

Communication and engagement strategy 2019/20

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Information is available upon request in a number of formats including easy read, large print Braille and in audio format.

To request information or any of our key documents in an alternative format such as braille, larger print, audio or any other format please email worcs.comms@nhs.net quoting your address, telephone number along with the title and date of the publication plus the format you require.

On behalf of:

NHS Redditch and Bromsgrove CCG, NHS South Worcestershire CCG and NHS Wyre Forest CCG

Aims

This strategy sets out the strategic direction for communication and engagement activities of the Worcestershire Clinical Commissioning Groups (WCCGs) for the period 2019 to 2020.

The aim of this strategy is to support the delivery of the strategic priorities and the implementation of 2019/20 commissioning intentions through effective communication and meaningful engagement.

In doing so it aims to:

- Ensure that patients, public, staff, clinicians and stakeholders are involved in WCCGs' decision-making processes
- Promote the brand and strengthen the local, regional and national reputation of WCCGs.

This strategy will be reviewed throughout the year as required by Worcestershire's Patient Advisory Group.

Key policy drivers

'No decision about me, without me' was at the heart of the government's reforms to the NHS. GPs and other clinicians are now responsible for engaging with the local population to ensure that the services they are paying for meet local needs.

The changing NHS landscape means that communication and engagement is now even more critical to ensure that stakeholders are aware of, and understand how CG plans, commissions and monitors local health services. The Francis Report outlined the need for organisations to put patients at the heart of their services and listen to the views of patients and staff in order to deliver the very best standards of care.

In addition to WCCGs' commitment to high quality communications and engagement there are a number of statutory requirements that they are committed to meeting:

The Health and Social Care Act 2012

The Health and Social Care Act 2012 sets out the Government's long-term plans for the future of the NHS. It is built on the key principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay. Specifically the WCCGs must involve and consult patients and the public:

- In the planning of commissioning arrangements
- In the development and consideration of proposals for changes in the commissioning arrangements where the implementation of the proposals would have an impact on the manner in which the services are delivered to the individual or the range of health services available to them
- In decisions affecting the operation of the commissioning arrangements where the implementation of the decisions would (if made) have such an impact.

The Act also places a duty on WCCGs to consult Worcestershire Health Overview and Scrutiny Committee on any proposals for a substantial development of the health service in the area of Worcestershire County Council, or a substantial variation in the provision of local services.

The NHS Constitution

The NHS Constitution places a statutory duty on NHS bodies and explains a number of rights which are a legal entitlement protected by law. One of these is the right for patients to be involved directly or indirectly through representatives in the:

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- In the planning of healthcare services
- In the development and consideration of proposals for changes in the way those services are provided
- In the decisions to be made affecting the operation of those services.

We also have a responsibility to make sure that people are aware of the NHS Constitution so it can be enforced, and to ensure its values and principles are reflected in local services.

Public Sector Equality Duty

The Public Sector Equality Duty requires public bodies to consider all individuals when they carry out their day to day work, such as shaping policy, delivering services and in relation to their own employees. It encourages public bodies to understand how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people's needs.

WCCGs will take the equality duty into account in the way that they communicate and engage with the local population, its members and staff.

The Equality Act 2010

The Equality Act 2010 promotes fair treatment of people regardless of any protected characteristic they may have.

To support development of commission plans and decision making it is essential that particular engagement and communication methods take into account the needs of people with protected characteristics and enables them to fully participate.

Healthwatch Worcestershire

Healthwatch Worcestershire's role is to ensure that the views and feedback from patients and carers are an integral part of local commissioning across health and social care. This will include providing information about local care services.

Healthwatch Worcestershire will have a significant influence on WCCG's future communications and engagement work.

Communications

Continuing to inform and engage with member practices, patients, the public and stakeholders is vital to the success of the Worcestershire CCGs.

The challenge is to communicate and interact with a wide range of audiences, ensuring the organisation conveys the right messages via the right platforms to the right people. The strategy must be a two-way process of educating, informing, sharing, listening and responding.

WCCGs are committed to proactively seeking the views of the public, patients, their carers and other stakeholders and to consult widely across all levels of decision making. It is important that patients and the public also understand how their views will be used, which decisions they will be involved in, when and how decisions will be made. Good communications both internally and externally is an integral part of this process.

