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29 September 2017

**To: The Chair and Members of the Cumbria  
Health Scrutiny Committee**

Dear Member

**Cumbria Health Scrutiny Committee – Monday 9 October 2017**

Further to the agenda for the above meeting please find attached copy of agenda item 6(b)  
– Participation, Inclusion and Engagement (PIE).

Yours sincerely

*L Harker*

**LYNN HARKER**  
**Senior Democratic Services Officer**

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# healthwatch Cumbria

Cumbria Health Scrutiny Committee

9 October 2017

Increasing Participation, Inclusion and  
Engagement in Sustainability and  
Transformation Partnerships (STPs)



## **The Cumbria Participation, Inclusion and Engagement (PIE) network at the centre of a world class health service co-produced with the people of Cumbria**

### **Background and rationale**

A substantive role of Healthwatch Cumbria is to ensure, and provide mechanisms for, the voice of people to be heard in the development, review and delivery of health and care services. We want to ensure that the experiences of people properly inform thinking at all levels.

We do this in a variety of ways which include;

- Engagement in local communities of interest of place, listening to, recording and analysing people's experience of services
- Strategic interventions to prompt system leaders to engage, involve and welcome early and active participation of people in the thinking, design and delivery processes

We are clearly at a critical stage of change across the whole health and care system in both west, north and east Cumbria and in south Cumbria through the development of two Sustainability and Transformation Partnerships (STPs). It is equally critical that people know and understand the changes that are being considered, are involved in all change processes and also understand their role as individuals and in communities in supporting the change process.

The best way for that to happen is for as many people as possible to be directly involved in all aspects of the development work.

To support this, Healthwatch Cumbria has developed and is trialling an engagement model– **the Participation, Inclusion Engagement Network (PIE)** which we believe is one mechanism which can help to achieve a significant shift in the way that people are involved.

The West, North and East Cumbria STP and the Healthy Lancashire and South Cumbria STP have both welcomed this approach recognising the real value in ensuring that people are fully involved and engaged in future service design and improvement through their respective STP processes. But the pace and complexity of the change process challenges effective engagement which can take time.

Some progress has been made:

- In west, north and east Cumbria this model has been included in the STP Communication and Engagement Strategy.
- Coproduction activity is in place – but we need to find ways to be able to support people to be better able to participate in coproduction, to form effective relationships with system leaders based on trust and for open and transparent communication to underpin everything.
- A lay person, supported by HWC, has been formally welcomed onto the Integrated Care Communities (ICC) Steering Group and an invitation extended for a second person to be co-opted onto the Mental Health ICC Steering Group.
- Plans are in place for further discussion to take place at a strategic level to consider how more lay people can be involved strategically in this way.

However, we believe that more can be done and we are calling on colleagues within Cumbria Health Scrutiny Committee to also monitor the extent to which effective participation, involvement and engagement is being achieved across the whole health and care system.

The full PIE Model is included below.

### **The Cumbria Participation, Inclusion and Engagement (PIE) network at the centre of a world class health service co-produced with the people of Cumbria**

The commitment made for coproduction means that all organisations in the health and care system need to find effective ways of continually involving, engaging and listening to people in a real and timely way.

This means;

- Recognising people as valuable partners
- Valuing work differently
- Promoting reciprocity (mutual benefit)
- Building social networks

Co-production essentially describes a relationship between service provider and service user that draws on the knowledge, ability and resources of both to develop solutions to issues that are claimed to be successful, sustainable and cost-effective, changing the balance of power from the professional towards the service user. (Scottish Coproduction Network).

The time is right to use innovation, creativity and collaboration to collectively address the wide range of challenges which Cumbria has to overcome.

