

West Lothian Integration Joint Board

Finalised Participation and Engagement Strategy 2016-2026

Foreword

In April 2016, NHS Lothian and West Lothian Council formed a partnership, the Integration Joint Board (IJB), to provide adult health and social care services on a joined-up basis.

The success of the IJB in increasing wellbeing and reducing health inequalities across all communities in West Lothian will depend on patients, carers, other service-users, interested groups, staff and partners being kept up-to-date on service developments and, crucially, being able to influence changes to services.

This strategy sets out the IJB's long-term commitment to effective participation and engagement. The strategy was the subject of an extensive consultation exercise and is stronger for the contributions received during that process from people across West Lothian with a personal and professional interest in health and social care services.

We look forward to hearing your views on health and social care issues in the future and believe that we will be better able to meet the demands of the next decade with your support.



Jim Forrest
Director
West Lothian Integration Joint Board



Councillor Danny Logue
Chair
West Lothian Integration Joint Board

1.0 Introduction

The Integration Scheme, which sets out how NHS Lothian and West Lothian Council will work together to deliver health and social care services, requires the two partners to develop a Participation and Engagement Strategy.

The West Lothian IJB approved its Strategic Plan for the period 2016 – 2026 in March 2016. The Strategic Plan recognises that planning and delivery of services must take account of needs at local level and that this is critical to delivering the partnership's vision of better coordinated health and social care services. It also emphasises that a unified approach to participation and engagement is required by the partnership if outcomes for patients and other service-users are to be improved.

The Participation and Engagement Strategy will ensure that the public and local interest groups have meaningful input to the way services are provided and will create the framework within which the vision for participation as set out in the Integration Scheme and IJB Strategic Plan can be delivered.

The Participation and Engagement Strategy is built around 17 core commitments. These are highlighted throughout the document and form the basis of the associated action plan.

The action plan can be found at:

http://www.westlothianchcp.org.uk/media/15046/Action-Plan-2017-2018/pdf/Action_Plan_2017_-_18.pdf

The strategy will also assist NHS Lothian to address its statutory duty to involve people in designing, developing and delivering its services. More information on the statutory duty can be found at:

<http://www.scottishhealthcouncil.org/aboutus/whatwedo/servocecharge.aspx>

You can read and download the Integration Scheme here:

<http://www.westlothianchcp.org.uk/hsci> and the Strategic Plan here:

<http://www.westlothianchcp.org.uk/IJB-strategic-plan>

2.0 National Standards for Community Engagement

The seven National Standards for Community Engagement, published by the Scottish Government in 2016, are widely accepted as best practice guidelines for engagement between communities and public agencies. These standards underpin the approach to community participation and engagement set out in this strategy.

The seven National Standards are:

- Planning – There is clear purpose for the engagement which is based on a shared understanding of community needs and ambitions.
- Working Together – We will work effectively together to achieve the aims of the engagement
- Methods – We will use methods of engagement that are fit for purpose.
- Communication – We will communicate clearly and regularly with the people, organisations and communities affected by the focus of the engagement.

- Inclusion – We will identify and involve the people and organisations that are affected by the focus of the engagement.
- Support – We will identify and overcome any barriers to participation.
- Impact – We will assess the impact of the engagement and use what has been learned to improve our future community engagement.

PES1: Participation and engagement with individuals, groups and communities will be carried out in accordance with the “National Standards for Community Engagement”.

More information on the National Standards can be found at www.scdc.org.uk/nationalstandards/

3.0 Standards for Staff Engagement

NHS Lothian and West Lothian Council are both accredited Investors in People (IIP) employers. The IIP framework will continue to influence the standard for staff engagement.

The nine IIP standards are:

Leading

Creating purpose in a fast changing environment, whilst motivating through change, have become essential skills for many roles. Outperforming organisations foster leadership skills at every level of the organisation to deliver outstanding results.

1. Leading and inspiring people
2. Living the organisation’s values
3. Empowering and involving people

Supporting

For many, constant change is now normal. Successful organisations are moving towards flatter structures to enable faster decision-making, customer focus and agility. Reduced overheads, better service for customers and more successful organisations are the benefits of this approach.

4. Managing performance
5. Recognising and rewarding high performance
6. Structuring work

Improving

The best organisations are always looking for opportunities to improve by seeking every marginal gain. They know that every small change adds together to enable them to constantly outperform.

