

Asesiad / Assessment

The new Continuous Engagement Plan (CEP) has been developed around the three life stages – **starting and developing well, living and working well, and growing older well**. It aims to achieve the following outcomes:

- Improved services that better meet both individual and community needs with more efficiently focused resources that ultimately impact positively on the health and wellbeing of our communities through listening and acting on our public's views.
- Increased public confidence and trust in the reputation of Hywel Dda University Health Board (HDdUHB).
- Greater ability of service users to influence services and to be better informed.
- Open and progressive policy making which reflects collaborative working, opportunities for co-design and improved outcomes for our communities.
- Improved decision making which is driven by public feedback.
- Enhanced visibility of HDdUHB values through open and transparent communication.
- Services and staff that understand and appreciate the benefits of continuous engagement.

In setting our practical actions for Continuous Engagement, there will undoubtedly be direct impacts on who we need to communicate and engage with, when we will need to do this, and the scope and approach we will need to plan and deliver.

In recognition of the fact that several teams and functions undertake some form of engagement within HDdUHB, a new Public, Patient and Staff Engagement (PPSE) Group, reporting to the Strategic Development & Operational Delivery Committee, will be established. This will be used as a mechanism to ensure the voices of staff, stakeholders, patients, carers and citizens are listened to when designing, developing, reviewing or changing services, whilst informing the work of the HDdUHB at all times. The purpose of the PPSE Group is to triangulate feedback from all sources of engagement with public, patients and staff, to ensure that the work of HDdUHB is informed and influenced by the views and perspectives of all our stakeholders.

To ensure we are able to deliver 'A Healthier Mid and West Wales: Our future generations living well', whilst ensuring we can meet the commitments made within the CEP, we need to implement new structures and mechanisms that support continuous engagement and which are aligned to the regional framework for continuous engagement. This approach will allow us to maximise on opportunities for collaboration whilst avoiding any duplication of efforts, and will include the following (recognising that the overarching governance and reporting lines will need to be reviewed as part of this process):

- Establishment of a PPSE Group.
- Establishment of a Children and Young People's Advisory Forum
- A review of membership of the Stakeholder Reference Group (SRG), to ensure all protected characteristics are represented.
- Establishment of a virtual engagement group focused on listening to seldom heard groups / protected characteristics (recommended by The Consultation Institute).

Argymhelliad / Recommendation

The Board is asked to approve the Continuous Engagement Plan 2022/23.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	1185 (Score 12)
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Hywel Dda University Health Board's Continuous Engagement Framework
Rhestr Termau: Glossary of Terms:	N/A
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Community Health Council Stakeholder Reference Group

Effaith: (rhaid cwblhau)

Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	No financial impacts
Ansawdd / Gofal Claf: Quality / Patient Care:	No adverse quality and/or patient care impacts
Gweithlu: Workforce:	No adverse existing or future staffing impacts

Risg: Risk:	Risks identified and noted in Continuous Engagement Plan
Cyfreithiol: Legal:	Ensure engagement plans are quality assured by The Consultation Institute
Enw Da: Reputational:	Enhanced visibility and understanding of Health Board values due to open and transparent communication
Gyfrinachedd: Privacy:	No privacy impacts
Cydraddoldeb: Equality:	Enhanced monitoring and evaluating of continuous engagement with seldom heard groups and individuals with protected characteristics.

**A Healthier
Mid and
West Wales**

*Our future generations
living well*

Hywel Dda University Health Board Continuous Engagement Plan (2022/23)



Introduction and Strategic Context

The Health Board's Framework for Continuous Engagement, developed in partnership with the Community Health Council (CHC), outlines our vision along with the principles and benefits of a continuous engagement approach. This 18-month plan sets out how we will deliver the Continuous Engagement Framework and details the tools and mechanisms we will use to achieve this. This is a live document and will be updated regularly.

As noted in our strategy 'A Healthier Mid and West Wales: Our future generations living well' our commitment is to "work together every step of the way" with our staff, patients, carers, people who live and work in our communities and people or organisations delivering or interested in health, care and well-being. This Continuous Engagement Plan aims to shift the emphasis from reactive engagement around proposed service changes, to a more practical and proactive approach that involves public and stakeholders as partners in a continuous process. The benefits of this approach mean we work together to design services that better meet the individual and community needs. This approach aims to improve services and means that resources can be more efficiently focused.