Communicating with the public

The WCCGs are keen that the public understands the local NHS and health services and recognises the CCGs as trusted sources of information. This will be achieved by:

- Developing and publicising the CCG websites as a key source of information, clearly signposting to other existing websites (e.g. NHS Choices, local trust websites) as appropriate
- Working with the local media, including local council publications, to ensure interesting, relevant and accurate reporting
- Ensuring public campaigns meet local needs.

Communication and engagement principles

The WCCGs will communicate and engage clearly and professionally, using methods appropriate for its audiences. Fundamentally they will aim to ensure that its communications and engagement activities are:

- Accurate, fair and balanced
- Cost effective
- Fit for purpose
- Jargon free
- Clear, written in plain English
- Delivered in partnership where possible

Making information accessible

WCCGs understand the importance of making sure that people can understand the information they are given about their health and care. This means ensuring that people get information in different formats if they need it, for example in large print, braille, easy read or in a different language.

They aim to follow the guidelines set out in NHS England's 'Information Standard'.

Communication channels

A range of communication methods have been developed to ensure that information can be communicated effectively to different audiences.

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Communication methods currently include:

Internal channels

- Staff intranet
- GP intranet (currently under development)
- Weekly GP Briefing
- Monthly Chief Operating Officer briefings
- Noticeboards (posters etc.)
- GP practice away days
- Staff away days
- Emails
- Staff surveys

External channels

- Websites
- Media coverage (local, regional and national media)
- SW Bulletin (stakeholder newsletter)
- Events
- Social media (Twitter and Facebook)
- Annual report
- Posters and leaflets
- Video production
- Public Governing Body meetings
- Questionnaires and surveys

Working with partners and stakeholders

It is very important that WCCGs keep their partners and other key stakeholders informed about its activities.

Worcestershire Health and Wellbeing Board

WCCGs are a committed partner on the Worcestershire Health and Wellbeing Board which allows Local Authority representatives and local organisations to work more closely with NHS bodies to address local health needs and inequalities, and improve health and social care services.

Worcestershire Health Overview and Scrutiny Committee

WCCGs regularly attend Worcestershire Health Overview and Scrutiny Committee to discuss service proposals and engagement activities and to consult them on any proposals for significant change, allowing them to challenge decisions where necessary

Worcestershire Healthwatch

Members of the Governing Body and Engagement Team regularly meet with Healthwatch Worcestershire to discuss service proposals, engagement activities and quality issues in relation to local services

MPs, councillors and patient groups

As some of the key opinion formers in the community and a direct route to the public, building trust and support with key stakeholders is vital through communication and engagement efforts.

All formal enquiries from MPs, councillors and patient groups are responded to in a timely manner. Measures are being put in place to ensure that any feedback gathered through these channels is fed back into the commissioning and engagement cycles.

Media management

The media plays a key role in helping to shape a positive reputation and should therefore be treated as a partner with which WCCGs must develop an effective relationship.

The team maintains an effective press office function which manages reactive enquiries and delivers proactive annual PR annual programme, taking into consideration the achievement of key milestones and the implementation of new services/initiatives. The function includes:

- Proactive media releases and media statements
- Interview preparation and training
- Media handling plans
- Media monitoring
- Crisis response management

Other functions

Major Incidents

The team delivers an effective major incident communications service to ensure that WCCGs meets their public warning and informing requirements of the Civil Contingency Act.

Branding

The NHS brand is one of the most well-known and trusted, and NHS organisations are expected to uphold and protect the governance regulations around its use. There are comprehensive guidelines for all communications and engagement work that NHS organisations, or anyone working on their behalf, must follow.

All communication and marketing materials will adhere to both NHS and local WCCG brand guidelines.

Social media

Social media provides a modern, quick and effective way to communicate and gather feedback and WCCGs play an active and proactive role in social media conversations.

WCCGs have their own Facebook and Twitter pages, allowing 2-way communication with a large number of people and organisations.

Online media

Online communication is essential to ensure that WCCGs are able to reach widely into the local population.

Having a strong online presence is important because it:

- Facilitates dialogue
- Allows communication in 'real time'
- Allows for the development of more innovative methods such as videos and podcasts

WCCGs have their own dedicated websites. The sites allow people to learn more about WCCGs and also invite them to get more involved in their local health care services.