7. Building capability
8. Delivering continuous improvement
9. Creating sustainable success

More information on the Investors in People Standard can be found at www.investorsinpeople.com

The NHS Scotland “Staff Governance Standard”, published in 2012, also provides helpful guidance on employer/staff engagement. Although aimed specifically at NHS organisations and employees, the principles which the standard embodies apply more widely and will help to guide the partnership’s communication and engagement with staff.

In particular, employers are expected to ensure that staff regularly receive accessible, accurate, consistent and timely information, have access to a range of communication mechanisms and have the opportunity to give and receive feedback on organisational and service delivery issues, either directly or through trades unions and professional organisations.

Staff, for their part, are expected to keep up-to-date with developments affecting them, take time to engage and make full use of the communication systems available to them.

Employers are also expected to ensure that service development and organisational changes are planned and implemented with effective staff engagement. Staff are encouraged to engage and contribute constructively to issues affecting their job, the organisation and the quality of services they provide.

The NHS Staff Governance Standard can be found at www.staffgovernance.scot.nhs.uk

PES2: Participation and engagement with staff and unions will be carried out in accordance with the Investors in People Standard and the NHS Scotland “Staff Governance Standard”, as well as the “National Standards for Community Engagement”.

4.0 Continuous Improvement

The Public Sector Improvement Framework (PSIF) is established, or is becoming established, as the principal performance management framework for health and social care services in West Lothian.

The PSIF is based on the long-standing and widely respected European Foundation for Quality Management (EFQM) Excellence Model.

Amongst the benefits of the PSIF highlighted by Quality Scotland are that it:

- Improves the motivation of employees who value the opportunity to have their voices heard.
- Leads to a positive level of engagement with management.
- Contributes towards improved customer outcomes.

The PSIF is widely used by public service organisations and partnerships. It is a robust and systematic approach to managing change and improvement which provides a

structured opportunity to share and learn from best practice. As such, it will have a key role in underpinning and developing the participation and engagement activity of the IJB.

PES3: The Integration Joint Board will use the Public Sector Improvement Framework to ensure continuous improvement in its participation and engagement activities with service users and staff.

5.0 Participation and Engagement Resources

The West Lothian Community Planning Partnership has published the “Engaging Communities Toolkit; a Practical Guide to Community Engagement”.

The toolkit provides advice on:

- Planning community engagement
- Effective communication skills for engagement
- Feedback and evaluation
- Community engagement tools and methods

Local case-studies are provided throughout the document. The toolkit is supported by an engaging communities training programme.

The Scottish Health Council (SHC) has published “The Scottish Health Council Participation Toolkit”.

This toolkit provides information on a wide range of participation tools, guidance on preparing a report of findings, feedback and evaluation and the use of a specific participation toolkit.

The Integration Joint Board will draw on the advice in the West Lothian Community Planning Partnership and Scottish Health Council toolkits to ensure that engagement and participation with members of the public, community groups and staff is as effective as possible.

PES4: Participation and engagement will be carried out in accordance with the best practice guidelines set out in the Community Planning Partnership’s “Engaging Communities Toolkit” and the “Scottish Health Council Participation Toolkit”.

The West Lothian Community Planning Partnership toolkit can be found at www.westlothian.gov.uk/media/8652/Engaging-Communities-Toolkit

The Scottish Health Council Participation Toolkit can be found at www.scottishhealthcouncil.org/participation/participation_toolkit

Our Voice is a national partnership led by the Scottish Health Council. The project vision is that “everyone is given the power to influence how Scotland’s health and social care is run”.

By the end of 2017, the aim is to have systems and processes in place at local and national level for involving people and improving services and that receiving and responding to feedback is regarded as “business as usual”.

The IJB will track progress on the Our Voice Initiative with a view to adopting initiatives emerging from the project, where practical.

PES5: The Our Voice Initiative will be monitored so that positive outcomes can be adopted by the IJB, where appropriate.

6.0 Involvement in Decision Making

There is no legal requirement for meetings of the Integration Joint Board (IJB), its committees and the supporting Strategic Planning Group (SPG) to be held in public. Nonetheless, to enable members of the public to have access to the decision-making process and to encourage members of the public to attend meetings, the board has undertaken to hold these meetings in accessible public buildings, usually Strathbrock Partnership Centre, Broxburn or West Lothian Civic Centre, Livingston. Additionally, subject to narrow exceptions based on local government legislation, the board has agreed to make agenda papers for these meetings available to the public on the council web site at least five working days before each meeting. These commitments have been included in the standing orders that govern how the meetings are conducted.

