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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Clinical Services Engagement and Communications Plan

The Health Board has an agreed strategy, "[A Healthier Mid and West Wales](#)", which sets out our vision for health care across Hywel Dda, including the future configuration of services. This remains our direction of travel and was reinforced through the Programme Business Case approved by Board in January 2022. The fragility of our services was a key driver for the strategy that was further exposed through the COVID-19 pandemic and remains a risk today.

In March 2023, Board approved the establishment of a programme approach to develop a Clinical Services Plan in response to these fragilities, and based on the principles of care that is safe, sustainable, accessible, and kind. The development of a Clinical Services Plan is also an action within the Targeted Intervention requirements of Welsh Government.

The long-term plans for services remain as set out in "A Healthier Mid and West Wales". However, there is a need to consider service provision over the medium term. Prior to the pandemic, and in the strategy, it was recognised that many of our services were fragile, predominantly because of our clinical teams being spread across multiple sites, and an over-reliance on a small number of individuals. Services in scope include:

Service	Scope
Urgent & Emergency Paediatrics	How we provide urgent and emergency children and young people's (paediatric) services for people who live in, or visit, areas that are serviced by Withybush Hospital and Glangwili Hospital (consultation completed, Communication and Engagement Implementation Plan in place).
Planned Care (Ophthalmology, Dermatology, Urology, Orthopaedics)	The scope for each service area is still being defined as part of building an Issues Paper. This will include consideration of how services are performing in the interim

Emergency General Surgery	years (prior to establishment of the proposed new hospital network), implications of the health board's targeted intervention status, and progress towards our long-term strategy 'A Healthier Mid & West Wales: Our Future Generations Living Well'.
Stroke	
Diagnostics (Radiology, Endoscopy)	
Critical Care	
Primary Care	<p>Primary Care was included as part of the CSP, in recognition of the sustainability challenges it faces. Primary Care has been defined as:</p> <ul style="list-style-type: none"> ○ General Medical Services (GMS) ○ Community Pharmacy ○ General Dental Services (GDS) ○ Optometry Services. ○ Community Dental Services (CDS) ○ Out of Hours (OOH) service.

In our health and care strategy, A Healthier Mid and West Wales, we made a commitment to continuous engagement and good communication with our population. This means we 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.

Objectives of the communications and engagement plan

- Raise awareness of the Clinical Services Plan Programme and it's progress
- Remind people of the health board's strategy and the commitments, including how we arrived at this point and next steps
- Demonstrate how our strategic objectives are delivering our long-term strategy:
 - Putting people at the heart of everything we do
 - Working together to be the best we can be
 - Striving to deliver and develop excellent services
 - The best health and well-being for our communities
 - Safe, sustainable, accessible and kind care

- Sustainable use of resources
- Enable ongoing engagement with patients, carers, staff, public and wider stakeholders to support the development of the Clinical Services Plan at each stage of every phase
- Raise awareness of the opportunities to participate and share views – demonstrating that we are taking a continuous listening approach

Audience

For the purposes of this plan, key audiences are broadly divided into the following categories:

- Patients, service users, carers for identified services
- Staff working within or affect by the identified services
- Key stakeholders and partner organisations
- General public, including seldom heard groups who have experience of using the identified services
- Political representatives

A full stakeholder map for the programme is live and will be available from the Engagement Team on request.

Methods of communications / engagement to target audience in this discovery phase up to Board meeting in March 2024

The Health Board has a range of methods and channels to enable communication and engagement. Depending on the requirements, this may include, but is not limited to the following:

Method / activity	Rationale
Press release / media statements	Key decisions or milestones to be announced to media for purposes of openness and transparency. Traditional media (print, radio) is a mechanism by which we can reach a non-digital audience, which can include staff, stakeholders, patients and service users and the public.
Social media	The health board’s social media platforms can help reach the digital audience. Organic ‘free’ activity will target those who already take an interest in the health board’s activities by ‘following us’ and paid adverts can be utilised to target other audiences in our area.
Distribution of information (electronic)	To keep the following audiences updated and involved in the Clinical Services Plan: <ul style="list-style-type: none"> • staff and patients who have declared themselves as interested (either in specific areas or the overarching CSP) when responding to the staff and patient surveys in the autumn 2023)