Engagement

WCCGs recognise the fundamental importance and benefit of ensuring that its decisions are shaped through effective communication and engagement with the local population.

It uses the 'The Engagement Cycle as part of its commissioning and engagement planning.



The Engagement Cycle is a strategic tool that helps to identify who needs to do what, in order to engage communities, patients and the public at each stage of commissioning.

The cycle identifies five different stages when patients and the public can and should be engaged in commissioning decisions:

- Working with communities to identify needs and aspirations.
- Working with the public to plan and transform services
- Working with patients and carers to design services and improve quality and safety
- Working with patients and the public to procure and contract services
- Working with patients and carers to monitor services and share learning.

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The Engagement Cycle is embedded into the engagement approach because it helps to:

- Develop a shared understanding of what good engagement looks like
- Provide a strategic direction and basis for planning
- Clarify relationships, accountabilities, roles and responsibilities.

Using this model and sharing it with colleagues helps to ensure that engagement with the local residents is a key factor at all stages of the commissioning process.

Engagement framework

The WCCG engagement framework is set out in Appendix 1.

Lay Representation

WCCGs have appointed a Lay Representative for Stakeholder Engagement to their Governing Bodies.

The lay member supports the Governing Bodies in public and patient engagement and holds the CCGs' Executive Team to account for the delivery of the strategic objectives.

Specifically, as a champion for stakeholder engagement the lay representative ensures that patient and public engagement is considered across all levels of WCCGs and challenges processes which do not support the objectives set out in this strategy.

Patient and Advisory Group (PAG)

Fundamental to the way that WCCGs operate is the establishment of a Patient an Advisory Group. This group, which is chaired by the Lay Representative, advises the WCCGs' Governing Bodies and:

- Provides a key communication channel to stakeholders
- Enables two way communication on key issues and plans
- Provides a vehicle for stakeholders and patients to input into strategy and commissioning plans
- Advises the organisation on how to undertake involvement work

WCCGs recognise that there are lots of groups already in existence that are generating ideas and opinions about health services and these need to be considered - engaging and involving the public should not just be on WCCGs' terms and there needs to be flexibility to allow for this kind of feedback to also influence decisions. This group has an important role in ensuring that this information is taken into account.

PPG Network and PPGs

The CCGs promote the function of Patient Participation Groups (PPG) with GP practices to ensure that the local intelligence gained from these groups links into the commissioning process.

The PPG Network consists of representatives from PPGs across Worcestershire and provides a forum for networking across the localities and sharing best practice. The intention is that all active PPGs are represented on the group but more work needs to be done to ensure it is more representative of Worcestershire.

Worcestershire Involvement Network

WCCGs have established a membership scheme called 'Worcestershire Involvement Network' which is a group of patients who are willing to be involved in shaping local health services.

Participants are able choose their level of involvement, ranging between receiving information and completing surveys to attending meetings and reading strategies to undertaking visits and patient

experience interviews. They receive the appropriate training and support to be involved, so that they can contribute to designing and monitoring health services with WCCG professionals

The aim is to have a sufficiently widespread number of local people involved in the scheme so that it is demographically and geographically representative of Worcestershire's population.

At the time of writing this strategy developing a younger cohort of members is an area to be focused on.

Although volunteers have already been involved in all stages of the commissioning cycle a comprehensive 12 month plan for using this scheme to its full potential is currently being developed, linking in clearly with the organisation's forward plan for commissioning new services.

Consultation on service change

Service change will be required at times to deliver the quality services that WCCGs want to commission for local people and they recognise that there will then be a need to consult formally on changes.

WCCGs will make sure that consultations:

- Are carried out in line with relevant legislation and guidance, and engage with Worcestershire Health Overview and Scrutiny Committee to help determine the level of consultation required
- Relate to proposals developed through clinical and public engagement
- Are supported with clear, plain English communication materials
- Seek the views of local people and stakeholders in a variety of appropriate ways, paying particular attention to any identified 'hard to reach' communities or groups

CCG staff engagement

Staff members are a very important resource and the organisation values the commitment, experience and expertise they bring to work. WCCGs need to engage effectively with them, not only to ensure that their valuable insight informs work, but also to make WCCGs organisations where people want to work. This will be achieved by:

- Developing the staff intranet
- Holding regular face-to-face briefings with the Chief Operating Officer
- Seeking staff feedback through audits and surveys
- Looking at developing more innovative methods of communication

Member engagement

The Collaborative Agreement with member practices articulates WCCGs' responsibilities to make sure engagement and communication is effective and enables member practices to shape and influence decision making and future plans.

