

## Service User and Carer Involvement and Engagement Strategy 2017 – 2020

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## Foreword

We are really pleased to introduce this Service User and Carer Involvement and Engagement Strategy 2017–2020, on behalf of our Trust Board, service users and carers.

Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) is committed to giving its service users, carers, and stakeholders a greater voice. It actively commits to listening and responding to feedback. This strategy brings together work co-produced between service users, carers and staff. Ambitious objectives are set for the duration of this strategy to further strengthen involvement and engagement. The ever-increasing pace and scope of change facing the NHS relies upon effective communication and engagement involving all stakeholders in order to manage, motivate, influence, explain and create conditions for change to drive up the quality of care for an improved experience.

Our organisational values are at the heart of this strategy in ensuring we provide quality care. We are committed for all of our engagement work to be guided by legislation and driven by a genuine desire to work in partnership with local communities, our service users and carers.

This strategy has been co-produced by service users, carers and staff to confront these challenges and establish the conditions for involvement and engagement to embed and flourish.

**Charlotte Hitchings**

Trust Chair

**Hayley Richards**

Chief Executive

## 1. Introduction

AWP takes **PRIDE** (Passion, Respect, Integrity, Diversity, Excellence) in placing service users and carers at the centre of its decision making process, working co-operatively with them so that they have a real influence over the services that affect their lives and those that support and care for them.

In order to deliver the highest quality of care as well as value for money, AWP embraces and takes advantage of the opportunities that new technology and science offers in supporting service users, carers and those who serve them as well as evolving to meet the challenges facing society, such as an aging population, co-morbidities and significant public health wellbeing challenges.

## 2. Vision

The vision of this strategy is:

*To enable everybody to have the opportunity to influence the decisions that affects them, and recognises the benefits of working together. Service users, carers and the public are offered the opportunity to be involved in the development, planning, design and delivery of the Trust's services and are fully supported to do so. Our aim is that this strategy will bring hope and a better future for all.*

## 3. Background

This strategy is informed by the following national context and policy directives:

- NHS Act 2006.
- NHS Constitution (2009).
- NHS Outcomes Framework (2016/2017).
- Implementing the Five Year Forward View for Mental Health
- 4Pi National Involvement Standards

(These directives are explained more fully in the definitions section).

The strategy is also driven by our local context. Avon and Wilshire NHS Mental Health Partnership Trust (AWP) serves a diverse area covering a growing population currently estimated at 1.6 million people made up of different cultures and backgrounds. AWP aims to ensure the importance of responding to the cultural diversity and range of people we provide services to. The trust is committed to providing accessible and effective services, taking into account the preferences and different needs that individuals have within AWP area in keeping with our motto "you matter, we care", and deliver on the key objectives set by the trust after having consulted with our communities.

## 4. Scope

This strategy applies to all people who use the services we have been commissioned to provide and their carers, as well as the wider community that we interact with. It is relevant and applies to all staff. It includes the public as stakeholders who may not be receiving care but have an interest in how care is provided.

## 5. Principles

This strategy is driven by three broad consultation and engagement principles:

- Inclusiveness
- Integrity
- Effectiveness

By these words, we mean:

<b>Inclusiveness</b>	<p>Seeking input before a decision is made.</p> <p>Providing different opportunities for you to have your say.</p> <p>Publicising opportunities more.</p> <p>Listening to all views, particularly if your views are less frequently heard.</p>
<b>Integrity</b>	<p>Being clear about the purpose of our engagement.</p> <p>Keeping you informed.</p> <p>Doing what we said we will do.</p> <p>Letting you know what we did as a result.</p>
<b>Effectiveness</b>	<p>Better co-ordination between services.</p> <p>Taking advantage of the internet and social networking.</p> <p>Using and sharing feedback more effectively.</p> <p>Supporting quality improvement initiatives to embed clinical effectiveness.</p>

## 6. Objectives

Our key objectives are:

- Provide clear organisational, accountability and leadership arrangements for engagement and involvement.
- Support our staff to develop their engagement and involvement knowledge and skills through effective co-produced learning opportunities.
- To provide more opportunities for engagement and involvement by getting more service users and carers involved.
- Listen better and use feedback from consultation and engagement to make AWP services more relevant to service users and carers' needs.
- Foster mutual help and co-operation between carers, health professionals and those being cared for.
- Improve the effectiveness of AWP services by enabling service users and carers to initiate and influence quality improvements

## 7. Our Implementation plan

To deliver this strategy we have developed an implementation plan. This is attached below. It sets out the actions we will take, how we will measure our success and the outcomes we plan to achieve.