	<ul style="list-style-type: none"> • people who have declared themselves as interested in health transformation • a stakeholder database of interested people and organisations, as well as members of Siarad Iechyd / Talking Health, an involvement and engagement scheme. This includes around 2,500 email contacts available to share information with.
Distribution of information (Hard copy)	Some audiences above, may have declared a preference for information in hard copy through the post, and these are provided accordingly.
Surveys / questionnaires (electronic, hard copy, phone)	<p>Surveys for staff patients, which can be targeted accordingly, can provide an opportunity for people to share their views on the Clinical Service Plan service areas as part of early engagement.</p> <p>These can be used to reach new audiences and gain their input.</p> <p>Opportunity for people to share their views at various stages of engagement via electronic surveys, with the option to send out paper copies that can be returned via Freepost or completed over the telephone.</p>
Email address & telephone contact details to receive contributions	<p>To provide an opportunity for people to share their views in their own time.</p> <p>For respondents who may have digital accessibility issues, there will be the option to send written comments via hyweldda.engagement@wales.nhs.uk email or Freepost or they can telephone the Communications Hub. The intranet and webpage list these contact details.</p>
Workshops / virtual events / Q&As	<p>To provide a space for further detailed conversations as part of the early engagement.</p> <p>For both internal and external audiences. Opportunity for people to share their views at various stages of engagement.</p>
Conversations	<p>To provide a general space, where people who do not access digital communications can share their views. There is the opportunity for people to telephone the Communications Hub to receive their feedback verbally. People can also write to FREEPOST HYWEL DDA HEALTH BOARD. Feedback is captured and collated.</p>
Seldom heard groups key activities	<p>Reaching a seldom heard audience to consider their views and input.</p> <p>This activity will be guided by the Diversity and Inclusion Team and consider the best methods for engaging with key groups at various stages of the targeted early engagement.</p>
Target key meetings / groups	Reaching a bespoke audience of the users of services under review. Existing opportunities will be identified to engage with key groups as part of the engagement process
Staff engagement	To ensure staff feel invested and confident that they are 'part of the conversation'. An engaged workforce will also help spread messages to services users, patients, public etc. by way of acting as 'ambassadors' or 'champions'. This would be through internal communication channels.

Direct communications	Allows for unfiltered messaging from the health board direct to those we wish to communicate with, such as clinical leads sharing information, posters, advertised contact details on the webpage and intranet.
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All content will be delivered so that it is easy to understand, meets Welsh Language requirements, and we will endeavour to meet the accessibility needs of our communities.

*This is a working document and will be updated regularly

Engagement & Communications plan (September 2023 up to Issues paper going to Board in March 2024)

PHASE 1: EARLY TARGETED ENGAGEMENT

The first phase of the review is to share surveys with patients to capture their views of using our services included in the Clinical Services Plan. Staff are also invited to share their views via surveys. The initial phase for Primary Care and Community is to invite General Medical Services (GMS), Community Pharmacy, General Dental Services and Optometry Services, as well as the out of hours and community dental workforce, to share their feedback through the completion of a survey.

This will inform the development of an issues paper, explaining the status quo position of the services within the programme. The paper will draw out key issues that are affecting service delivery using activity data, patient experience (including incidents, complaints, claims and compliments) data, workforce information, noting board approved service changes with targeted engagement feedback to support.

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
September 2023 Completed 22/09/23	Develop staff and patient survey questions.	Patients Staff	TPO/ Project team/Communications Team	
September 2023 Completed 19/09/23	Develop intranet landing page for containing links to staff surveys	Staff	Communications team	
September – October 2023 Launched 22/09/23 Online Targeted Staff Engagement Session 22/09/23	Staff surveys distribution - Stroke, Emergency General Surgery, Ophthalmology, Orthopaedics, Urology, Critical Care and Medical Emergencies, Dermatology, Radiology, Endoscopy.	Staff	TPO/ Project team	