We know that participation; inclusion and engagement should be at the heart of everything we do in health and care services but it can be challenging to achieve. However, the NHS statutory guidance for CCGs published in April 2017, “patient and public participation in commissioning health and care services” \* set this requirement out clearly and includes 10 key actions for CCGs and NHS England on how to embed involvement in their work;

1. Involve the public in governance
2. Explain public involvement in commission plans, business plans
3. Demonstrate public involvement in annual reports
4. Promote and publicise public involvement
5. Assess, plan and take action to involve
6. Feed back and evaluate
7. Implement assurance and improvement systems
8. Advance equality and reduce health inequalities
9. Provide support for effective involvement
10. Hold providers to account

Healthwatch Cumbria is in a strong position to provide an independent but collaborative mechanism to bring people closer to the engine rooms driving the transformation agenda.

This is proposal for a Participation, Inclusion and Engagement (PIE) network that can be co-facilitated by Healthwatch Cumbria and CLIC, to help to achieve high levels of participation, involvement and engagement collaboratively, and practically. PIE will ensure that a wide range of people, or “experts by experience”, are supported, trained and mentored to enable them to make regular contributions to, and attend, all the workstreams that are actively focused on finding and designing solutions. PIE would support both the implementation of the decisions made by CCG following the consultation “the Future of Healthcare in west, north and east Cumbria” and also in the wider work to develop and deliver the Sustainability and Transformation Plan (STP).

Healthwatch Cumbria is the consumer champion for health and care services locally and wants to support local people to become fully involved in the design, development and improvement journey that services locally have already started on. The spirit of co-production has started in some places and has led to great changes; it now needs to be scaled up to ensure ongoing success, to build trust and to secure improvements.

The Participation, Inclusion and Engagement (PIE), (See diagram overleaf), network will;

- Have a single aim of supporting real involvement of local people in the wide range of groups, meetings and activities that are focused on driving improvements across the system
- Bring together the skills and experience of the Communication and Engagement teams in the health and care system, CLIC and HWC to enhance the connections between the system and the network of communities.
- Ensure that people are engaged early and that their views and experiences are listened to and shape thinking and system design
- Recruit interested, skilled and/or knowledgeable people to act as representatives of communities of interest and place throughout the system
- Support, train, brief and mentor these representatives so that they understand their role, the system that they are working within, and the challenges that these services are facing. PIE will support them to be truly effective
- Support representatives to really consider how to bring more than their own experience to the debates
- Support them to connect with existing groups and networks thus enabling them to speak confidently about the issues faces by the communities they represent (For example, the representative supporting the mental health service development will be supported to regularly attend the Mental Health Service User and Carer Forum to hear their views and share information thus creating a two way communication flow)

We are not aiming to set up lots of new groups and meetings; in fact the opposite is true. Instead a streamlined and efficient network will seek to consolidate where possible and make use of existing networks, communities and groups.

Very practically, this delivery of the proposal would mean that;

- Local people would be confident to attend key service design meetings and be able to take part effectively
- They would bring accounts of the most appropriate experiences of service delivery to the right meetings at the right time
- Delivery staff and system decision makers would welcome their contributions and ideas
- Service design and improvement would be coproduced

The key to success with this new and progressive development would be a PIE Collaboration that will;

- Foster a level of accountability for the representatives to each other and to the local community through networks and connections with existing community groups
- See key partners working collaboratively; this includes NHS, HWC and ASC colleagues working to ensure that communication is effective and that all of the systems and processes are effective