In setting our practical actions for Continuous Engagement, we have considered the significant work required over the coming months in relation to the Health Board's Planning Objectives and the Outline Business Cases (OBCs) required to deliver the next phase of our strategy. There will undoubtedly be direct impacts on who we need to communicate and engage with, when we will need to do this, and the scope and approach we will need to plan and deliver. We are therefore enhancing the resources available for Communications and Engagement to ensure we are able to deliver *A Healthier Mid and West Wales*, whilst ensuring we can meet the commitments made within the Continuous Engagement Plan.

Recognising the richness and diversity in experiences amongst our population, our approach to continuous engagement will be flexible and accessible for people with protected characteristics and whose first language is not Welsh or English.

Working with others

We will continue to build on what we have learnt and are committed to delivering an ambitious, flexible, and integrated approach to continuous engagement. To achieve this, we will work with the Regional Partnership Board and Public Services Boards to update existing engagement mechanisms. This will enable us to achieve the strategic vision whilst also being flexible enough to adapt to needs at a local level.

The Engagement Team has representation on the Engagement Framework Governance Group for West Wales. A new framework has been developed which sets core standards for engagement and provides a tool for:

- Developing and maximising opportunities for continuous engagement with stakeholders and communities across the region
- Utilising and sharing related intelligence across the region to inform strategy and service development.

We propose to align our efforts in keeping with the West Wales Care Partnership's Continuous Engagement Framework. The West Wales Care Partnership is part of the Regional Partnership Board and their work ensures ongoing dialogue between communities and services through:

- Better dialogues and evaluation
- Enabling communities to lead
- Being more efficient and effective
- Reducing need for 'big bang' engagement (although acknowledging there may be need in some circumstances for larger engagement).
- Integrating consultations where needed

At the heart of this plan is our desire and ambition to connect with those that are seldom heard in our communities. Working closely also with Strategic Partnerships, Diversity and Inclusion (including the Community Development Outreach Team), our engagement activity considers the involvement of groups who are seldom heard and we will target specific engagement activity for different communities and for protected characteristics groups: age; disability; gender reassignment; pregnancy and maternity; religion/belief; sex; sexual orientation; marriage and civil partnership; socio-economic status. This important work also includes engaging with refugee groups, Eastern European communities, Gypsy, Roma and Travellers, Black and Asian communities and the homeless population.

Cross Border Engagement

As part of this plan, cross border engagement will be taken into consideration in the development of any relevant future service reconfiguration, including statutory duties of consultation, developing and implementing proposals for changes to services and structures, along with any impact on healthcare delivery affecting neighbouring health board areas.

A Healthier Mid and West Wales (AHMWW)

The University Health Board has an agreed strategy, which remains extant, including a major re-organisation of hospital based services in the south of the Hywel Dda area, and a shift towards a 'social model of health and wellbeing' and long-term community-driven focus on prevention. The University Health Board's planning objective for Continuous Engagement is designed to move us towards the future we set out in our long-term health and care strategy, 'A Healthier Mid and West Wales'.

This plan aims to embed the principles of continuous engagement throughout the fabric of Hywel Dda by working with teams and services in a collaborative way, ensuring engagement objectives are purposeful and aligned to HDdUHB's strategic and planning objectives.

How do we know we've been successful?

Evaluating the success of our Continuous Engagement Plan will enable us to assess what has been achieved to date and what we can do to improve future practice. We will review the effectiveness of our continuous engagement efforts by focussing on three main elements – stakeholder participation (involvement in process); stakeholder alignment (compatibility with HDUHB's priorities) and HDUHB's commitment (our willingness to act on stakeholders' proposals). The plan will also be evaluated in Year 2 against agreed qualitative and quantitative measures for each objective outlined in this plan and a report presented to the Strategic Development and Operational Delivery Committee.

Supporting Strategic Goals

To make sure we effectively support the three life stages– **starting and developing well**, **living and working well**, and **growing older well**, our Continuous Engagement Plan aligns with the three interconnected phases which emphasise a joint whole system approach to health and well-being with partners and communities.