WCCGs will ensure that they use the insight from constituent practices for the commissioning of services for local people, recognising that they have a unique perspective on local health needs and health inequalities. We will do this by:

- Continuing to develop the secure GP intranet as a key channel for communication and engagement
- Developing our internal communications – in the form of weekly briefings – while also supporting a two way flow of information and engagement
- Engaging with members (individual GP practices) at their Practice Manager Meeting (this has a named PM representative from every GP practice within Worcestershire)
- Engaging our members (individual GP practices) through our monthly locality meetings, each led by a GP Governing Body member

- Holding development and engagement sessions with all member practices on an annual basis.

Patient experience

We use feedback from our community engagement activities to gather and learn about patient experience among our patients and their carers. We use this to improve patient experience and quality of services, including by:

- Building patient experience measures into our quality, innovation, productivity and prevention (QIPP) plans
- Ensuring there are measurable indicators of patient experience, clinical effectiveness and patient safety in commissioning contracts
- Encouraging our member GP practices across Worcestershire to establish patient participation groups
- Reporting on quantitative and qualitative measures of patient experience to the organisation through reports made to the Quality, Performance and Resources Committee
- Ensuring that GP practice members are able to bring patient experience and service concerns to the attention of the organisation through locality meetings and through direct lines of communication with our Director of Quality and Lead Nurse.
- Publishing / delivering patient stories at each public Governing Body meeting which reflect individual patient experiences and how they organisation has responded or intends to respond accordingly.

Monitoring

It is essential that all engagement activity is properly tracked and evidenced.

An online log is being developed to ensure that any individual undertaking commissioning activity can show how they are fully involving the public and patients in the work that they are undertaking throughout the commissioning cycle - from identifying needs through to service redesign and procurement.

This will also ensure that there is a process for gathering feedback from any engagement that has taken place, including informal conversations, and tracking that action has been taken as a result.

Stakeholders

It is important that all stakeholders are kept updated and engaged as appropriate in all plans and developments. Stakeholder mapping is a tool to identify stakeholders and their current relationship with the WCCGs.

For future activity these stakeholders will be segmented into four different categories dependent on their relative 'influence' and 'interest'. This will allow for more focused targeting of communication and engagement activities.

WCCGs recognise that relationships will evolve and change depending on wide range of factors both local and national. Monthly review of the stakeholder list is essential to ensure that they remain up-to-date and relevant. Stakeholders identified as part of a recent stakeholder mapping exercise include:

Internal

- GPs
- Practice managers
- Staff
- Governing Body members

Political and health

- Worcestershire CCGs
- Worcestershire Acute Hospitals NHS Trust
- Worcestershire Health and Care NHS Trust
- NHS England
- Worcestershire HOSC
- Local Medical Committee
- Local strategic partnerships
- Local councillors and MPs
- Worcestershire County Council
- District councils
- Worcestershire HWB
- Clinical Senate
- Care UK

Patient and public

- General public
- GP / hospital patients
- Visitors and tourists
- Service users and carers groups
- Patient Participation Groups (PPGs)
- Healthwatch Worcestershire
- Expert patients
- VCS organisations
- Local / regional / national media

Government and regulators

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- Care Quality Commission (CQC)
- Department of Health

Equalities Act

WCCGs will also ensure that they meet their obligations to engage and communicate with diverse communities and groups according to the 'protected characteristics' as defined by the Equalities Act 2010 in the following areas:

- Age (includes younger people; older people; working age population and children)
- Disability (defined as a physical or mental impairment that has a substantial and long-term adverse effect on an individuals' ability to carry out normal day to day activity.)
- Gender reassignment (also known as trans gender)
- Marriage and civil partnership
- Pregnancy and maternity (Pregnancy is the condition of being pregnant/expecting a baby. Maternity refers to the period after the birth).
- Race (Refers to a group of people defined by their race, colour and nationality (including citizenship), ethnic or national origins.)
- Religion or belief (People that follow a particular religious practice; belief included religious and philosophical beliefs)
- Sex (Male or female)
- Sexual orientation (Whether an individual is attracted towards people of their own sex (gay) of the opposite sex (heterosexual) or to both sexes (bisexual))

As well as considering these protected characteristics, WCCGs are working with Worcestershire County Council to develop new methods of engaging the Gypsy Roma Traveller community, a group with whom the CCG has previously found it difficult to engage with.

