



Meeting summary

**Whole system communication
& engagement event – West Berkshire**
December 2015

Introduction

In December 2015, 36 colleagues from across the health, social and voluntary sector service West Berkshire met for the first time to discuss better partnership and cooperation between organisations in the system. The meeting was facilitated by Steven Buckley from South, Central and West Commissioning Support Unit.

The impetus for the meeting came from a Community Engagement Strategy commissioned by the West Berkshire Health and Wellbeing Board earlier this year. The strategy sets out the challenges and context for the system over the next five years:

- Health and social care facing severe resource restrictions
- Increasing demands from an ageing population and enduring health inequalities
- There is a real risk of consultation fatigue among the population.

Reconfiguration of local services, new ways of working with patients, care users and the public make for an opportunity to make big changes for the better, but the strategy is clear - residents must be properly listened to and engaged, and the system should better coordinate combined resources.

The strategy is summarised further in the workshop slides shown in appendix 1 and [the full document is available online](#).

The following pages document the discussions that took place in support of the strategy on 10th December.

Agreed actions

Essential

- Complete the feedback form and email register
(distribution list of participants to be shared in January)
- Be open to approaches to collaborate
- Proactively amplify and support one another's activities - review the common grid (page xx) - are there opportunities for you to amplify, collaborate with, or help a partner in West Berkshire?

Recommended

- Read full HWB engagement strategy : <http://bit.ly/WestBerksHWBcomms>
(direct link to PDF, if link doesn't work when clicked then cut and paste to browser)
- Watch the Kings Fund film on [how the NHS is structured](#)
- Register your details on the [Berkshire Health Network](#)

Next meeting

- Date
 - tbc
- Frequency
 - quarterly
- Location
 - Broadway House or West Berkshire Hospital
- Proposed agenda items (for group discussion nearer to event)
 - Themed content discussion (eg. Dementia)
 - Social media training
 - Introduction to Health and Wellbeing Board
 - Case studies of partnership working
 - Project and best practice sharing
 - Speed dating
 - Hot focus on small number of partners

Discussion #1 how is the system perceived?

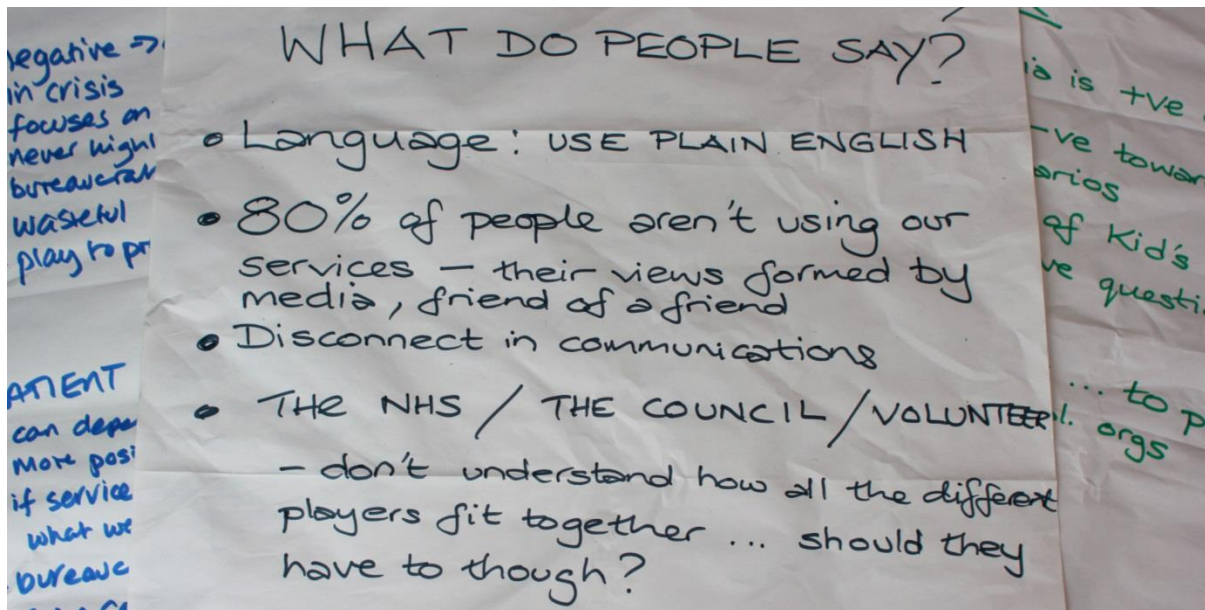


Table groups considered a) How voluntary, social and health sector presented in the media
b) How system perceived by patients and service users, and c) what people outside the system say about the system.