Planning Objective for Continuous Engagement (Planning Objective 4T):

By March 2023, implement and embed our approach to continuous engagement through:

- Upskilling staff on continuous engagement through bespoke training and the introduction of a new continuous engagement toolkit, with the aim of achieving a deeper understanding of how continuous engagement can have a direct impact on HDdUHB's business success
- Implementing structures and mechanisms (such as advisory groups, platforms and channels for communication) that support continuous engagement
- Aligning to the Regional Partnership Board's (RPB) framework for continuous engagement, maximising on existing assets and resources within our communities

The Role of the Engagement Team

The Engagement Team supports the Health Board to have conversations with its staff, patients and local people about health services. The Health Board has a statutory duty to engage and involve our various stakeholders. Stakeholders include:

- Staff
- Hywel Dda Community Health Council (CHC)

- Local organisations
- Patients
- Local people

Several services are offered by the team to help engage with stakeholders, including:

- Questionnaires
- Patient Information
- Focus Groups
- Siarad Iechyd / Talking Health (our involvement and engagement scheme has over 1,000 members).
- Online Engagement Activities

	<p>through quick polls about awareness around the charter, take up of the <i>Rights of the Child</i> mandatory training and spot checks to ensure visibility of the Charter throughout departments and health board sites.</p> <ul style="list-style-type: none"> • Implement an internal communications campaign to help raise awareness of the National Children’s Day event, which will also promote the Children’s Charter in May 2022. • Arrange an event to raise awareness of the Children’s Charter and celebrate the voice of the child within the health board. • To develop an e-learning /mandatory <i>Right of the Child</i> E Learning training package for the health board. • Recruit Children and Young People’s Champions and 	<p>Engagement Team/Communications Team and Staff Engagement Team</p> <p>Engagement Team and Communications Team</p> <p>Engagement Team and Voices of CYP Steering Group</p> <p>Angharad Davies, Childrens’ Community Lead Nurse (Interim) and Workforce Development</p> <p>All Heads of Service</p>	<p>May 2022</p> <p>May 2022</p> <p>May 2022 (to agree in principle with a view of launching the mandatory training in September 2022)</p> <p>May – September 2022</p>	
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	<p>Advocate roles throughout the health board.</p> <ul style="list-style-type: none"> • A <i>You Said We Did</i> feedback update to be developed with the Communications Team to close the loop around feedback relating to children and young people and their families. • Arrange and facilitate a group of Young People from Carmarthenshire, Ceredigion, and Pembrokeshire to take part in a recorded Q&A session with Steve Moore, Chief Executive about the AHMWW strategy. • Continuous Engagement with Children and Young People who contributed to the development of the Children’s Charter. 	<p>Janet Milward, Senior Nurse Manager Paediatrics/Communications Team</p> <p>Alwena Hughes-Moakes Director of Communications/Rebecca Griffiths, Head of Engagement</p> <p>CYP working group, Voices of CYP Steering Group, Engagement Team</p>	<p>January 2023</p> <p>May 2022</p> <p>May to September 2022</p>	
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Living and Working Well

Every adult will live and work in resilient communities that empower personal and collective responsibility for health and well-being.

Aims Please note - each aim will be evaluated in Year 2 against agreed qualitative and quantitative measures for each objective outlined in this plan.	Actions	Responsibility	Timescale	Strategic and Planning Objectives Met
Improved services that better meet both individual and community needs with more efficiently focused resources that ultimately impact positively on the Health and Wellbeing of our communities through listening and acting on our public's views	<p>Willing to listen events – Facilitate a range of listening events that aim to gain an understanding of what would motivate people within the Rising Risk Group to be more aware of their own health and their own agency in connection with their health. Work initially with two employers within the Hywel Dda area – Bluestone and Ceredigion County Council.</p> <ul style="list-style-type: none"> • Target men aged between 20 to 60, still in work, often manual or blue-collar jobs where poor health and wellbeing can creep up on an individual almost unnoticed. 	<p>Chair of Transformation Steering Group, Engagement Team and Communications Team</p> <p>Chair of Transformation Steering Group, Engagement Team and Communications Team</p>	<p>Two pilot 'health marketplace' events to be held by end of April 2022</p> <p>September 2022</p>	<p>Strategic Objective 5: Safe, sustainable, equitable and kind care</p> <p>Planning Objective 5C_22: Business Cases for A Healthier Mid and West Wales</p>

