

# **Engagement and Involvement Strategy**

**2013 to 2016**

**“You matter, we care”**

## Avon & Wiltshire Mental Health Partnership NHS Trust Engagement and Involvement Strategy 2013-2016

I feel proud...	because we have improved mental health services
I feel involved...	because as many service users, carers and members of the public feel involved in our Trust
I feel happier...	because being involved has given me a sense of purpose

### 1. What do we want to achieve?

1.1 This strategy is how we will express the commitment of our motto: "You matter, we care". Our trust values are:

<b>Passion</b>	Doing our best, all of the time
<b>Respect</b>	Listening, understanding and valuing what you tell us
<b>Integrity</b>	Being open, honest, straightforward and reliable
<b>Diversity</b>	Relating to everyone as an individual
<b>Excellence</b>	Striving to provide the highest quality support

1.2 We know that the day-to-day experience of service users and carers is the best way of judging how good our services are. Therefore, our overall aim for this strategy is to engage with, listen to and learn from patients, service users, carers, and the public so that we can jointly improve the quality of our services.

1.3 This document outlines the way in which we will make improvements in engagement and involvement. These improvements will result in:

- People being involved and engaged in their care (day-to-day engagement)
- People's experience of services being captured, understood and responded to (engagement to enable feedback)
- People's experience leading the design and delivery of improvements to services (involvement in improvement projects).

1.4 Our objectives are to:

- Develop engagement and involvement across four levels of our Trust: individual; ward/team; locality/service delivery area; and strategic.
- Embed a system of feedback, escalation, and action which means that the views and experiences of our service users and carers drive improvements in our services
- Set Trust-wide policy, standards, priorities and toolkits for development that ensure the quality of our engagement and involvement activities
- Spread innovative practice through ways such as Experience Based Design and peer mentoring
- Develop an integrated engagement process which ensures that measures for engagement and involvement that can be monitored from "ward to Board"

### 2. How will we achieve our aim and objectives?

We have listened to the ideas and views of over 500 people over the last year as to how we can improve engagement and involvement with people who use our services and their carers.. Everyone agreed that engagement should be collaborative and organised, energising, positive and innovative. The feedback we have received is that there are many ways in which people experience our services and many ways that could be used to engage and involve people in the Trust's services. Therefore, in order to make significant improvements we need to take action at different levels across the Trust.