Media

The media is vital at holding the system to account and very influential, however:

- Reporting is overly negative, focussing on mistakes and cuts and hardly ever the successes; "the 98% we get right isn't reported"
- Portrays a system that's in crisis, bureaucratic and wasteful of taxpayer funds, though generally more positive towards voluntary sector organisations
- Government targets often skew reporting; "RBH get more thank you's than complaints but this isn't recorded in national figures, so that never gets reported".
- Public struggle to understand service offering from reporting and the consequence of negative reporting can be frightening patients and service users away from treatment.

Patients and service users

Views can be mixed, though most will struggle to navigate the complexities of the system.

- We fail to properly explain the outcomes and consequences of changes (and cuts we're making).
- Opinions about the system can be polarised based on personal experience.
- People don't speak up for a service until it's about to change
- There are often unrealistic expectations about what should be provided by the system and what it costs to run services.
- People question whether they really have a voice in influencing local decision making.

How the system is perceived from outside the system

Expectations on the system are very high and can be hard to deliver. While hospitals and voluntary sector are typically held in high regard;

- Tangential issues can skew opinion – such as delays in being seen, trouble car parking etc.
- 80% of residents aren't using our services on a regular basis, but their opinion is shaped by the media and experience of friends / family.
- The system is seen as needlessly complex and chaotic, there's little understanding of the component parts and people don't understand why services don't work / fit together.
- People see the lack of plain English as obfuscating.
- The voluntary sector sometimes seen as part of the formal system, for instance Citizens Advice Bureau not considered a charity.

Plenary discussion

- Dealing with complexity is important. If the group members struggle to navigate the system, how must it be for residents, patients and service users?
- Media negativity can be problematic. However, providing readily usable human interest content, coupled with understanding that the media is actually about the conflict of ideas, will mean that media pick up stories where a genuine difference is being made (or different approach taken).

- The public are not entirely reliant on media for opinion forming. Social media creates a huge opportunity for the West Berkshire System to tell its stories through its own channels. The challenge for the group is to leverage those channels far better.

Action point to take forward

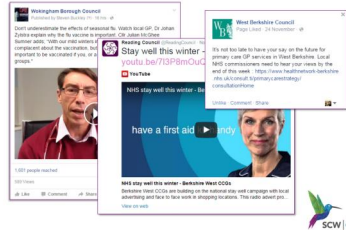
The challenge in West Berkshire is to tell (and resource) good news stories, deal with complexity and work together better as a system. We need to recognise the severe risk of consultation fatigue and coordinate our activities.

Amplifying and supporting one another

Simple amplification



Simple amplification



Simple amplification

- Retweets
- Likes and shares
- Embedded organic content
- Newsletters
- Intranet pages
-?

What we can do straight away

- Sharing and 'liking' each other's social media content
- Telling each other when new resources are available
- Providing ready-made content for partners to use on their own channels, including public meetings, newsletters and intranet sites.
- Leverage the village agent network (more info [here](#))
- Send content for community newsletters (including Church and faith groups)
- Circulate information via parish council contacts ([Peta at WBC](#) can support)
- Leverage Get Berkshire Active's activity finder - <http://www.getberkshireactive.org/events/>
- Consider pooling resources for joint promotional materials etc.

The challenge from the Health and Wellbeing board

The HWB have challenged us to go further still and ask for:

- Common register of consultations and engagement on our websites
- Joint events (where appropriate)
- One joint consultation exercise in year 1
- Shared information and data
- Expanding partnership beyond health and social care.