The Health and Social Care Partnership has also been keen to ensure active participation of stakeholder groups in its decision making process. Therefore, IJB membership includes representatives of the voluntary sector, service users and health and social care staff. The SPG also includes representatives from these stakeholder groups, along with representatives of the east and west locality groups (see section 10.0 below). The localities are represented currently by the heads of health and social policy but, as the locality groups become established, the intention is to draw representation from outwith the professional services that support the partnership. The effectiveness of current arrangements will be reviewed once the IJB and SPG have been operational for twelve months.

PES6: The partnership will maintain its commitment to holding meetings of the Integration Joint Board, its committees and Strategic Planning Group in accessible public buildings and to making meeting papers available online five days before the meetings. The director will review arrangements for participation in the meetings at the end of the first year of operation and will submit a report of the review to the SPG and the IJB and its committees with any recommendations for changes required to ensure continued, effective participation.

7.0 Together We Care: Health and Social Care Information Network

In partnership with the IJBs in East Lothian, Edinburgh and Mid Lothian, the IJB proposes to introduce an online resource that will enable participants to be kept informed of developments in health and social care in general terms, about topics of particular interest or about issues in a specific geographical area.

This network will provide the following:

- information about NHS Lothian and health and social care;
- opportunity to give views and influence development in health and social care services;
- consultations and how people can respond;
- surveys and how people can contribute their views; and
- information on meetings, focus groups and events.

Prospective participants can join the network as individuals or organisations. The partners will use existing communication channels, existing stakeholder groups and health and social care staff to encourage participation. Members of the network will provide a pool of people who could be invited to take part in short life working groups

The objective will be to make the network as representative as possible across communities and subject areas. It is recognised, however, that this might take some time to build up.

Members will be able to keep their own information up to date. So, for example, a voluntary organisation could change its contact person online or an individual could add to the topics they have a particular interest in.

The business community potentially has a key role in supporting the IJB to develop and implement effective and efficient health and social care services. However, this is not a primary focus for most local businesses and, as a result, they may find it difficult to keep up to date with new issues and take part in engagement exercises. The Network also provides an opportunity for the IJB to work more closely in partnership with local business.

The network will be launched in 2017 and reviewed after one year.

PES7: A Health and Social Care Information Network will be developed in partnership with the other Lothian IJBs to create a focus for communication and engagement.

8.0 Review of West Lothian Public Partnership Forum

The main forum in West Lothian with an overarching interest in health and social care issues is the West Lothian Public Partnership Forum for Health and Care.

The forum has been established for a number of years and has made an invaluable contribution in ensuring that health and social care services appreciate and take on board the views and interests of patients, carers and customers. It is expected that the forum will continue in a similar role over the period covered by the strategic plan (2016-2026) notwithstanding the introduction of the Health and Social Care Network. However, the integration of health and social care and scope of the IJB presents new challenges for all involved, including the forum.

It is proposed, therefore, that an assessment of the forum be undertaken to establish the best mechanism for future engagement and to ensure that the forum is strongly placed to support the integration process in the years ahead. The scope of the review will include how representative the forum is; how effectively it communicates with the people and groups it represents; how it works with other groups; how it influences the partners; what support it requires; what requirements there are for capacity building and how its future operation will be influenced by the introduction of the Health and Social Care Information Network. It is proposed that the evaluation of the forum is facilitated by the Scottish Health Council.

PES8: An appraisal of the West Lothian Public Partnership Forum will be carried out to ensure that it remains effective in representing patients, carers and other service-users following health and social care integration, taking account of the scope and responsibilities of the IJB. The outcome of the appraisal will be presented to the Strategic Planning Group and IJB Board in autumn 2017 for consideration and approval of any changes.

9.0 Working with the Voluntary Sector

The voluntary sector plays an important and wide-ranging role in providing care and support services that directly complement the role of the IJB, including services commissioned by the board. The third sector also makes a less formal, but still important, contribution to community health and well-being through a wide range of activities and organisations such as sports clubs, community gardens and befriending. It is important that the relationship with the third sector is open, reflective and supportive. To ensure that this is the case, the IJB will work with Voluntary Sector Gateway West Lothian to review current arrangements for participation and engagement with the voluntary sector and work to adjust these, where required, to ensure a positive and productive working relationship in place.