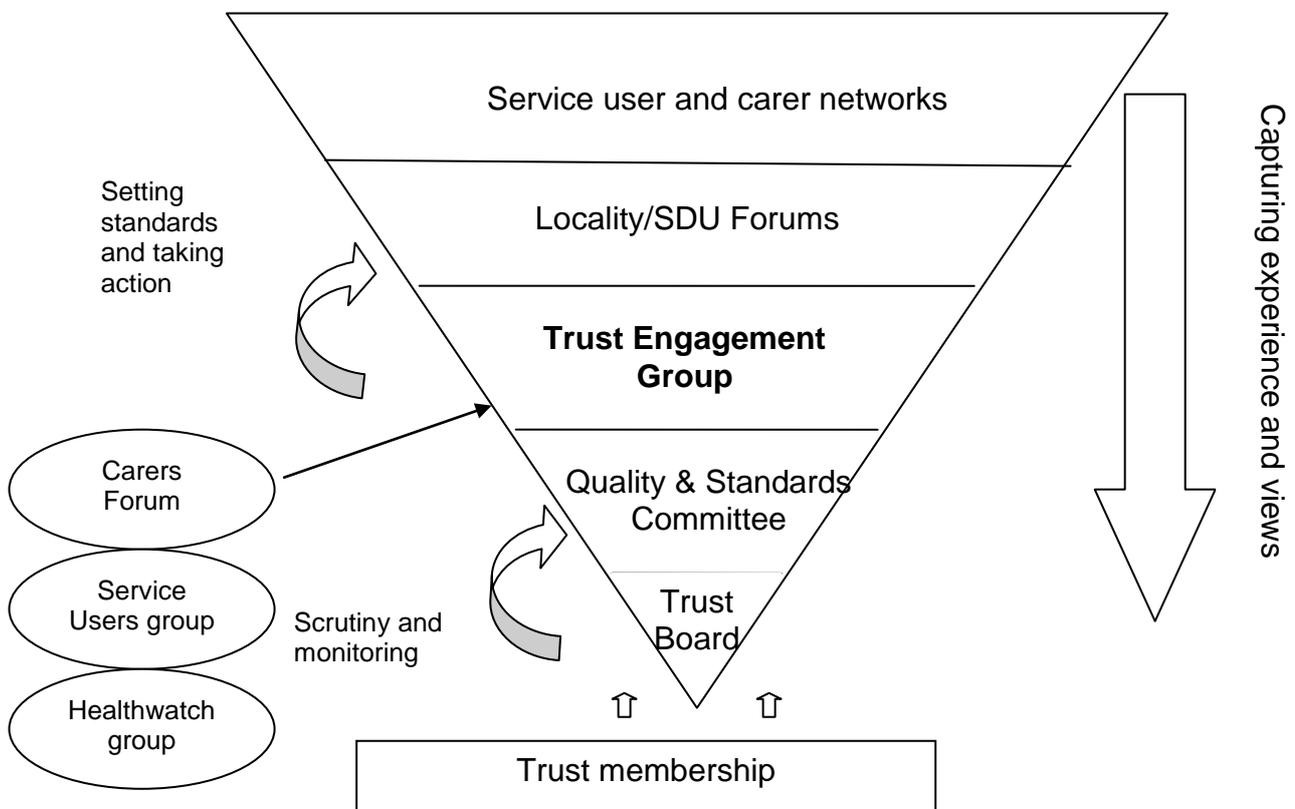
2.1 As such, we will take action on four levels:

Individual	Ensuring that our one-to-one interactions between service users, carers and staff are based on respect and mutual decision-making that leads to people feeling fully involved in their own recovery journey
Team/ward	Understanding and responding to the experiences of people and their carers using our services
Local	Working with local communities, service users and carers to develop appropriate and meaningful services
Strategic	Engaging, listening to with service user and carer membership on the Trust's priorities and strategic direction

2.2 Later on in this document we give details of the specific actions we are taking at each level (see section 4).

### 3. How will we make sure the strategy is achieved?

- 3.1 Engagement and involvement with service users and carers is the business of everyone in the Trust. Staff at all levels are expected to meet this responsibility. Alongside this, the Trust will establish structural mechanisms to oversee progress of the strategy and implement its actions.
- 3.2 Integrated engagement framework:



- 3.3 **Trust-wide Engagement group:** We will establish a new Trustwide Engagement Group as the main forum within the Trust for overseeing the strategy and its associated actions. The terms of reference will be revised and we will ensure that the group not only contains members that can represent the views of service users and carers from all the localities within the Trust, but also contains senior staff able to respond to those views by taking action within services. The main members of this group will therefore be:

Member	Role
Non-Executive Director	chair of the group and Board member
Executive Director	Accounting for engagement and involvement across operational services
Service user and carer representatives	able to gather and express views from across a service or locality
Voluntary sector & Healthwatch representatives	acting as advocates on behalf of service users and carers across the Trust
Involvement workers	employed staff whose role it is to work within a locality or service to engage and involve service users and carers
Heads of Profession and Practice	senior clinical leaders from localities responsible for standards of quality and able to drive service improvements.
Additional corporate leads	Communications, Diversity, FT and PALS representation

3.4 The Engagement group will be able to:

- oversee the Trust's engagement and involvement activities, setting priorities and approving policies
- monitor progress against the planned actions to improve those activities
- scrutinise information which captures service user and carers experiences (such as complaints, patient environment assessments, incidents etc)
- seek assurance that action is being taken to respond to issues identified
- report to the Quality and Standards Committee.

3.5 Further information on how this group will be developed is detailed within the actions listed in section 4. The Engagement group is a sub-committee of the Quality and Standards Board Committee, thereby ensuring that there is a clear reporting line into the Trust Board as part of the Trust's Quality Assurance Framework.