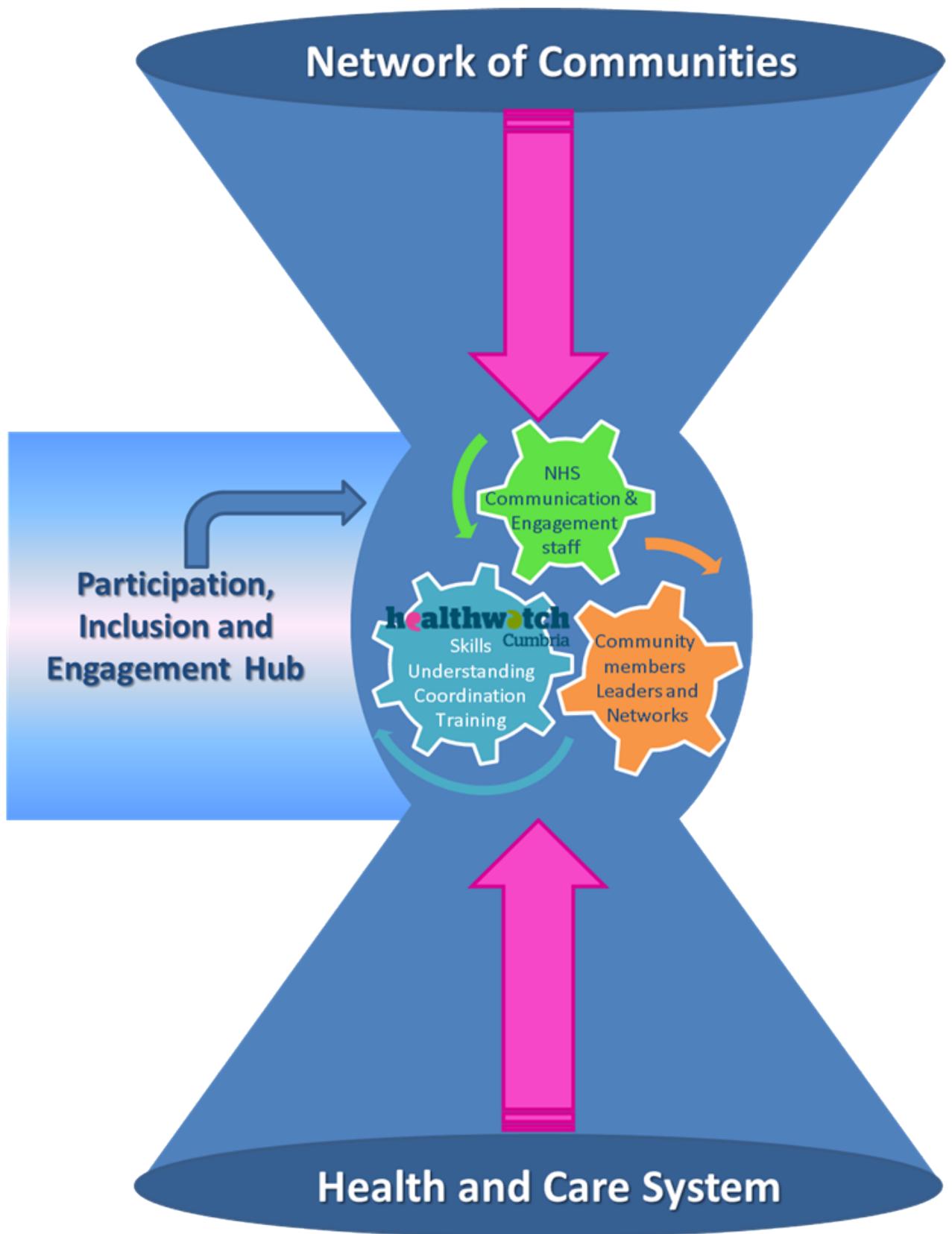
- Develop a new Cumbria branded and community owned website would be established to help the wider public understand what's happening, keeping people in local communities informed will be central.
- Provide a regular newsletter featuring interviews with system leaders and community representative and good news stories being shared at regular intervals will help rebuild the trust that has been eroded over many years.

The success in Millom was down to strong community activist/representatives and an honest, open relationship with an NHS that was willing to listen. A willingness to keep returning for the challenging conversations was what eventually worked; to allow this to happen at scale will require a little more coordination.

We all have resources that are used for communications and engagement activities in and around our own particular agendas. Healthwatch Cumbria has for a long time been saying that we can and we must co-ordinate this more effectively, avoiding duplication and being as effective and efficient as possible. Additional resources will be needed to set up this new way of working.

**David Blacklock**  
**Chief Executive, Healthwatch Cumbria**

*25 September 2017*



David Blacklock  
 Chief Executive, HWC  
 14 February 2017