

DELIVERING OUR FUTURE**STAKEHOLDER ENGAGEMENT BRIEFING****1. Executive Summary**

- 1.1. The purpose of this paper is to set out the proposed stakeholder engagement process for the Trust's Clinical Strategy "Delivering our Future" for discussion by the Board of Directors. The paper also summarises the activities that have taken place to date as part of the initial phase of the communication and engagement process which was launched at the Chief Executive's Forum on 17th July.
- 1.2. Staff listening events are planned at QEQM on the 2nd September and at KCH on 4th September. A date for the WHH site is currently being agreed.
- 1.3. The Clinical Strategy Implementation Board (CSIB) is the current governance forum for the work stream progress. Engagement with clinical teams is a key part of this work and has been on-going for many months. In September the CSIB will merge with the current Clinical Management Board to become the Clinical Advisory Board.
- 1.4. The next stage of the "Delivering our Future" programme is to agree an approach for an effective communication and engagement process internally with staff, the media and across key stakeholders within the whole health and social care economy.
- 1.5. In conjunction with the Kent and Medway Health and Well Being Board, the Trust is co-ordinating a provider event in September to discuss the commissioners, now published, five year strategic plans. This will then feed into a local health economy event planned for October.
- 1.6. The proposed key objectives for engagement process for the Trust are to:
 - articulate the clinical and financial case for change and test with internal and external stakeholders, along with patients and members of the public, the clarity and coherence of the case;
 - to work with staff to describe our thinking on models of care;
 - present the Trust's thinking on models of care to the public, patients, staff and stakeholders for comments;
 - listen to feedback and re-shape our draft proposals;
 - test alignment with commissioning intentions;
 - establish a model that ensures clinical and financial sustainability over the next 5 to 10 years; and
 - understand any requirements for consultation that emerge from the new proposed model of care.
- 1.7. As part of the communication and engagement process, an activity plan and calendar are in place. EKHUFT are managing the internal and external communication plan and we are currently planning a joint patient and public engagement plan with the

CCGs. A coordinated and systematic approach which will include preparation, record keeping and evaluation is planned.

2. Background

- 2.1. The purpose of this paper is to set out the proposed on-going stakeholder engagement process for the Trust's "Delivering our Future" programme for the Board of Directors.
- 2.2. The Trust commenced communications around its clinical strategy in October 2011 highlighting key themes and drivers for change. In January 2012 a series of engagement events were undertaken with key stakeholders including CCGs, the Heath Overview and Scrutiny Committee (HOSC), Borough Councils, MPs and internally with staff. Four key work streams were established for:
 - Trauma;
 - Outpatient services;
 - Planned care; and
 - Emergency care.
- 2.3. The Trauma work stream successfully managed the delivery of Trauma Unit status for WHH (March 2013) and the establishment of a Trauma Board.
- 2.4. The Outpatients work stream has also successfully managed the development of a clear strategy which following public consultation, has been approved by the CCGs and the Board of Director in its June meeting. Work to consolidate services from 15 to 6 sites has now commenced along with the on-going programme of work around the new hospital in Dover which is due to open in March 2015.
- 2.5. The Planned Care work stream focussed on breast and general surgery. Clear strategies for both services have now been agreed. However, following a Board decision to centralise emergency and high risk general (abdominal) surgery in February 2014, concerns were raised predominantly relating to the speed of centralisation and the proposed clinical adjacencies / patient pathways. Further work around these important issues has now therefore been fed into the "Delivering our Future" process.
- 2.6. The Emergency Care work stream concluded that the current medical model was sustainable in the short term, but in recognition of the current pressures on A&E recruitment and its ability to sustain a three site unselected medical take suggested the current pattern of service was only sustainable in the medium term.
- 2.7. The Trust Board considered this feedback around the sustainability of services and commissioned the Executive team to lead a piece of work to establish a model of care for the Trust in the long term that would ensure both clinical and financial sustainability. Potential options and models of care were presented to the Board of Directors in March 2014 and these have formed the basis of the Trust's five year plan submitted to Monitor in June 2014.