3.6 The Nursing Directorate, through the Academy, will support the development of "Experience Dashboards" which will allow the Engagement group to scrutinise overall performance. These dashboards are likely to include measures around complaints, environmental assessments, friends and family etc.

3.7 **Trust wide forums for service users, carers and Healthwatch:** We will continue to operate Trust wide forums to allow each group to measure and monitor issues across the whole of the Trust and to gather views from localities.. These forums will be supported by the Nursing Directorate through the Academy.

3.8 **Local and Specialised forums:** Each locality and our specialised services are now managed by a group of three senior leaders, consisting of a Clinical director, Managing director and Head of practice and professions (HOPP). The Clinical director carries the overall responsibility for ensuring that service users and carers are involved and engaged in the delivery of local services.

3.9 Each locality and specialised services will establish its own forum for engagement and involvement of service users, carers and their representatives. These local forums will

feed information into the Engagement Group via the HOPP (as described above). The nature of each forum will depend on local circumstances as to membership (e.g. could be jointly run with the local clinical commissioning group) and would be expected to ensure that information is available widely about the groups to encourage broader attendance. Each forum will bring together information which captures service user and carer experience of their services (e.g. Friends and Family Test, complaints, incidents, general feedback, patient environment assessments etc) which will allow the group to develop a good understanding of how services are experienced. The forums would be expected to identify where local action is needed to improve those services. Local managers, Involvement workers and other staff will support these forums.

**3.10 Local and Specialised Service User Involvement networks:** Each locality and specialised services will employ a Involvement worker who will be expected to develop a network of service users and carers willing to be involved in the development and monitoring of Trust services. Previously we have developed peer mentoring in our specialist drug and alcohol services, which is considered a model of good practice and we will seek to role this out across all areas. This informal network will provide “intelligence” on service quality from a service user and carer’s perspective which will be fed into local forums via the Involvement Worker.

**3.11 Trust Membership:** With an active membership in excess of 16,700, of which 1,550 service user and carers, the FT membership team will ensure that engagement information and opportunities are shared to the wider audience who possibly would not participate in the traditional format of service user groups or forums. Our members form a vital part of AWP as a Trust and as such will continue be utilised as a quantifiable audience for any engagement activities.

## **4. What will we do?**

4.1 As previously stated, the improvements we want to achieve are:

- People being engaged and involved in their care (day-to-day engagement)
- People’s experience of services being captured, understood and responded to (engagement to enable feedback)
- People’s experience leading the design and delivery of improvements to services (involvement in improvement projects).

4.2 For each of these outcomes, we have stated what our objectives are for each level of engagement (individual, team/ward, local and strategic) and what actions we will take.

**People are engaged and involved in their care (day-to-day engagement)**

**OBJECTIVES**

**ACTIONS**

Individual level

Ensure that everyone is involved in their care plans

- improve care planning through staff training, (developed and delivered by service users, carers and staff) and supervision
- ensure carer engagement in care planning
- support access to advocacy
- consistent use of Recovery star

Increase opportunities for service users and carers to feedback on their experiences

- introduce friends and family test
- extend mechanisms for gathering feedback e.g. feedback cards, website etc.
- capturing the carer experience through implementation of the Triangle of Care self-assessment

Team & Ward level

Improve information for service users and carers

- establish information “review” groups for each service
- extend use of social media to provide information and advice
- provide links to peer mentors at point of discharge from hospital or from community services to provide additional support

Improve communication between service users, carers and staff

- supervise and monitor staff communication skills
- provide clear contact information
- provide mechanisms for “instant” feedback
- capturing the carer experience through implementation of the Triangle of Care self-assessment

Locality level

Develop opportunities for individuals to be involved in local services

- develop peer mentoring
- develop informal support mechanisms
- employ Involvement workers