This review will consider how community capacity (individuals, associations and institutions and their resources working together) can be used most effectively to support the goals of health and social care integration.

The IJB will continue to work with carers' organisations to ensure that the views of unpaid carers are central to the redesign and delivery of new ways of working.

The board will also support the introduction of ALISS (A Local Information System for Scotland) to help direct people to useful community support.

You can find out more about ALISS here: www.alliance-scotland.org.uk

Currently, there is no recognised umbrella organisation representing the interests of community councils in West Lothian. An organisation of this nature can play a crucial role in providing an interface with the IJB, however. If an appropriate organisation is established to fulfil this role, the IJB would be keen to discuss how it can best ensure that community councils make a full and meaningful contribution to the work of the IJB on behalf of the communities they represent.

PES9: When practical, a review will be carried out of arrangements for participation and engagement with the voluntary sector and community councils to ensure effective communication and engagement with these organisations following health and social care integration.

10.0 Localities

In order to ensure that service delivery is tailored as effectively as possible to local need, the Strategic Plan commits the IJB to the establishment of east and west localities with a locality plan to be put in place for each locality.

It is proposed that the locality plans are developed through the established locality groups. This process will begin in summer 2016.

The main communities in the west locality are Armadale, Bathgate, Blackburn, Fauldhouse, West Calder and Whitburn.

The main communities in the east locality are Broxburn, East Calder, Linlithgow, Livingston and Winchburgh.

The locality groups have been established with members representing service-users, carers, the voluntary sector, housing providers, GPs, independent sector providers and community regeneration officers.

The key purpose of the locality groups is to work alongside health and social care officers to improve community health and wellbeing by providing an insight into local issues and by helping to identify community assets that can be used to help develop effective local solutions.

At the same time, the wider West Lothian Community Planning Partnership has started the process of preparing regeneration plans for the eight areas in West Lothian that experience the greatest inequality. These are: Armadale, Bathgate, Blackburn, Bridgend, Central Livingston, Craighill, Fauldhouse and the Breich Valley and Whitburn.

The IJB will work closely with the regeneration team to ensure that locality plans and regeneration plans complement each other and, in particular, do not duplicate community engagement efforts.

To achieve meaningful change, both locality plans and regeneration plans will be required to take a long-term view and sustain meaningful participation and engagement over that period. This is consistent with the 10 year time span adopted by the Strategic Plan and 20 year time span adopted by the Regeneration Strategy.

PES10: The East and West Locality Groups will develop locality plans for the two West Lothian localities.

11.0 Communications Protocol

The council and NHS have a common desire to communicate clearly with service-users, carers, the wider public and staff in a way that is easily understood. To ensure this, the parties will, as far as possible, prepare a programme of issues which require proactive communication and engagement and will update this programme on a regular basis. The IJB will ensure communications, such as public health campaigns, reflect an integrated approach to service development and delivery.

If the main issue is one of social care, it will be for the council to take the lead. If the main issue is one of health, the NHS will take the lead. In either case, the draft communication will be shared to ensure that the final version reflects the views of both partners, in so far as this is practically possible.

This approach will also be developed when dealing with all reactive enquiries from the media and other external stakeholders.

Existing communication channels will be utilised fully to ensure there is a consistent and clear message given to customers. This includes both print and online communication channels. Partners will use established arrangements to communicate key messages concisely and promptly.

PES11: The council and NHS Lothian will agree a protocol so that communication represents an integrated approach to service delivery, regardless of which organisation it is issued by.

12.0 Online Communications

The IJB will continue to develop the use of online communications as core media for communication and engagement. Many users of health and social care services choose the internet as their first port of call in accessing service information. This is also an efficient use of resources for the services. The partners are, therefore, committed to ensuring that the content of the health and social care website is comprehensive, up-to-date and easy to access and understand.

Work will also take place to establish whether the web content can be expanded so that people can do more things online than at present.

The IJB will seek feedback from service-users prior to introducing any significant new web services.

Similarly, many people now connect with public services through social media. Both NHS Lothian and West Lothian Council have established social media channels which will be utilised.

PES12: A review of the Health and Social Care Partnership website will be carried out to ensure that users can carry out as much business online as possible.