(as above)	<ul style="list-style-type: none"> Facilitate sessions that listen to employees of the Health Board. Particularly frontline workers who may suffer from issues such as musculoskeletal problems and stress/burnout. Engage with some of the substantial companies in Mid & West Wales to listen to what people say THEY need from the Health Board. Target the agricultural sector as a key area for listening especially when it comes to mental health. 	<p>Workforce Team and Communications Team</p> <p>Chair of Transformation Steering Group, Engagement Team and Communications Team</p> <p>Chair of Transformation Steering Group, Head of Engagement and Engagement Team</p>	<p>April/May 2022</p> <p>September 2022 – January 2023</p> <p>September 2022 – January 2023</p>	
To enhance the ability of service users to influence services and be better informed	<ul style="list-style-type: none"> Work with partners to align our engagement activities with the regional framework for continuous engagement. 	Head of Engagement, Head of Transformation and Engagement Office, Regional Partners and Engagement Team	July 2022	<p>Strategic Objective 4: The best health & wellbeing for our communities</p> <p>Planning Objective 4J Regional Well-being Plans</p>
To be more open and progressive in our policy making that reflects collaborative working,	<ul style="list-style-type: none"> Establish a public, patient and staff engagement group that triangulates feedback from all sources of 	Assistant Director (Legal and Patient Support) Interim Head of Transformation and	April 2022	Strategic Objective 5: Safe, sustainable, equitable and kind care

<p>opportunities for co-design and better outcomes for our communities</p>	<p>engagement with public, patients and staff, to ensure that the work of Hywel Dda University Health Board is informed and influenced by the views and perspectives of all our stakeholders</p> <ul style="list-style-type: none"> • Review membership of Stakeholder Reference Group, to ensure protected characteristics are represented. • Establish virtual engagement group focused on listening to seldom heard groups / protected characteristics (recommended by Consultation Institute.) * 	<p>Engagement Programme Office Head of Engagement Engagement Manager Head of Partnerships, Diversity and Inclusion Head of Culture and Workforce Experience Senior Workforce Development Manager Head of People and Organisational Effectiveness Head of Complaints and Resolution Management Assistant Director of Communications</p> <p>Head of Engagement, Head of Corporate and Partnership Governance</p> <p>Head of Partnerships, Diversity and Inclusion, Head of Engagement and Engagement Manager</p> <p><i>*The SRG and virtual group will both support engagement and / or consultation exercises</i></p>	<p>End of May 2022</p> <p>Scope by end May, recruit by July 2022</p>	<p>Planning Objective 5C_22: Business Cases for A Healthier Mid and West Wales</p>
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		<i>planned later this year (e.g. land appraisal, service changes, pathways for OBC)</i>		
To improve decision making which is driven by public feedback	<ul style="list-style-type: none"> Agree a process for monitoring and evaluating continuous engagement with seldom heard groups and individuals with protected characteristics. 	Helen Sullivan Rebeca Griffiths Delyth Evans	September 2022	Strategic Objective 5: Safe, sustainable, equitable and kind care Planning Objective 5C_22: Business Cases for A Healthier Mid and West Wales
To upskill staff and deepen understanding and appreciation of the benefits of continuous engagement	<ul style="list-style-type: none"> Provide and facilitate a range of continuous engagement training sessions for staff and the CHC. Create a Continuous Engagement Toolkit, including guidance sheets, templates and advice that support wider teams and to promote good practice throughout the organisation. 	Engagement Team Engagement Team	Ongoing (commenced in November 2021) March 2023	Strategic Objective 5: Safe, sustainable, equitable and kind care Planning Objective 5C_22: Business Cases for A Healthier Mid and West Wales Strategic Objective 4: The best health & wellbeing for our communities

				Planning Objective 4T: Continuous engagement implementation
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	<ul style="list-style-type: none"> Advise on targeted engagement in relation to clinical pathways 	Engagement Team to advise on best approach		Planning Objective 5H: Integrated locality plans
Greater ability of service users to influence services and be better informed	<ul style="list-style-type: none"> To support and advise with continuous engagement with adults and older people to include face-to-face engagement out in the communities and in local areas. To advise and provide opportunities to utilise engagement tools such as Surveys - both online (Have Your Say / Dweud eich Dweud) and hard copies in the post. To advise and support with the use of traditional and effective two-way communication over the phone To advise and support with finding ways of engaging and reaching out to older people using modern technological platforms such as Zoom/ MS 	<p>Engagement Team to include tips and guidance in new Continuous Engagement Toolkit</p> <p>As above</p> <p>As above</p> <p>As above</p>	March 2023	<p>Strategic Objective 5: Safe, sustainable, equitable and kind care</p> <p>Planning Objective 5C_22: Business Cases for A Healthier Mid and West Wales</p> <p>Strategic Objective 4: The best health & wellbeing for our communities</p> <p>Planning Objective 4T: Continuous engagement implementation</p>