3. Proposed Engagement Strategy

- 3.1. The Trust has clearly outlined the sustainability challenges for services over the next 5 years and a set of questions to be considered in a letter that went out to all clinical staff. We have confirmed that the current model of delivering services will need to change and that this will include consolidation of some emergency and high risk care onto a single site whilst maintaining appropriate care as local as possible to people's homes. Wider commissioner, stakeholder, public, patient and staff engagement is now critical. A full programme of engagement is planned and Appendix One summarises the programme to date. An on-going log of events and the issues that arise as part of discussions will be kept.
- 3.2. The Chair of the Kent and Medway Health and Well Being Board, following discussions with the Chief Executive, has asked EKHUFT to co-ordinate a East Kent provider response to the CCGs recently published five year commissioning plans. The event, a Health Care Summit, is planned for 22nd September and will be followed by an event where providers can present their response to the plans to the four CCGs. Invitees to the event have been listed in Appendix Two and each organisation will be contacted and briefed ahead of the summit as outlined in the appendix.
- 3.3. Additionally, it is proposed that the "Delivering our Future" staff engagement process will continue post its launch by the Chief Executive at the Chief Executive's Forum on 17th July. It is planned that each of the Divisional Medical Directors / Divisional Directors, supported by the Director of Strategic Development and Capital Planning, will continue to engage with their staff teams via their Divisional Meetings, Divisional Audit Days and at their Senior Nurse Meetings over the coming months. To support them, a standardised presentation has been agreed. Staff listening events have already been planned at QEQM (2nd September) and KCH (4th September) and the WHH is just awaiting confirmation of a final event date. The internal engagement strategy will ensure that a very broad range of staff have the opportunity to be involved in the process.
- 3.4. The Communication Departments in both the Trust and KMCS (who work on behalf of all the CCGs) will play a major role as experts in helping support and deliver this process. Preliminary discussions specifically around a joint public engagement exercise with KMCS and the CCGs took place on 3rd July. Plans are being developed and are likely to require external support which would be jointly agreed.
- 3.5. A log of these events will also be kept so that a record is maintained of the presentations and any feedback / enquiries during the course of the meeting.
- 3.6. The Communications department has established a "Delivering our Future" diary to ensure all engagement activity is captured. The Communication Director and Director of Strategy and Business Development will be responsible for co-ordinating the meetings planner and to update and co-ordinate the agreed presentations.
- 3.7. The engagement strategy will include a range of engagement methods including:
 - Letters;
 - Presentations;
 - Media releases;

- Website;
- Stakeholder meetings;
- Public meetings;
- Social media;
- Team Brief;
- Newsflash and;
- Trust News.

3.8 In relation to staff engagement, this strategy must link with other key engagements / discussions, for example the Francis Report discussions. It is suggested that the “Delivering our Future” programme has a dedicated email address for staff to communicate views and comments and that the Trust clearly describes how it is going to feedback to staff as our ideas and plans develop. The programme will also have dedicated communication material to ensure staff can easily access regularly updated information.

4. Clinical Strategy Work stream Update

4.1. As described at the last Trust Board meeting, the organisation has established eight trust-wide work streams to take this work forward. These are the:

- Surgical services work stream;
- Specialist Services work stream;
- Urgent Care & Long-term Conditions work stream;
- Clinical Support Services work stream;
- Outpatients work stream;
- Capital work stream;
- Workforce & Education work stream; and
- Communications & Engagement work stream.

4.2. The surgical services work stream continues to implement the agreed workforce solution for general surgical services at WHH and QEQM. Work to describe key clinical adjacencies and patient pathways is on-going in readiness for a further Trust Board master class on patient pathways in August 2014.

4.3. The specialist services work stream has held a multi-disciplinary event for paediatrics to look at the model of care for the future and is now working on understanding in detail the patient flows, clinical adjacencies and potential numbers of patients that will be supported in different settings. This work will inform the discussion on potential models of care for the future.

4.4. Similarly in UCLTC the team has been working on understanding detailed patient flows, clinical adjacencies and potential numbers of patients that will be supported in different settings. This work links directly to Board discussions around development of the Older People's Strategy including Teaching Nursing Homes and co-located primary care services.

4.5. The clinical support services work stream is considering any areas of pressure in terms of current service and future workforce and will be ready to respond as the vision from other services is described.