Objectives

The aim of this strategy is to support the delivery of WCCGs' strategic priorities and the implementation of WCCG's 2019/20 commissioning intentions through effective communication and meaningful engagement.

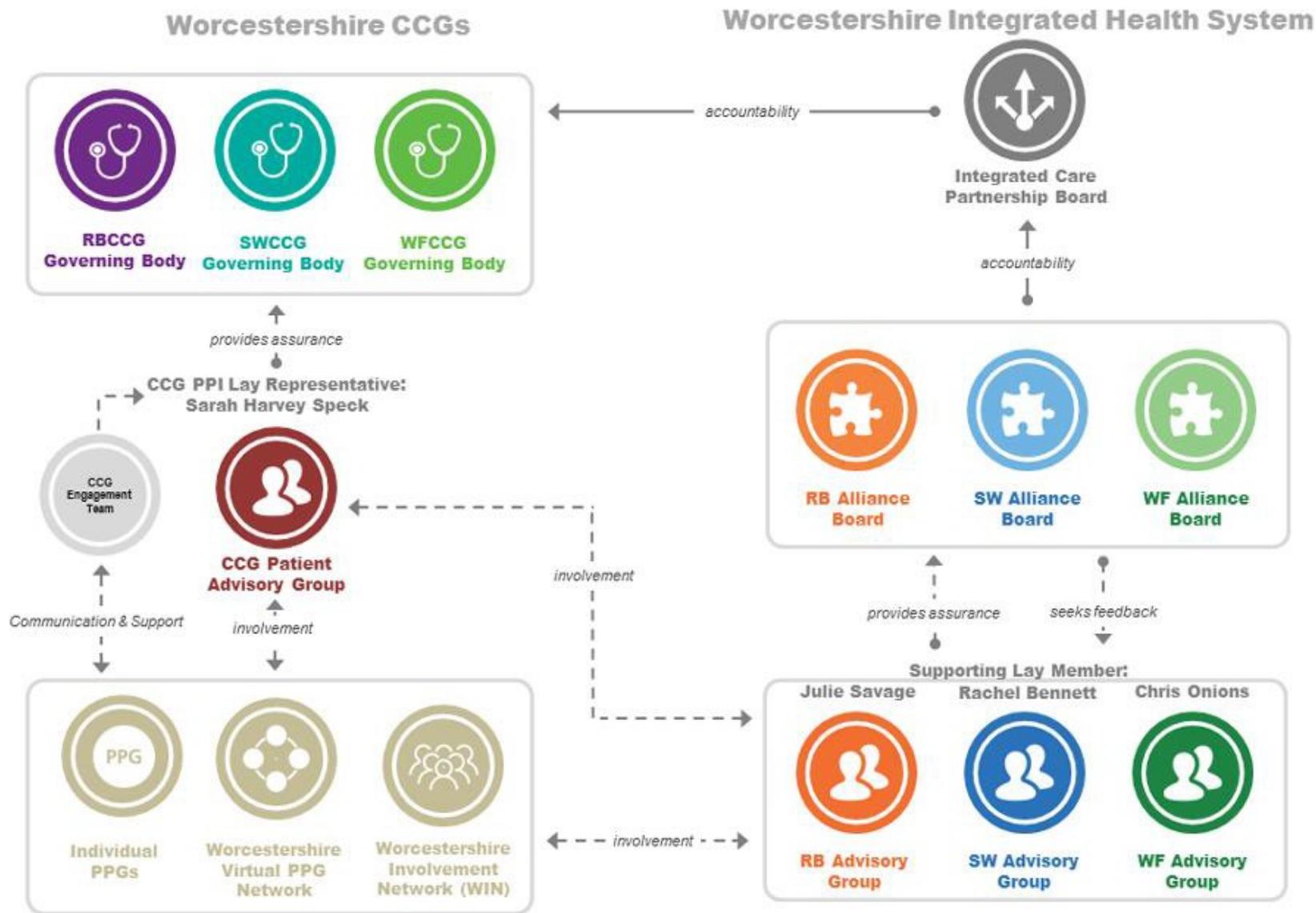
In doing so it aims to:

- Ensure that patients, public, staff, clinicians and stakeholders are involved in WCCG's decision-making processes
- Promote the brand and strengthen the local, regional and national reputation of WCCG.