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September 2023	Prepare and host a targeted staff engagement event with follow up communication	Staff	TPO/ Project team	Completed 22/09/2023
October 2023	Develop webpage for Clinical Services Plan – information, updates and contact details for feedback and queries	All	Communications team	
October 2023 (for 2 weeks) Survey to be circulated by text 19/10/23	Patient survey distribution – targeted to sample of patients between 2018 - 2023	Patients	TPO/ Project team	
October 2023	Staff bulletin- request for staff to complete surveys (Oct 23)	Staff	Communications team	Clinical Services Plan - complete the survey
October 2023	Global staff emails –x 3 Invitation to complete survey, reminder, survey closing	Staff	Communications team	
October 2023	Closed Staff Facebook Group –x 3 'Please complete our questionnaire' (Oct 05, 12, 20)	Staff	Communications team	

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August to October 2023	Undertake an initial stakeholder mapping exercise with each CSP project area	All	Engagement team to facilitate	
October 2023	Feedback mechanisms for the general public to the Clinical Services Plan to be identified	Public	TPO/ Engagement team/Communications Team	Contact details by of email, telephone and freepost included on the CSP landing page
October 2023	Develop process for responding to queries raised by the public regarding CSP service areas	Public	TPO/ Engagement team / Communications team	
October/ November 2023 Completed 30 November 2023	Develop intranet landing page for containing links to staff surveys	Staff	Communications team	
30 November 2023 - 2 January 2024 Completed 02 January 2024	Primary Care provider survey launched	Stakeholders	TPO/ Project team	
November 2023	Clinical Services Plan update issued in Team Brief	Staff	Communications Team	Hywel Dda Intranet - Team Brief November 2023 Issue 94.pdf - All Documents (sharepoint.com)

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November 2023	For our public we used our corporate website to provide dedicated spaces for people to find out more information and to share their views	All	Project team / Communications Team	Clinical services plan - Hywel Dda University Health Board (nhs.wales)
November 2023	Share project updates with database of patient and staff contacts	Patients Staff	Engagement team	Activities noted in plan below
22/02/24	Facilitate Board Seminar, taking place 22/02/24	Bespoke (Board Members)	TPO	
28/03/24	Public Board	All	TPO	
March 2024 Issue 96	Team Brief issued with update on Clinical Services Plan	Staff	Communications team	Team-Brief----- ----- March-2024---Issue-96.pdf
02/04/24	Staff Partnership Forum	Staff	TPO	
April 2024 03/04/24	CSP website updated following Public Board.	All	Communications team	Clinical services plan - Hywel Dda University Health Board (nhs.wales)

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April 2024 04/04/24	CSP Intranet updated following Public Board.	Staff	Communications team	Clinical Services Plan (sharepoint.com)
April 2024 17/04/24	Update to staff global following issues paper acceptance by board	Staff	Communications team	

PHASE 2: OPTIONS DEVELOPMENT

Following the submission of the issues paper to Public Board, the next step is for the nine service areas (with the exception of Primary Care and Community) is to review the issues impacting each service. This will be achieved through workshops, which will include our staff and patient representatives. The workshops will develop a set of potential options to support and improve these services during the coming years. This options development is based on the principles of care that is safe, sustainable, accessible and kind.

Primary Care has been included as part of the Clinical Services Plan process, Phase 2 will differ to the other services. This will include the development and creation of a Primary Care and Community Strategy for Hywel Dda that will set out the principles and standards required to provide safe and sustainable Primary Care and Community services. This work will be captured in a separate Communications and Engagement Plan.

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By May 2024	Develop an overall Programme Level Stakeholder Map	All	Engagement team	Phase 1 stakeholder maps in process of being collated for review
Sent 15-21/02/24 Closing date 03/03/24	Patients from Phase 1 survey who asked to be kept informed, invited to express an interest to take part as patient representatives in the deliberative groups	Targeted patients	TPO Engagement team	3,289 invitations sent by email and post.
March 2024	Develop initial hurdle criteria	Clinical Reference Group (CRG) Clinical representatives	TPO	