## ENGAGEMENT AND INVOLVEMENT STRATEGY IMPLEMENTATION PLAN 2017- 2019

Quality and Standards Committee will monitor delivery of the implementation plan on behalf of the Trust Board  
Quarterly reporting on Implementation plan to Trust wide Service User Group and Carer’s Forum.

**Essential** = key requirement and funded. **Developmental** = commitment to achieve within resources **Aspirational** denotes not funded – feasibility to be assessed

Strategic objective	Principal objective	Actions	Monitoring	Status	Year
1. Provide clear organisational, accountability and leadership arrangements for engagement and involvement.	AWP ensure that the Trust’s business, strategic and quality objectives are underpinned by best practice in involvement and engagement	Assess current service user involvement/ frameworks to determine a) which services are currently represented b) how different service users engage with the Trust c) where further SU and Carer involvement is required  Review arrangements for carer involvement across the Trust and role of carer leads.	Assessment documentation  Review activity and documentation	Essential	2017/18
	AWPs patient experience team will support all SU&C groups to function well and will work in collaboration with groups to review their function and take any steps to strengthen their arrangements and effectiveness as necessary.	Regularly review the function and purpose and membership the Trust wide SU/Carer Groups Forum to promote more representative engagement/co-production and working to the Code of conduct for PPI already in place.  Move away from groups being chaired by Trust managers to being chaired-by an appointed or elected service user or carer (as appropriate).  AWP to ensure consistent and regular participation in Trust wide involvement meetings by key staff.  Review locality Managers involvement /interface with the work of their local groups.	Better outputs from meetings as shown in action trackers, annual report of meetings’ effectiveness/outcomes of meetings. Improved co-production of joint tasks.  Number of service user/carers led forums/groups  Involvement co-ordinators and patient experience team to monitor attendance at meetings and follow up non-attendance.	Essential	2017/19

Strategic objective	Principal objective	Actions	Monitoring	Status	Year
1. Provide clear organisational, accountability and leadership arrangements for engagement and involvement <i>continued</i>	We will strengthen the links and working arrangements between the Trust-wide and local forums.	<p>Adopt a common approach to action tracking to aid communication between meetings.</p> <p>Clarify how by forward planning/linking groups/forums can influence AWP's decision making prior to decisions being made.</p> <p>Develop a communication pathway to share learning from local forums and identify Trusts wide themes.</p>	<p>Action tracker in place and monitored by Patient experience team.</p> <p>Process mapping</p> <p>Communication pathway/ Reporting framework.</p>	<b>Essential</b>	2017/18
	We will evaluate the quality of our PPI activities and we will review incidents where and learn from them.	<p>Develop evaluation plans/processes to enable constructive review of engagement activity and to identify good practice and barriers/blocks.</p> <p>Review and strengthen frameworks and processes for reporting outcomes of involvement.</p>	<p>Evaluation plans and reports</p> <p>Learning from experience reports</p> <p>Outcome reporting ("<i>you said, we did</i>" mechanism).</p>	<b>Essential</b>	2018/19
	We will enable direct service user participation in the strategic work of the Trust Board and Committees.	<p>Quality &amp; Standards Committee to include a service user / carer representative.</p> <p>Service user and carers to be involved in Transformation and Listening into action Groups.</p> <p>Implementation of "Patients as Leaders" programme to support co-production and to support service users and carers to work at strategic level.</p>	<p>Minutes of Q&amp;S</p> <p>Involvee recruitment records</p> <p>Minutes of meetings/Project plans</p> <p>Training records</p> <p>Evaluation of programme and outcomes before commissioning a further cohort.</p>	<p><b>Essential</b></p> <p>Role description templates have been developed. Role descriptions are being drawn up for three LiA projects and two transformation Groups. Opportunities will be widely publicised. Recruitment process to be defined.</p> <p><b>Developmental</b></p> <p>Patient Leader programme to be run in March 2018 with a cohort of 8-12 service users and carers from each of our delivery units.</p>	2017/2019  2018/19