- 4.6. The outpatients work stream is now focussing on the implementation phase of the agreed strategy and is now planning in detail with the divisions changes to consultant job plans to facilitate the increased service provision across the six agreed sites.
- 4.7. The capital work stream is progressing and an executive / non-executive led session, with potential future strategic estate partners was held on 30th June to explore a range of partnership models. In addition the capital programme reflects the requirement for capital to deliver this strategic programme of work and a dedicated provisional allocation going forwards has been agreed.
- 4.8. The workforce and education work steam is currently being established and it is proposed that it will be led by Human Resources. An existing forum is being adapted with the first meeting due in August.
- 4.9. The communication and engagement work stream has led on the development of the programme described within this paper.
- 4.10. The Council of Governors will be explicitly involved in the engagement process for the 'Delivering our Future' programme. More specific detail will be presented to the Governors Strategic Group which is open to all and there will be regular updates to the full Council of Governors meetings.
- 4.11. The Board of Directors is currently receiving a series of master classes focussed, so far, on surgical services, to ensure they have the information required to facilitate future decision making. This programme is due to complete in December 2014. Later sessions will also incorporate updates from work streams other than surgery.

5. Conclusion

- 5.1. The Board of Directors is asked to:
- note and comment on the seven key objectives for the engagement process;
 - note and comment on approach for the "Delivering our Future" communication and engagement process; and
 - note the progress being made by the eight work streams.

APPENDIX ONE

ENGAGEMENT ACTIVITIES PLANNED TO DATE

	Internal Stakeholders	External / Provider Stakeholders	Commissioners	Public
Launch	Chief Executive Forum 10 th July 2014	Health Care Summit 22 nd September 2014	Board to Board meeting 3 rd July 2014	TBC – planning for September 2014
Individual Engagement Meetings	<p>Site listening events:</p> <ul style="list-style-type: none"> • WHH – tbc • KCH – Sept 2014 • QEQM – Sept 2014 <p>Presentations to specialties within the UCLTC division:</p> <ul style="list-style-type: none"> • Cardiology; • Respiratory; • A&E; • Clinical Board; • HCOOP/Stroke; • Rheumatology; • Endocrinology <p>Presentations to the specialties</p>	<p>See Appendix Two</p> <p>Healthwatch 16th July 2014</p> <p>LMC and NHS England August 2014</p>	<p>Ashford and Canterbury CCG Organisational Leadership Team 2nd July 2014</p> <p>SKC Governing Body meeting 9th July 2014</p> <p>Thanet Clinical Commissioning Group 15th July 2014</p> <p>C4G Health and Wellbeing Board September 2014</p> <p>Feedback from the Health Care Summit in October 2014</p> <p>SKC GP membership event November 2014</p>	

	<p>with in the Specialist Division:</p> <ul style="list-style-type: none">• Child Health senior team;• Women's Health consultant team• 2 events with the paediatric team. <p>Presentation to the Senior Quality Leadership forum June 2014</p> <p>Presentations are being planned within the Surgical Services division, Clinical Support Services division and for corporate services.</p> <p>A regular communication with members is being agreed</p>			
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APPENDIX TWO

PROVIDER/ EXTERNAL STAKEHOLDER LIST

Organisation	Communication Strategy
4 East Kent CCG's	Account management meetings, governing body meetings, additional senior management team meetings and Board to Board meetings.
Kent Community Health Trust	Meeting CEO and Strategy/Transformation Director
South East Coast Ambulance Service	Meeting CEO
Kent and Medway NHS Social Care Partnership Trust	Meeting CEO
Healthwatch	Meeting CEO
Invicta Health Community Interest company	Meeting
Local Medical Committee (LMC)	Meeting
Voluntary action within Kent	Meeting
Canterbury District Voluntary Action and Support	Meeting
Kent Community Care Association (linked to a large number of care providers)	Meeting
Social Services	Meeting
Pilgrims Hospice	Telephone call
Sussex Partnership NHS Trust	Telephone call
Benenden Hospital (Independent Sector)	Telephone call
IC 24	Telephone call
Chaucer Hospital (Independent Sector)	Telephone call
St Saviours Hospital (Independent Sector)	Telephone call
Spencer Private Hospitals (Independent Sector)	Telephone call
The Horder Centre (Independent Sector)	Telephone call
KIMS (Independent Sector)	Telephone call
Spire Tunbridge Wells (Independent Sector)	Letter
Superior Care (Independent Sector)	Letter
Care UK	Letter
Kent SCP	Letter
The Abbeyfield Kent Society	Letter
Town and Country Homecare Limited	Letter
Home Instead Senior Care Broadstairs	Letter
Care at Home services Herne Bay	Letter