It is very important that this communications and engagement strategy is organisationally-driven and therefore aligned with these strategic aims and areas of service development. This will mean that communication and engagement activities are not viewed as an 'add-on' but as something more fundamental and significant, reinforcing the importance of this area of work.

Appendix 1 outlines the forward plan of communication and engagement objectives for the next 12 months.

Appendix 1 - Communication and engagement aims and objectives (2019/20)



Appendix 2 - Communication and engagement aims and objectives (2019/20)

Aim	Objective and (lead)	Measure	Outcome	Timeline
1. Increase the number of patients, carers and other stakeholders co-producing with us on planning, service design and procurement. In doing so, develop more effective and meaningful two-way conversations with patients and carers, particularly with 'hard to reach groups'.	1.1 Introduce new engagement framework to provide more countywide and local opportunities for patient and public involvement (HG) ●	Increase in number of engagement opportunities offered to patients, carers and other stakeholders across Worcestershire compared to 2018/19	Greater patient and public involvement in commissioning decisions, leading to services that are better designed for Worcestershire patients	Q2
		Increase in number of examples of how patient involvement has influenced commissioning decisions compared to 2018/19		
		80% of patient and stakeholder representatives to report satisfaction with involvement support by March 2020		
	1.2 Review and improve our approach to seeking the views of young people (HPS) ●	Young people engagement strategy produced and approved by Worcestershire Patient Advisory Group	Services that better reflect the views and experiences of younger people in Worcestershire	Q4
		Increase in average % respondents to engagement exercises being < 18 years old compared to 2018/19		
	1.3 Hold more meetings in public and providing greater opportunities for public to ask our clinical leaders questions (TG) ●	Increase in the average number of public questions asked at Governing Body Meetings	Greater transparency in commissioning activity and greater opportunity for public to seek answers	Q3
		Hold at least one Worcestershire Patient Advisory Group Meeting in a public space		
	1.4 Support Patient Participation Groups	PPG toolkit developed and shared with all PPGs across Worcestershire ●	Greater number of active, engaged and	Q4

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	and local networks, and help practices to understand the value of these groups (HG / HPS) <ul style="list-style-type: none"> ● 	Increase in number of PPGs that hold face-to-face meetings (not just virtual meetings)	informed PPGs across Worcestershire	
	1.5 Develop an engagement toolkit to support commissioners in ensuring effective patient and carer involvement when considering any service changes (TG / HG / HPS) <ul style="list-style-type: none"> ● 	Engagement toolkit developed and shared with all commissioners, programme managers and members of the Programme Management Office 100% of programmes on Verto (project management system) to have completed engagement sections 100% of staff report increased understanding and awareness of involving patient and carer involvement when considering any service changes	Commissioners better informed about involvement and likely to identify additional opportunities for involvement	Q4
2. Put more focus on a system-wide communication and engagement approach with other health and	2.1 Develop shared patient forums, websites and social media platforms with our health and social care partners (DH / HG) <ul style="list-style-type: none"> ● 	Establishment of three system-wide patient and stakeholder engagement forums with multi-partner representation and responsibility Establishment and promotion of system-wide social media presence with support and engagement of health and social care partners	Less public confusion regarding the individual health and social care organisations and greater awareness of the local NHS system	Q3

Aim	Objective and (lead)	Measure	Outcome	Timeline
social care partners to support the perception of 'one NHS' and to increase interested residents' and stakeholders' understanding of our local objectives and priorities.		Creation and promotion of system- wide website which provides information on health and social care – rather than organisational - level		
	2.2 Write and speak in clear, concise English in everyday language and ensure documents are available in a variety of languages and formats where requested (TG / GH) ●	Production of public-friendly versions of key corporate documents and strategies including the CCG annual reports, Alliance Board annual reviews and corporate objectives Accessibility panel included on 100% of printed publications Accessibility panel included on the homepage of all CCG websites	Easier for the public to understand significant work that is taking place across the local health and social care system	Q2
	2.3 Make better use of social media and video to promote key messages and	Increase in the number of social media posts relating to opportunities for public involvement and strategic messaging compared to 2018/19	Public have access to information about local service initiatives and	Q3