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22/03/24	Invitation letter sent to 14 patient representatives allocated a place with confirmation requested before the end of 26/03/24.	Targeted patients	Engagement Team	Places allocated based on a random selection process to ensure fairness and transparency. Further invitation sent to reserve list on 25/03/24. 7 patient representatives confirmed they would attend
05/04/24	Online pre-deliberative briefing session for targeted patient	Targeted patients	Engagement Team / TPO	
09/04/24	<p>Deliberative session - with wider group of stakeholders including service user representatives</p> <ul style="list-style-type: none"> • Review issues paper for key points • Sense check hurdle criteria • Scope potential ideas 	<p>Identified lead staff</p> <p>Identified partner organisations</p> <p>Service Users (via Expression of Interest process)</p>	TPO	<p>The Consultation Institute (TCI) independently facilitated the session</p> <p>TCI to produce report</p>
<p>April 2024</p> <p>Intranet updated 02/05/24</p>	Update CSP intranet content following deliberative session	Staff	TPO/Communications team	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
April 2024 Delivery now planned for wk. commencing 06 May 2024	Create Q&As on Phase 2 (general and deliberative event) to provide high level awareness to general public. Include signpost to Board for more detailed reports on workshops.	Public	Communications team	Website updated
17/04/24	Staff reminder re Check and Challenge session	Targeted staff	TPO	
17/04/24	Global email to staff to update on progress of programme	Staff	Communications team	“Clinical Services Plan moves to Phase 2”
19/04/24	Check and Challenge event	Wider identified staff	TPO	Check and challenge event following Deliberative session
19/04/24	Medical Leadership Forum	Staff	TPO	
19/04/24	Health Professionals Forum	Staff	TPO	
25/04/24 & 26/04/24	Options development (Sprint 1) with Clinical, operational and identified interdependent staff including Llais: <ul style="list-style-type: none"> initial long list for long list of options for CSP development of hurdle criteria 	Identified lead staff Identified partner organisations	TPO	

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	<ul style="list-style-type: none"> identification of any missing data, enablers and interdependencies 			
Early May 2024	Update intranet with results of Sprint 1 using tCI report *	Staff	Communications team / Engagement Team	Sprint report awaited
02/05/24	Stakeholder Reference Group	Stakeholders	TPO	
03/05/24	Clinical Services Plan Survey (what is important - evaluation criteria)	Identified service users	TPO / Engagement team	Closing 13/05/24
03/05/24	Publish common questions raised by participants of workshops on staff Intranet Q&As	Staff	Communications team	No questions emerged from feedback forms thus far, TPO when emailing participants as a follow-up will remind them to submit common questions
06/05/24	Global email and Staff Facebook message to keep staff updated (covering Sprint 1 and Q&As)	Staff	Communications team	Date currently being reviewed due to additional communications on CSP generally being issued this week.
Week commencing 8 May 2024	(1 of 5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language	Public	Communications team	Theme for this week to be introduction to CSP.

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	<ul style="list-style-type: none"> • These will be a gif asset of different people's faces turning into lightbulbs • Different weeks will take a different theme (i.e. deliberative events, hurdle criteria/scoring, shortlisting) and explain them in everyday language 			
10/05/24 Completed 08/05/24	Publish CSP specific Q&As for public and publish on AHMWW Internet pages	Staff	Communications team	
09 May 2024	Media release to introduce CSP to external audiences	Public	Communications team	In draft awaiting Exec approval
14/05/24	Carmarthenshire PSB	Stakeholders	TPO	
15/05/24	Online pre-deliberative briefing session for targeted patient	Targeted patients	Engagement Team / TPO	
16/05/24	Check and challenge	Wider identified staff	TPO	

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17/05/24	<p>Check and challenge – Options Development Group</p> <p>Wider stakeholders including service user representatives</p> <ul style="list-style-type: none"> • presenting the options from Sprint 1 – sense check anything else that needs to be considered • hurdle criteria sense check • agree scoring methodology for short listing 	<p>Identified lead staff</p> <p>Identified partner organisations</p> <p>Service Users (via Expression of Interest process)</p>	TPO	
20/05/24	<p>(2 of 5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language</p> <p>These will be a gif asset of different people’s faces turning into lightbulbs</p> <ul style="list-style-type: none"> • Different weeks will take a different theme (i.e. deliberative events, hurdle criteria/scoring, shortlisting) and explain them in everyday language 	Public	Communications team	<p>Due to need to create general CSP social media week commencing 06 May 2024, suggest, need for the next one (2 of 5), which will be deliberative event, moves to week commencing 13 May 2024</p>