Improve involvement in care planning

- Establish local audit mechanisms for ensuring individual involvement in care planning
- training developed and delivered by service users, carers and staff
- continue self-management and recovery training in Specialist Drug and Alcohol services and consider wider application across other

	groups
Improve communication between service users, carers and staff	<ul style="list-style-type: none"> <li>- develop standards for communication</li> <li>- increase customer care training</li> <li>- provide clear contact information</li> <li>- capturing the carer experience through implementation of the Triangle of Care self-assessment</li> </ul>
<b>Strategic level</b>	
Improve CPA standards to ensure engagement and involvement in care planning	<ul style="list-style-type: none"> <li>- Ensure high numbers of trained staff in CPA, customer care and diversity</li> </ul>
Set standards for communication and information	<ul style="list-style-type: none"> <li>- Integrate into the Trust's communications strategy</li> <li>- Support readers panel</li> <li>- improve accessibility of information on the website and in other formats</li> <li>- improve service provided through central switchboard</li> </ul>
<b>Measures of success</b>	
<p>Improvement in Friends and family test results via IQ  CQC compliance against standards for involving service users  Completion of Triangle of Care self-assessment for all teams</p>	

**People's experience of services is being captured, understood and responded to (engagement to enable feedback)**

OBJECTIVES	ACTIONS
<b>Individual level</b>	
Provide opportunities for individual feedback	<ul style="list-style-type: none"> <li>- Staff to inform service users and carers of complaints and PALs services</li> <li>- Staff to involve service users and carers in care plan</li> <li>- Service users and carers to be invited to participate in surveys</li> <li>- Friends and family test</li> </ul>
Provide access to advocacy	<ul style="list-style-type: none"> <li>- Staff to support individuals to access advocacy support.</li> </ul>
<b>Team &amp; Ward level</b>	
Respond to feedback in a timely and helpful way	<ul style="list-style-type: none"> <li>- ensure feedback mechanisms in place in all areas</li> <li>- develop mechanisms for teams &amp; wards to assess their responsiveness to complaints, incidents and any other quality concerns raised</li> </ul>
Improve mechanisms for listening to and understanding service user and carer experience	<ul style="list-style-type: none"> <li>- encourage participation in surveys</li> <li>- establish regular forums between teams/wards and service users and carers</li> <li>- implement family and friends test and support local teams to develop additional means for gathering feedback</li> <li>- Involvement workers to gather feedback from across services</li> </ul>
<b>Locality level</b>	
Ensure that the day-to-day experience of service users and carers is understood and responded to at a locality level	<ul style="list-style-type: none"> <li>- establish forums that scrutinise feedback from service users and carers and are able to respond to individual issues, identify team or ward issues and identify themes for improvement across the locality</li> <li>- establish/build on relationships with local service user and carer groups and voluntary sector groups</li> <li>- management groups to have feedback as standing items on agendas</li> </ul>
<b>Strategic level</b>	
Ensure that the day-to-day experience of service users and carers is understood and responded to at a strategic level	<ul style="list-style-type: none"> <li>- ensure high quality PALs and complaints service</li> <li>- ensure quality assurance framework includes reporting of</li> </ul>

	<p>service user and carer experience</p> <ul style="list-style-type: none"> <li>- Trust-wide engagement group will: <ul style="list-style-type: none"> <li>- monitor progress against the planned actions to improve those activities</li> <li>- scrutinise information which captures service user and carer experiences (such as complaints, patient environment assessments, incidents etc)</li> <li>- seek assurance that action is being taken to respond to issues identified and that this is communicated back to those involved.</li> </ul> </li> </ul>
<p>Encourage dissemination of positive and constructive feedback</p>	<ul style="list-style-type: none"> <li>- recognise success and develop systems for rewarding good feedback</li> <li>- publish compliments</li> </ul>
<p><b>Measures of success</b></p>	
<ul style="list-style-type: none"> <li>- Planned audit programme that incorporates SU/Carer led assessment</li> <li>- Service User and Carer led piece of work to see what measures are currently in place for assessing engagement and determine what else is needed.</li> <li>- CQC self assessment</li> <li>- Triangle of Care self assessment tools – carers to go in and check the RAG ratings to verify self assessment</li> <li>- Secret Shopper</li> </ul>	

**People's experience is leading the design and delivery of improvements to services (engagement in improvement projects).**