Discussion #2

Making partnership working a reality

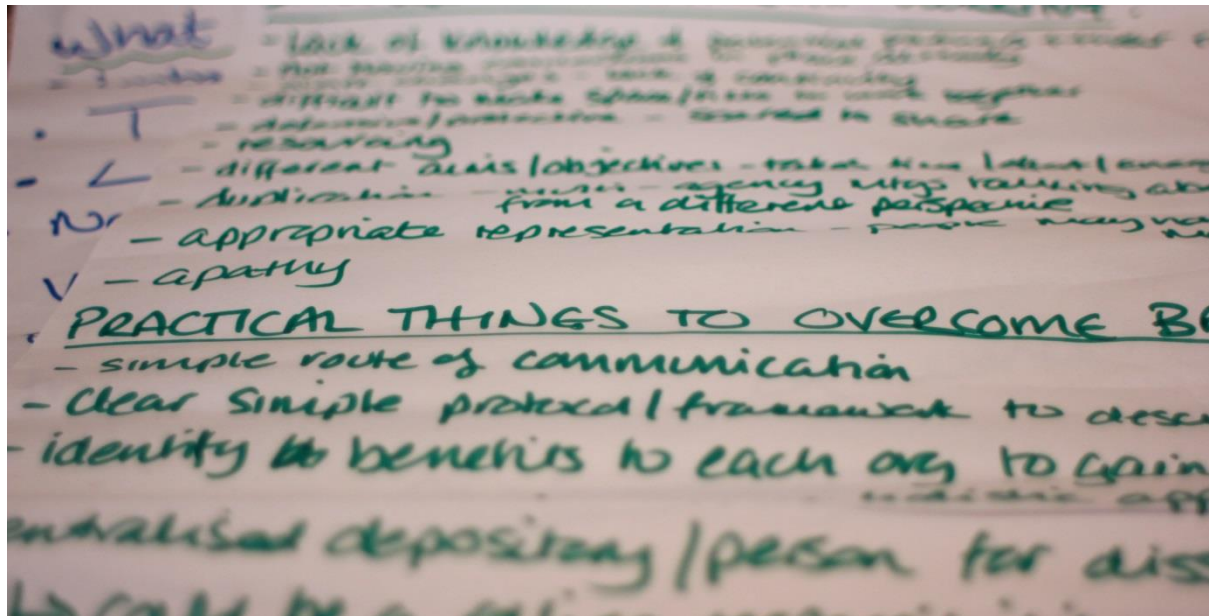


Table groups considered a) the barriers to partnership working, b) the things the group can practically do to overcome barriers, c) how is partnership balanced and self-organising, and d) when is it OK to say 'no'.

Potential barriers to partnership working

- Lack of resources – time, budget, people, knowledge, energy
- Differing organisational agendas and priorities
- Formal contractual arrangements
- Imbalance of power (within system and within sectors)
- Continuity of contacts
- Failure to see benefits of partnership
- Competitive behaviours - 'scared to share'

Practical steps to address barriers

The meeting was of a mind that the barriers are surmountable and recognised that each member is responsible for owning 'partnership' and taking responsibility for the success of the group.

Specific steps to address barriers were:

- Recognise everyone in the group is an equal partner – whether employed or volunteer, large or small organisation.
- Agree a common vision for the group and establish a partnership mindset, exercising trust with one another.
- Be realistic about what the group can achieve together, search out quick wins and offer early case studies to demonstrate benefits of partnership working.
- Seek common ground, joint agendas and pooling of resources where OK to do so, have the maturity of relationship to say 'no' when organisational priorities (or lack of resource) stands in the way of partnership working.
- Ensure meetings are action oriented and opportunity to learn / share best practice
- Combined key moments calendar and selected joint working against (eg. World Mental Health Day)
- Find time to network and collaborate – work to get to know partners better and pick up the phone, or instant message, rather than emailing one another.
- Engaging with each other's client groups and service users.
- Establish common tools and resources to support the group, and make sure resources already in place are leveraged (such as the [Empowering West Berkshire database](#))
- Inform senior leaders about what the group is trying to achieve, ask for their support and be prepared to share measurable outcomes of partnership.