Aim	Objective and (lead)	Measure	Outcome	Timeline
	involvement opportunities in a more engaging way (OS) ●	Increase in number of videos posted on social media and CCG websites promoting local initiatives and strategic developments compared to 2018/19	developments in a more accessible and understandable format	
		Greater average engagement measures (e.g. 'likes', 'retweets') for posts and tweets compared to 2018/19		
	2.4 Provide more effective signposting for residents to navigate local health and care services across Worcestershire (DH)	Publish health and social care navigation tool on homepage of each CCG website ●	Public find it easier to identify and access the service that they need, when they need it	Q4
	2.5 Develop more regular briefings for public and key stakeholders on significant system developments including STP and Integrated Care (DH / GH) ●	Updates for key stakeholders on STP developments published bi-annually, focusing on benefits to patients	Key stakeholders and members of the public feel more informed about work taking place across the health and social care system	Q2
		Updates for key stakeholders on Integrated Care developments published quarterly, focusing on benefits to patients		
		Online information portal for Integrated Care developments published		
		Update for key stakeholders on progress being made on CCG Financial Recovery Programme published quarterly		
		Increase in 360 stakeholder survey scores compared to 2018/19		

Aim	Objective and (lead)	Measure	Outcome	Timeline
		Increase in Viewpoint Survey CCG awareness scores compared to 2018/19		
3. Ensure more effective staff communication and engagement processes are in place to support the creation of a positive culture where staff feel empowered to help make effective changes and to address local challenges.	3.1 Introduce new software to improve how staff communicate with each other and allow staff to provide feedback and see their responses in real time (TG) ●	Microsoft Office 365 successfully rolled out to all CCG staff	Staff more informed about organisational developments and higher levels of internal engagement	Q4
		New intranet launched with opportunity for staff to provide real-time feedback		
		Increase in Staff Survey scores compared to 2018		
	3.2 Raise profile of Staff Council through greater communication of outcomes and recommendations made to senior management (TG) ●	Increase in Staff Survey scores compared to 2018	Staff have greater understanding of developments within the workplace and how they can influence decisions	Q3
		Actions from each Staff Council Meeting published within two weeks of the meeting taking place through the weekly Staff Update		
		Annual review published		
	3.3 Make better use of social media and	Accountable Officer updates recorded and published as videos	Staff have access to information about	Q3

Aim	Objective and (lead)	Measure	Outcome	Timeline
	video to promote key messages to staff in a more engaging way (OS) ●	Key corporate messages (e.g. launch of Staff Survey, updates on the Financial Recovery Programme) made via video message in addition to more traditional methods	organisation and system developments in a more accessible and understandable format	
		Increase in Staff Survey scores compared to 2018		
	3.4 Encourage active approach to yearly appraisals and continuous 1:1 meetings to allow for ongoing staff feedback and effective staff engagement (TG) ●	100% staff appraisals complete by June 2019	Staff are provided with the support they need to deliver in their roles and report higher levels of satisfaction with the organisation's approach	Q2
		Increase in Staff Survey scores compared to 2018		
		75% staff to report satisfaction with appraisal and 1:1 approach by March 2020		
	3.5 Increase the frequency of updates on key topics and organisational developments (DH) ●	Increase in Staff Survey scores compared to 2018	Staff feel more informed about work taking place across the health and social care system	Q2
		Updates for key staff on STP developments published bi-annually		
		Updates for key staff on Integrated Care developments published quarterly		
		Updates for staff on progress being made on CCG Financial Recovery Programme published quarterly		

Key

- Completed / on track
- In progress / data not yet available

- Not started / behind trajectory

TG Tom Grove, Head of Communications, Engagement and Organisational Development
DH Danielle Hopley, Communications Manager
HG Hayley Gass, Engagement Manager
HPS Helen Perry-Smith, Engagement Manager
GH Gary Hammersley, Communications and Engagement Officer
OS Oliver Smith, Design Officer