OBJECTIVES	ACTIONS
<b>Individual level</b>	
Provide opportunities for individuals to be involved in service design and improvement feedback	<ul style="list-style-type: none"> <li>- Involvement workers to establish local "networks" of service users and carers wishing to be involved in design and improvement activities</li> <li>- Membership constituents to be invited to participate more widely in improvement projects</li> <li>- Peer mentoring to provide skills and experience for involvement</li> <li>- Recovery College to provide training to improve individual confidence and skills</li> </ul>
<b>Team &amp; Ward level</b>	
Ensure that the experience of service users and carers is used to identify areas for improvement	<ul style="list-style-type: none"> <li>- establish regular forums between teams/wards and service users and carers</li> <li>- follow Trust-wide standards (see below) to ensure appropriate engagement and involvement</li> </ul>
<b>Locality level</b>	
Provide a clear mechanism for service users and carers' experiences to inform and be involved in service improvement	<ul style="list-style-type: none"> <li>- Train managers and service improvement staff to use Experience Based design and other service improvement approaches</li> </ul>
Ensure that the experience of service users and carers is used to identify areas for improvement	<ul style="list-style-type: none"> <li>- Linking to or establishing forums that scrutinise feedback from service users and carers and are able to respond to individual issues, identify team or ward issues and identify themes for improvement across the locality</li> <li>- establish/build on relationships with local service user and carer groups and voluntary sector groups</li> <li>- develop benchmarking data to measure the experience of services</li> <li>- monitor application of Trust-wide standards for engagement and involvement</li> <li>- Involvement workers supporting training of service users and carers in collaboration with the Recovery College</li> </ul>
<b>Strategic level</b>	
Ensure that the service users and carers are	<ul style="list-style-type: none"> <li>- Trust Engagement Group</li> </ul>

involved in setting the strategic direction and priorities of the Trust	
Extend areas of involvement across non-operational services	<ul style="list-style-type: none"> <li>- Increase participation in research and development</li> <li>- Expand involvement in training, recruitment and selection, inspection of services, PLACE etc.</li> </ul>
Ensure the quality of engagement and involvement activities across the Trust	<ul style="list-style-type: none"> <li>- provide a toolkit for engagement and involvement</li> <li>- Establish an accreditation system which outlines clear standards for service user and carer involvement (including Triangle of Care) and which encourages development from fundamental standards through to innovative methods of engagement</li> <li>- develop the Trust Engagement group to carry out the identification and implementation of service improvements relating to engagement and involvement</li> <li>-</li> </ul>
<b>Measures of success</b>	
<p>Programme office to develop project templates which include reference to service users and carer involvement</p> <p>Senior management team to scrutinise all improvement projects for engagement and involvement</p> <p>Engagement group to monitor achievement of accreditation standards (as outlined above) across all Service Delivery Units.</p>	

## Outline action plan

- 5.1 A detailed action plan will be developed in partnership with the Trust's Engagement Group to describe activities for the years 2014 to 2015. An outline of the key actions within the plan for 2013 are given here as an indication of ownership and timescales for achievement:

Action	Owner	Date of completion
Recruitment of Involvement Workers	Service Delivery Units	June 2013
Establishment of Trust Engagement group and sub-groups for Service Users, Carers and Healthwatch	Director of Nursing	June 2013
Establishment of local engagement groups	Service Delivery Units	September 2013
Development of Trust-wide accreditation standards for engagement and involvement	Academy	September 2013
Development of toolkit for engagement and involvement	Academy	October 2013
Establishment of Involvement workers practice group	Academy	July 2013
Establish "experience dashboards" to support monitoring at all levels across the Trust.	Director of Nursing	September 2013

- 5.2 These actions will be managed by the Academy as a programme of work, incorporated into the Trust Integrated Quality and Safety Plan. Alongside these actions the Trust will continue with its good practice in service user and carer involvement in training, recruitment and selection, and in the involvement of PLACE assessments.
- 5.3 Progress against this strategy, as a key component of the Trust's overall Quality strategy, will be monitored by the Quality & Standards Committee of the Trust Board.