Strategic objective	Principal objective	Actions	Monitoring	Status	Year
	Establish a budget that enables the Trust to do engagement and involvement activities well.	Review reimbursement payment rates. Formulate trajectory for supporting involvement in Transformation and Listing into Action	Agreed budget/ or financial commitment.	<b>Essential</b>	2018/19
Strategic objective	Principal objective	Actions	Monitoring	Status	Year
<b>2. Support our staff to develop their engagement and involvement knowledge and skills through effective co-produced learning opportunities.</b>	We will support our staff to promote and value meaningful engagement and involvement.	Appointment of two new engagement lead posts to support Involvement co-ordinators, to promote consistent good practice.	Line management and supervision process. Minutes of support meetings with Involvement Co-ordinators	<b>Essential</b>	2017/18
	We will support staff to develop their knowledge/skills in the area of service user and carer partnership.	Develop and deliver training (co-produced) to support staff to engage properly /well and to understand what co-production really means.	Training needs analysis Training plan Training records and evaluation Staff guidance/Toolkit	<b>Developmental</b>	2018/19
		Service users and carers to develop a set of values summarising how staff can value service user and carer contributions and use a range of media to promote, including short films.	Published values/PPI Charter	<b>Developmental</b>	2018/19
		Celebrate successes in engagement.	Shared success stories via internal and external communication channels, Facebook and Twitter/ Involvement newsletter	<b>Developmental</b>	2018- 20
		Build involvement/engagement into individual staff objectives and development.	Amended Trust wide staff appraisal form		2019/20
	We will expand opportunities to co-	Undertake a baseline of co-developed and co-produced training already in existence.	Baseline assessment	Baseline report requested from L&D and Local Involvement Co-	2017/18

Strategic objective	Principal objective	Actions	Monitoring	Status	Year
	produce training programmes for AWP	Identify further opportunities for co-production of training.  Develop peer mentoring opportunities across AWP.	Engagement leads and Learning & Development to identify further opportunities.  Baseline report on Peer mentoring and plan for 2018/19.	ordinators  <b>Developmental</b>  <b>Developmental</b>	2018/19  2019- 20
<b>3. To provide more opportunities for engagement and involvement and get more service users and carers involved.</b>	We will increase the number of service users and carers regularly involved in involvement and engagement work.	<ol style="list-style-type: none"> <li>Undertake a substantial and sustained recruitment drive to increase the availability of service users and carers able to support the Trust's involvement and engagement work.</li> <li>Establish a system whereby service users and carers can apply to represent the wider body of service users and carers in key involvement and engagement activities.</li> <li>Encourage staff to make service users and carers aware of opportunities to get involved in engagement work via community meetings and regular involvement publicity material.</li> </ol>	<p>Recruitment targets and recruitment plan to be developed by new engagement leads in liaison with involvement co-ordinators.</p> <p>Fixed term appointments to allow for rotation of others and for experienced involvees to mentor and get involved in different ways</p> <p>Transparent appointment processes.</p> <p>Involvement publicity material.</p> <p>Increased numbers of service users and carer involvees.</p>	<p><b>Essential</b></p> <p><b>Rotations being introduced for key groups</b></p>	<p>2018/19</p> <p>2017/18</p> <p>2018-20</p>
	We will establish an online engagement gateway to register your details, tell us what you are interested in and how you would like to be contacted.	Develop and maintain an on-line engagement gateway that can be easily accessed via the AWP website. Ensure the online gateway has alternative methods to maximise accessibility, e.g. address disabling conditions and Equality Act 2010 requirements	On-line gateway availability and records of use.  Compliance with Accessibility standards.	<b>Essential</b>	2019/20
	We will keep service users and carers	AWP to facilitate service user and carer involvement in activities across the two	Records of publicity about opportunities	<b>Essential</b> <b>Role description templates have</b>	2017-19

Strategic objective	Principal objective	Actions	Monitoring	Status	Year	
3. To provide more opportunities for engagement and involvement and get more service users and carers involved <i>continued.</i>	informed about how you to get involved in service design and delivery and the way we make decisions.	Sustainability and Transformation Plans (STP) footprints.	STP engagement Service user/carer feedback.	<b>been developed and role descriptions are being drawn up for two transformation groups. Opportunities will be widely publicised. Recruitment process to be defined.</b>		
	We will further develop relationships with existing groups to promote input from seldom heard and vulnerable groups to ensure that as many people as possible have the opportunity to influence AWP.	<p>Patient experience team and Involvement co-ordinators to identify existing seldom heard and vulnerable groups and to develop a plan for engagement</p> <p>Action in partnership with Healthwatch to increase engagement BME groups and young people.</p> <p>Development of supporting materials for involvement/ engagement in other formats ( languages/audio/large print/easy read)</p>	<p>List of groups.</p> <p>Engagement plan and outcome reports/</p> <p>Evidence of joint working with Healthwatch/evidence of engagement</p> <p>Evidence of accessible information and resources</p> <p>Representation from seldom heard/vulnerable groups on Service user / carer forum.</p>	<b>Essential</b>	<b>Trust meet with all Healthwatch organisations within our footprint on 27 November to agree closer working on mental health and BME workstreams over 2018/19.</b>	2018/19
	We will continue to develop and improve the range of face-to-face opportunities for you to have your say through public meetings, forums and groups.	<p>Increase the number of conference type events that we hold to engage large parts of the community.</p> <p>Inject a new culture to trust-wide meetings so that they reach-out and are held in community venues, moving away from invitations into Trust premises.</p>	Records of events.	<b>Aspirational</b>	Due to cost pressures this may not be possible but we are already rotating venues to ensure fair access to public representatives	2019/20
	We will utilise the internet and social media to improve the quality and accessibility of our consultations.	<p>To provide WIFI facility for service users, carers and visitors on Trust premises.</p> <p>Establish links between the on-line gateway and Facebook, Twitter.</p>	<p>WIFI coverage.</p> <p>Evidence of use of internet and social media</p>	<b>Aspirational</b>		2019/20