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21/05/24	Pembrokeshire PSB	Stakeholders	TPO	
23/05/24 - 24/05/24	Long list appraisal (Sprint 2) <ul style="list-style-type: none"> • Review / consider additional data modelled • Review / consider findings from check and challenge session with wider stakeholders • Tweak proposed options (if required) • Long list score the options – yes / no questions 	Targeted Staff		
28/05/24	Staff Partnership Forum	Staff	TPO	
03/06/24	Ceredigion PSB	Stakeholders	TPO	
03/06/24	Check and challenge	Wider identified staff	TPO	
03/06/24	(3of 5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is	Public	Communications team	

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	<p>happening during this phase in everyday language.</p> <ul style="list-style-type: none"> • These will be a gif asset of different people's faces turning into lightbulbs • Different weeks will take a different theme (i.e. deliberative events, hurdle criteria/scoring, shortlisting) and explain them in everyday language 			
13/06/24	Short list appraisal with Clinical, operational and identified interdependent staff (SWOT analysis)	Targeted staff	TPO	
17/06/24	<p>(4 of 5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language</p> <ul style="list-style-type: none"> • These will be a gif asset of different people's faces turning into lightbulbs • Different weeks will take a different theme (i.e. deliberative events, hurdle 	Public	Communications team	

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	criteria/scoring, shortlisting) and explain them in everyday language			
21/06/24	Healthcare Professionals Forum	Staff	TPO	
28/06/24	Short list appraisal with Clinical, operational and identified interdependent staff	Identified staff	TPO	
02/07/24	Stakeholder Reference Group	Stakeholders	TPO	
07/07/24	<p>(5of5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language</p> <ul style="list-style-type: none"> • These will be a gif asset of different people’s faces turning into lightbulbs <p>Different weeks will take a different theme (i.e. deliberative events, hurdle criteria/scoring,</p>	Public	Communications team	

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	shortlisting) and explain them in everyday language			
09/07/24	Short List scoring with wider group of stakeholders including service user representatives	Identified lead staff Identified partner organisations Service Users (via Expression of Interest process)	TPO	Underpinned by data presentation and impacts/ SWOT analysis Score options
16/07/24	Pembrokeshire PSB	Stakeholders	TPO	
08/08/24	Staff Partnership Forum	Staff	TPO	
tbc	Local Negotiation Committee	Staff	TPO	
Day prior to Board paper publication – 25 September 2024	Conversations as required with key stakeholders prior to publication of Board papers with shortlist and consultation options		Execs/TPO	Consider Llais / elected representatives/ local authorities / bordering health boards and WAST
Thursday 19 September 2024(TBC)	Board papers (including shortlist and seeking approval for consultation) to be published on public website	Staff Stakeholders Public	Governance Team	

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Early am Thursday 19 September 2024	Staff communications (channel to be confirmed) to set out the narrative behind the Board paper – and remind people they can watch the Board meeting	Staff	Communications team	
PM Thursday 19 September 2024	Press release to set out the narrative behind the Board paper Media interview bids on request	Staff Partners Public	Communications team	
Week of 23 September 2024	Schedule reminders on staff channels through the week	Staff	Communications team	
Thursday 26 September 2024	Board meeting and decision – recorded and available for staff and public	Staff Partners Public	Communications team	
PM Thursday 26 September 2024	Staff communications to confirm Board decision immediately following Board discussion	Staff	Communications team	
PM Thursday 26 September 2024	Send targeted update on board decision to stakeholders	Key stakeholders and partner organisations	Engagement Team	
PM Thursday 26 September 2024	Press release to confirm Board decision query proactive or reactive media interviews	Staff Stakeholders	Communications team	Explore opportunities for clinical media spokespersons

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		Public		
PM Thursday 26 September 2024	Staff and public social media messages following Board decisions	Staff Stakeholders Public	Communications team	Explore opportunities for videos with clinical voices would be most reassuring and effective
PM Thursday 26 September 2024	Updates to intranet and internet pages and Q&As following board decision	Staff	Communications team	
PM Thursday 26 September 2024	Send targeted update on board decision to stakeholders	Key stakeholders and partner organisations	Engagement Team	

PHASE 3 Consultation