Action point to take forward

We know that our organisational priorities and resources won't always align, but there's a clear desire to work in partnership across the system where we can do so. Let's seek early opportunities to support and collaborate with one another.

Discussion #3

Towards a common grid

Participants worked in pairs to identify communications and engagement priorities for January – March 2016. The following pages are very much work in progress and will be refined as the group begins to see the benefits of working together

Note: not all pairs completed forms during the workshop.

January

Theme / activity	Organisation	Help needed
○ Awards promotion	Get Berkshire Active	○ Promote event to networks
○ Awareness of benefits of advice services for young ppl	West Berks CAB	○ Access to stakeholders / comms channels
○ Request for case studies	Support at Home	○ Support to promote referrals ○ Request for short citations
○ Outreach to seldom heard groups	CCG	○ Access to lists ○ Collaboration to define cohort
○ Improve access to information leaflets	Great Western Hospital NHS FT	○ Healthwatch support
○ Raise public awareness of Healthwatch and encourage volunteers	Healthwatch west berkshire	○ System wide promotion
○ Children and Young People voluntary sector forum meeting	Empowering WB	○ Promote event / event outcome
○ Community conversation – Calcot		○ tbc
○ Promotion of NHS winter messages	All health sector orgs	○ Amplify and use organic content.
○ Patient leader programme	BHFT	○ Promote opportunity to join / existence of programme

○ Finding VIAs throughout WB	Village agents	○ Partners to support search for volunteers
○ Four houses corner refurbishment (gypsy and traveller site)	West Berks Council	○ Multi agency support - tbc

February

Theme / activity	Organisation	Help needed
○ Promo videos for GBA	Get Berkshire Active	○ Share films
○ Awards promotion		○ Promote event to networks
○ Build referral pathways	West Berks CAB	○ Access to NHS and Local authority stakeholders / comms channels
○ Talking therapies promotion	IAPT team	○ Links w/ local community, GPs, vol sector
○ Disseminating Young People with Dementia (www.ypwd.info) information	Younger people with dementia	○ Share events and content on partner channels
○ Event to network and explain service	West Berkshire Independent Living Network (WBILN)	○ Promotion of event
○ Single service offer	West Berkshire Council	○ Service providers to promote single service offer and offer consistent information.
○ New surgery at Strawberry Hill	Patient Information Point (PIP)	○ Promote the PIP
○ Support for elderly, isolated parishoners	East Downland Churches	○ Promote village agents / social prescribing
○ Unknown carers / young carers project	CCG	○ Help to promote importance of registering as a carer with GP.
○ Myth busting – dealing with top 3 complaints	Great Western Hospital NHS FT	○ Help to counter negative perceptions / distribute information.
○ Promote fundraising	West Berks therapy centre	○ Share information with

and relocation of service		networks
○ Promote role and purpose of Health and Wellbeing board	CCG	○ Awareness raising of HWB ○ Support to create vision and mission statement
○ Voluntary sector event	Empowering WB	○ Support for and attendance at event
○ Mental health local forum participation	BHFT	○ Encourage people to share views on MHPPI
○ Promote village agents service	Village agents	○ Partners to promote service on own channels.
○ New ways of working in adult social care	West Berkshire Council	○ Partners to share information about changes

March

Theme / activity	Organisation	Help needed
○ Promote service offering	Horse sense for life CIC	○ Access to partner newsletters / intranet channels
○ New 'It's my life' resource	Patient Information Point (PIP)	○ Share and promote use of leaflet
○ Launch 2016/17 training programme and resources	Empowering WB	○ Partners help to promote
○ Support for referrals	Village agents	○ Health and social care partners to assist in informing professionals