Strategic objective	Principal objective	Actions	Monitoring	Status	Year
	We will work closely with key groups, especially those in the voluntary and community sector, so that they can influence AWP decisions.	<p>Patient experience team to establish and maintain a list of key groups that AWP engages with a provide diagram of connections.</p> <p>Fund a local community grant for local mental health organisations.</p>	<p>Engagement spreadsheet and diagram of connections</p> <p>Grant opportunities. Service users and carers on the selection panel.</p>	<p><b>Stakeholder lists are being drawn up by the PMO and the Patient experience team is contributing to this process.</b></p> <p><b>Aspirational</b></p>	<p>2017/18</p> <p>2019/20</p>
	We will work with local businesses in lessening the invisible barriers of stigma to promote employment opportunities.	<p>Adopt a “see it my way” approach with business to raise awareness of key mental health conditions to tackle stigma and increase understanding that mental health conditions are not imaginary.</p> <p>Locality Managers to identify a key business in their area and work with a group of service users and carers to develop an AWP theme they can deliver.</p>	<p>Records of business engagement.</p> <p>Records of business ngagement.2020</p>	<b>Aspirational</b>	2019/20
<b>4. Listen better and use feedback from consultation and engagement to make AWP services more relevant to service users and carers’ needs.</b>	We will ensure we provide feedback every time we seek views.	<p>To set standards for the speed of feedback responses and achieve them.</p> <p>We expect AWP to summarise responses to show how they have had an impact. The website should be used to publicise the feedback.</p>	<p>Identify agreed response times as part of any feedback exercise and monitoring against those standards.</p> <p>Publicised feedback.</p>	<b>Developmental</b> To be undertaken by Communications team who are responsible for wider public engagement and consultation.	2018/19
<b>5. Foster mutual help and co-operation between carers, health professionals and those being cared for.</b>	We will minimise isolation for carers and increase partnership working with carers in the delivery of care.	<p>Undertake a wellbeing survey of carers to identify improvement strategies.</p> <p>Review arrangements for carer involvement across the Trust.</p> <p>Review role of career leads /Establish a Carers’ Lead on every ward</p>	<p>Survey results.</p> <p>Carer involvement review</p>	<b>Developmental</b> <b>Carers Engagement Leads appointed.</b>	2018/19

Strategic objective	Principal objective	Actions	Monitoring	Status	Year
		Develop and deliver a refreshed carer awareness training programme in partnership with carers  Establish drop-in arrangements to support carers.	Drop-in opportunities. In-patient wards provide information/signposting		
	We will initiate a range of initiatives to particularly focus on young carers.	Develop a process to identify young carer who support our service users and record this information on RiO (with consent)  Enable AWP to connect with young carers through social media and young people's organisations. Establish contact with "Off the Record" and agree joint ventures.	RiO alert/entries  Evidence of connections.  Evidence of joint ventures.	<b>Essential</b>  <b>Developmental</b>  <b>Aspirational</b>	2018/19  2018-20  2019/20
<b>6.Improve the effectiveness of AWP services by enabling service users and carers to initiate and influence quality improvements.</b>	We will seek ways to minimise the number of occasions service users have to repeat their physical/mental health histories.	Engage clinicians in a service user led workshop to identify the triggers for seeking repeat histories and find solutions to minimise.	Conduct an Engagement activity between SUs and staff to understand 'repeat' points in care pathways and find solutions	<b>Developmental</b> <b>Being planned as a Quality Improvement project for Q4 2017/18</b>	2018/19
	We will provide opportunities for service users and carers to get more involved in assessing quality of our services.	Re-introduce service user and carer participation in the 15-steps programme.  Enable service user and carers to support the Trust's quality improvement work.	Evidence of participation to be monitored by Patient experience Team.  15-Step Challenge Safewards PLACE	<b>Essential</b>	2017-18
	The views of service users and carers will be actively sought in objective setting around improvement priorities.	Suggested quality objectives will be based on patient experience feedback data and will be consulted on at reviewed at service user and carer meetings.	Patient experience reports.  Presentations by Quality lead to TWIG and Carers Forum in March	<b>Essential</b> <b>Trust Quality Lead is booked to attend TwSUG to discuss quality priorities for 2018/19.</b>	2017/18