	<p>Teams and Have Your Say / Dweud eich Dweud)</p> <ul style="list-style-type: none"> To ensure and advise on making use of engagement methods and techniques that are accessible and take into consideration the needs of the audience and the varying skills and abilities of participants. 	<p>As above</p>		
<p>More open and progressive policy making that reflects collaborative working, opportunities for co-design and better outcomes for our communities</p>	<ul style="list-style-type: none"> To explore ways of continuously engaging with key stakeholders involved with older people, including to reach those at risk of digital exclusion. To utilise existing networks of local support networks and stakeholders such as local authorities, social clubs, senior clubs, and third sector organisations, in supporting older people to achieve better outcomes 	<p>Engagement Team and Heads of Service</p> <p>As above</p>	<p>Ongoing</p>	<p>Strategic Objective 5: Safe, sustainable, equitable and kind care</p> <p>Planning Objective 5C_22: Business Cases for A Healthier Mid and West Wales</p>

Tools and mechanisms for continuous engagement

The Engagement Team has identified the following tools and mechanisms which will be used to support continuous engagement activities. These are:

<p>Siarad Iechyd/ Talking Health involvement and engagement scheme</p>	<p>This has over 1,000 members who have expressed interest in a variety of different health services. Members receive information regularly from the health board and many are willing to take part in additional activities including questionnaires, events, and local and national consultations.</p>
<p>Readers' Panel</p>	<p>The Siarad Iechyd/Talking Health membership includes a number who are part of a Readers' Panel who comment and offer constructive feedback on draft leaflets and documents. The team can facilitate the involvement of Siarad Iechyd/ Talking Health members in health board services and projects.</p>
<p>Have Your Say / Dweud eich Dweud sites - online engagement portals https://www.haveyoursay.hduhb.wales.nhs.uk/ https://www.dweudeichdweud.biphdd.cymru.nhs.uk/</p>	<p>The Engagement Team supports colleagues to develop online engagement activities from small projects to large scale programmes of work. It has a wealth of interactive online tools for engagement with the public, staff, and partners, which include:</p> <ul style="list-style-type: none"> • Surveys • Forums • Polls • Ideas • Stories • Mapping.
<p>Stakeholder database</p>	<p>The Engagement Team has a large database of over 4,000 key stakeholder contact details from the area including statutory organisations, third sector, special interest groups to sports organisations, nurseries etc.</p>
<p>Stakeholder Reference Group:</p>	<p>The membership is drawn from within the area served by the Health Board and ensures involvement from a range of bodies and groups operating within that area. We intend to review the membership of this group to ensure it reflects all protected characteristics.</p> <p>The purpose of the Stakeholder Reference Group (SRG) is to provide:</p>

- Early engagement and involvement in the planning of the Health Board's overall strategic direction
- Advice to the Health Board on specific service improvement proposals before going to formal consultation
- Feedback to the Health Board regarding the impact of its operations on the communities it serves.

Continuous Engagement Toolkit

A key component of this Continuous Engagement Plan will be to develop a new Continuous Engagement Toolkit for staff by March 2023. The following aspects are planned as part of the toolkit:

- An introduction to The Engagement Team – how the team can support staff
- The legal and statutory frameworks for engagement
- The Continuous Engagement Framework
- The West Wales Care Partnership Continuous Engagement Framework
- A High-Level Stakeholder Map for Hywel Dda
- A Stakeholder Mapping Template for Hywel Dda
- A Stakeholder Engagement Event or Activity Notification and Reporting Template (pre-event)
- A Stakeholder Engagement Event or Activity Notification and Reporting Template (post-event)
- Changes to services proforma
- Decision Tree (to deal with service change and help determine whether formal consultation is required)

Further information

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