APPENDIX 1 - Workshop slides

 <p>Whole system comms and engagement</p> <p>Steven Buckley SCW CSU Berkshire West CCGs</p> <p>10th December 2015 Rivergate House, Newbury</p> <p><small>NHS South, Central and West Commissioning Support Unit</small></p>	<h2>Who is in the room?</h2> <p>Working in pairs, interview someone you don't know.</p> <ul style="list-style-type: none"> – Who are they? – What do they do? – Who do they work for? – What's the one thing they want to get out of today? <p>Be prepared to feedback!</p> 
<h2>Our agenda</h2> <ul style="list-style-type: none"> 10:45 How are we scoring? 11:15 Short coffee break 11:30 HWB C&E strategy 11:50 Partnership working 12:20 Lunch 13:10 A common grid? 13:30 Wrap up and next steps <p><i>What you'd like to cover within this:</i></p> <ul style="list-style-type: none"> • What's it about? • Better / effective ways of working together • Understand how system fits together and how to connect into • Stronger relationships and contacts • Increase awareness / profile of our organisations • Develop partnerships • Helping clients to navigate system • Increase knowledge • Better planning ahead / learning 	<h2>Discussion #1</h2> <h3>How is the system perceived?</h3> <p>How is the voluntary, social and health sector presented in the media?</p> <p>How are we perceived by patients and service users?</p> <p>What would people outside the system say about the system?</p> <div style="border: 1px solid #ccc; padding: 10px;"> <ul style="list-style-type: none"> • Work in table groups • 15m for discussion • Rapporteur notes • Another to feedback key points to room. </div> 
<h2>West Berkshire HWB</h2> <h3>Community engagement strategy</h3> <p>Context:</p> <ul style="list-style-type: none"> • Health and social care face severe resource restrictions in next 5Y • Increasing demands from an ageing population • Enduring health inequalities. <p>Challenge</p> <ul style="list-style-type: none"> • Reconfiguration of services • New ways of working with patients, care users and the public • Opportunity to make big changes for the better... 	<h2>West Berkshire HWB</h2> <h3>Community engagement strategy</h3> <p><i>"Our vision is for community engagement that drives change for the benefit of patients, service users and the public as a whole. That means that the engagement must"</i></p> <ul style="list-style-type: none"> • be honest and genuine – really listening, with the public and statutory bodies working together as equal partners engaging in ongoing dialogue • be open to anyone and everyone and not exclude or marginalise any particular groups • be representative of the whole community, not presenting a biased or distorted picture • be built on real experience and hard evidence. 

West Berkshire HWB Community engagement strategy

"The benefits of the partners working together on community engagement were identified as to"

- save money, by reducing duplication and exploiting economies of scale
- increase effectiveness by sharing skills and capacity
- do things which would not otherwise be possible
- develop deeper insight into the needs and views of patients, care users and the public, by pooling the intelligence of each of the parties
- reduce 'consultation fatigue' by not repeatedly approaching the same sections of the public for feedback.



West Berkshire HWB Community engagement strategy

Risk

- Tremendous strain on the relationships between partners in system.
- Trying to achieve too much (through partnership), or insufficient and inconsistent commitment.

Need

- Strong personal relationships
- Recognise and respect interests of each org.



Simple amplification



Simple amplification

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-?



The challenge from the HWB

- Common register of consultations and engagement
- Joint events (where appropriate)
- One joint consultation exercise in year 1
- Shared information and data
- Expanding beyond health and social care.



Discussion #2 Making partnership working a reality

What are the barriers to partnership working?

What are the things we can practically do to overcome any barriers?

How is partnership balanced and self organising, and when is it OK to say 'no'?

- Work in table groups
- 30m for discussion – inject after 15m
- Rapporteur notes
- Another to feedback key points to room following lunch.



Discussion #3 Getting to a common grid

Priorities for Q4
(Jan to March 2016)

Support you need from the system / opportunity to collaborate.

(if time – what's on the horizon for Q1/2 16-17)

- Work in pairs
- 20min for completion of sheets
- Collated and shared post event.



Wrap up... next adjacent step

- Write up workshop and actions
- Aggregate first quarter plans
- ☐ Feedback form (email distribution list)
- ☐ Be open to approaches from the system
- ☐ Seek opportunities to collaborate
- ☐ Next meeting? When, where, focus area?