13.0 Freedom of Information

The partnership will receive requests under Freedom of Information legislation for information about the IJB in the form of printed documents, computer files, letters, emails, photocopies or recordings. Because of the complex legal relationship amongst the IJB and the partners, a request may deal with information held by any one of them, or by more than one. The IJB and the partners will cooperate in dealing with requests it receives and will coordinate a response with a view to ensuring compliance within the statutory timescales.

If the request is primarily for social policy information, the council will take the lead; if it is primarily a request for health information, NHS Lothian will take the lead. In either case, the lead authority will seek the input of its partner, as required, whilst the IJB will retain overall responsibility for the request.

PES13: The IJB will deal with Freedom of Information requests on a joined-up and cooperative basis in accordance with the performance targets it sets itself from time to time, and so far as possible in accordance with statutory timescales.

14.0 Partnership Working with Lothian IJBs

NHS Lothian chairs a regular communications and engagement meeting of the four Lothians IJBs. The West Lothian IJB will ensure regular participation in these meetings in order to share best practice and identify joint projects.

PES14: The West Lothian IJB will work closely with NHS Lothian and East Lothian, Edinburgh and Midlothian IJBs to help maximise capacity and resources.

15.0 Health and Social Care Staff

The success of health and social care integration relies, in equal measure, on harnessing local knowledge of customers and communities and the professional expertise and experience of council and health service staff.

The council and NHS Lothian, therefore, will ensure that staff and trades unions are updated regularly on service activity and consulted effectively and as soon as possible on proposed service change.

Engagement with staff will include activities such as roadshows, hosted by the heads of service, newsletters and web updates.

When possible, opportunities for joint training and development of council and NHS staff will be provided to help facilitate the process of integration.

The active support of health and social care staff will be essential to ensure successful implementation of this strategy. Appropriate training, development and support will, therefore, be provided to ensure staff are confident and effective in this role.

The training will highlight individuals and groups who may have difficulty engaging because of, for example, sensory impairment, low levels of health or general literacy or difficulty accessing venues and will show how these service users might be included in future engagement exercises.

The training will challenge any prejudices about stigmatised groups and link to the equality outcomes of the partners.

The IJB recognises the time commitment required to ensure effective engagement and will ensure these processes are adequately resourced.

PES15: Regular communication will take place with health and social care staff and unions to ensure they are kept up to date on service activity. Engagement will be carried out to ensure meaningful input at times of proposed service change and development.

Training and development will be provided for health and social care staff to ensure they are able to play an effective role in facilitating engagement on the future plans and proposals of the IJB.

16.0 Equalities

The IJB will work in accordance with the Scottish Accessible Information Forum (SAIF) - guidelines to provide information that takes account of the needs of disabled people and carers, e.g. in large print, on audio tape or CD, in British Sign Language (BSL), in Braille, in easy to understand versions and in languages other than English.

The IJB will also ensure that a range of appropriate mechanisms for responding to engagement activity are available to people with different communication needs.

The web site already includes a number of equality features including the ability to increase font size, an Assist Dyslexia feature which changes page colour and Listen to This Page assistance which includes a translation facility, screen mask, text magnifier and a simplifier to remove potentially distracting features.

Ensuring engagement activity is inclusive may also involve working with intermediaries to access key groups, identifying accessible venues, providing a translator or signer and considering childcare and transport arrangements.

The IJB will consult and engage with equality groups/forums and individuals and use their views and opinions to inform decision making and shape service delivery to ensure that services bring people together and make the most of individual needs.

The IJB will have regard to the guide produced by the Equality and Human Rights Commission which explains how public authorities can meet the terms of the Equality Act 2010. The document 'Involvement and the Public Sector Equality Duty: A Guide for Public Authorities in Scotland' can be found on the commission's website at www.equalityhumanrights.com

PES16: Arrangements for communication, participation and engagement will be designed to ensure equal access for all. The partners will seek advice from equality groups/forums and individuals.

17.0 Monitoring

The director will submit an annual report to the Integration Joint Board on the implementation of the Participation and Engagement Strategy. This will outline progress over the preceding 12 months and set out specific actions for the next 12 month period.

The strategy will be reviewed three years after approval by the Integrated Joint Board. This is consistent with the timescale for the review of the Strategic Plan.

Awareness of the progress reports will be promoted amongst service users, carers, the wider public and staff.

PES17: A progress report on implementation of the strategy will be prepared for the Integrated Joint Board every year and the strategy will be reviewed three years after approval. The IJB will highlight the reports to the public and staff.