Strategic objective	Principal objective	Actions	Monitoring	Status	Year
		Service user/ carer rep on Q&S Committee will be part of ratification process.	about 2018/19 Quality priorities		
	We will actively engage in research and development activity, through Everyone Included	Actively encourage service user and carer engagement in research studies	Annual report to TWSUG and Carers Forum	<b>Achieved</b> But reporting to Trustwide groups to be agreed.	2017/18
	We will seek ways of involving service users and carers in helping to promote and engage in health wellbeing strategies.	Seek service users and carers' suggestions for health improvement initiatives, e.g. smoking and their support in implementation. Establish more links with Wild Walks for Wellbeing and other health initiatives.	Evidence of engagement with Health and Wellbeing and Physical Health leads.  Evidence of service user and carer invitation to initiatives.	<b>Developmental</b>  <b>Aspirational</b>	2017-19  2019/20
	We will support consideration of new and emerging clinical initiatives such as Open Dialogue.	Pilot Open Dialogue with Crisis, Home Treatment and Early Intervention teams.	Report of results of pilots and ongoing Open Dialogue Programme	<b>Developmental</b>	2018/19

## 8. Monitoring Measures and Outcomes

The implementation of this strategy will be monitored by the Quality & Standards Committee and Trust wide Service user Group and Carers Forum, Wherever possible, metrics will be established to actively monitor progress and achievements. Co-produced updates and exception reports will be provided regularly to the Quality and Standards Committee.

## 9. Roles and responsibilities

The **Trust Board** has ultimate responsibility for the approval and delivery of this strategy and for embracing its principles into its everyday operations. The Trust Board continuously strives to strengthen the culture of involvement and engagement throughout the Trust.

The **Quality and Standards Committee** will monitor the implementation of this strategy and will receive reports and presentations on the impact of the strategy on local services as part of its work plan.

The **Trustwide Service User Group** and **Carers Forum** will direct the necessary work to ensure that the strategy is fully implemented.

The **Chief Executive** is accountable for ensuring effective engagement and involvement throughout the Trust.

The **Director of Nursing and Quality** is the executive director with responsibility for involvement and engagement and is supported in this work by the **Head of Service User and Carer Experience** and the **Engagement, Involvement, Experience and Voluntary Services team**.

**All staff** are responsible for upholding the principles of this strategy in their work and contributing to its successful delivery.

**All service users, carers** and our **local community groups** are invited to get involved to embrace and contribute to this strategy.

## 10. Definitions

- **NHS Act 2006.** Section s242 1B states that NHS Trusts are required to make arrangements to involve and consult patients and the public or through their 'representatives' in the planning of provision of services, the delivery of services and the consideration of proposals in service provisions and any decision to be made affecting the operation of services.
- **NHS Constitution (2009).** Underpinning the NHS are the principles of values, rights and responsibilities, it forms the basis for the relationship between Patient, Public and staff and puts forward that the right to be involved either directly or through representatives in healthcare services.
- **NHS Outcomes Framework (2016/2017).** The purpose of the NHS Outcomes Framework is to provide a national level overview of how the NHS is performing and to provide accountability measurements between the Secretary of State for Health and NHS England. By law NHS England is required to submit an annual assessment to the secretary of state for health for comments and direction from the Department of Health.

The NHS Outcomes Framework is structured around 5 Domains which sets out the high level national outcomes that the NHS should be aiming to improve, one of the domains relates to ensuring that people have a positive experience. The Mid Staffordshire NHS Foundation Trust Inquiry (2013) also emphasises a change in culture including a refocusing and recommitment for all NHS staff to put patients first and promote a common patient centred culture and fundamental standards of care.

- **Implementing the Five Year Forward View for Mental Health (2016).** Investment in mental health service to 2020/2021 to provide 24/7 provision for crisis care, ageless early intervention in psychosis service, parity of esteem with respect to physical health and

increase in capacity in talking therapies with the focus to timely access to services around the prevention agenda.

- **4Pi National Involvement Standards** These standards aim to share good practice, centralise resources, strengthen existing networks and build an infrastructure that connects and coordinates the involvement of service users and carers throughout and beyond services.

## Version History

Version	Date	Revision description	Editor	Status
1.0	29/05/2013	New strategy	EA	Approved
20.	20/03/2017	Revised and updated	JM	Approved