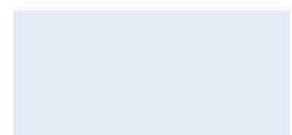
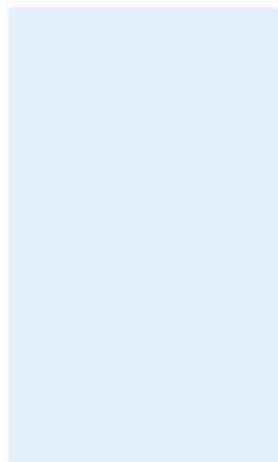
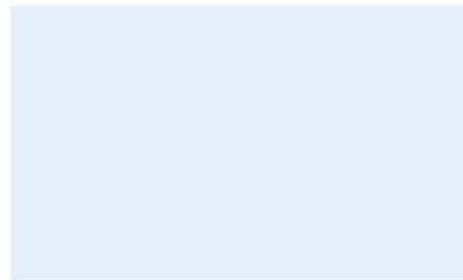
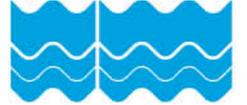




ESBT Alliance Communications and Engagement Strategy 2018-2020



East Sussex
County Council



Contents

1. Introduction	3
2. Involving local people, our staff and our partners	5
3. Our refreshed strategy	6
4. Our five key aims for making this approach a reality	8
5. Governance	9
6. Next Steps	9

Appendix One: A fuller description of what we mean by ‘People’ in our ESBT Alliance Communications and Engagement Model

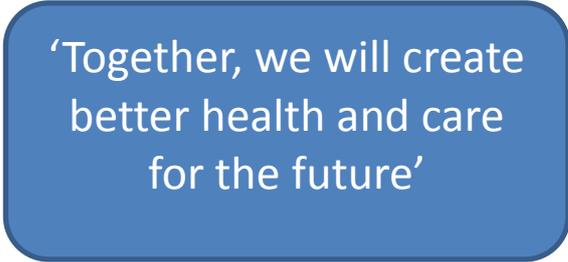
Appendix Two: Implementation: Aims into Action

Appendix Three: The East Sussex Collaborative Health and Wellbeing Stakeholder Group

1. Introduction

Our East Sussex Better Together (ESBT) Alliance aims to put the person receiving health and care at the heart its work. Our vision is that by 2020/21, there will be an integrated, sustainable health and care system across ESBT that will ensure people receive proactive, joined up care, supporting them to live as well and as independently as possible with care delivered close to home. This Communications and Engagement Strategy explains our shared ambition for involving people in the work of the ESBT Alliance. This can be summed up in our mission below.

1.1 Our Mission



‘Together, we will create
better health and care
for the future’

Figure 1: ESBT Alliance Communications and Engagement Mission

Our first ESBT Communications and Engagement Strategy 2016-18 was published in May 2016 and outlined our work as health and care commissioning partners¹ describing how we were beginning to work more closely together and signalling our ambition to jointly involve people in ESBT. Since then, the ESBT partnership has grown to include our key provider partners East Sussex Healthcare NHS Trust and Sussex Partnership NHS Foundation Trust. Building on our work together as ESBT to transform how we deliver health and care to local people, we have continued to progress our integration plans establishing ourselves as a formal Alliance in April 2017 as we move towards becoming an Integrated Care System by 2020/1. We are focussing on integrating our health and social care system so that we can make best use of the £850m we spend every year to meet the health and care needs of local people, to make services and support available for local people so that are the best they can be within the resources that we have available.

To track and share our performance, we have developed an outcomes framework. This framework identifies a number of health and social care outcomes for us to measure our progress against. This useful tool will help us to understand if our ESBT Alliance arrangement

¹ The health and care commissioning partners at the time of the 2016-18 strategy were: Eastbourne, Hailsham and Seaford CCG, Hastings and Rother CCG and East Sussex County Council.

is working effectively to improve population health and wellbeing, local people's experiences, sustainability and quality of care and support. This is summarised below.



Figure 2: Summary ESBT Alliance Outcomes Framework

We are excited about our future but we face unprecedented financial challenges alongside increased demand for our services and rising costs of resources such as medicines. Furthermore, our local social care services face reducing budgets, meaning that existing services have to be prioritised. For our communications and engagement work, this means that it is more important than ever to listen, involve, engage and co-design our services with local people and other stakeholders.

We want to harness the assets of local communities and empower people to live healthily and well at the same time as enabling them to access the right services at the right place and time when they need support. We will be transparent about our challenges and work with local people to create the best health and care system we can afford.

The original principles outlined in our 2016-18 ESBT Communications and Engagement Strategy remain true, this refreshed strategy builds on our existing Mission, Vision and Model which remain consistent, with our 5 key aims adapted to reflect our current context and challenges.

2. Involving local people, our staff and our partners

We know that the best services are those designed with the people who use them. So central to our work is our ambition to involve local people, patients, carers, service users and their families in shaping, delivering and evaluating everything we do. We also know that providing clear, accessible information and good health education enables people to stay well and use services effectively when they need them, and this is also a key part of our work.

We recognise the value and importance of involving other stakeholders, including our staff and clinicians, in developing our plans so we have robust mechanisms for ensuring this is embedded into our way of working. Our staff are our greatest asset and the quality of our services is reflected in their skills, knowledge and commitment.

In addition, our partnerships across health and social care organisations and beyond into the community, voluntary and independent sectors enable us to achieve resilience both for our services and for our communities. This includes working hand in hand with local community groups, many of whom represent and reach people and places that are often less heard through traditional engagement arrangements.

Of course sometimes for clinical reasons people need to be cared for across a clinical network which stretches beyond the ESBT Alliance geography, for example for specialist services. This means that we are also contributing to work outside of our local area with our Sussex and East Surrey Sustainable Transformation Partnership (STP) including creating a new STP-wide Engagement Framework and supporting transformation programmes such as Clinically Effective Commissioning (CEC).

2.1 Our Vision

Our vision from our original ESBT Communications and Engagement Strategy remains true, describing how we want communications and engagement to look. This is how we hope local people will feel about the impact of our communications and engagement on their lives.



Figure 3: ESBT Alliance Communications and Engagement Vision

3. Our refreshed strategy

Our Communications and Engagement Strategy 2016-18 established our initial communications and engagement aims, objectives and milestones. We have achieved much of that ambition and are now refreshing our approach to take into account our new landscape and priorities.

Over the past two years we have established our communications and engagement infrastructure which includes regular segmented ESBT newsletters to members of the public, staff and stakeholders; redesigned shaping health and care events with very positive feedback; a refreshed GP member communications and engagement approach; a newly established Collaborative Health and Wellbeing Stakeholder Group, and a clear joint working structure for communications and engagement professionals across our ESBT Alliance organisations.

As an ESBT Alliance we are now looking at further integrating leadership and commissioning across our system – making decisions as one, rather than five individual organisations, whilst retaining our autonomy as sovereign organisations. At the same time, there are also developments nationally and regionally which will affect our progress as we go forward. Decisions around the development of Integrated Care Systems across the STP, and changes mandated by NHS England on specific programmes such as Urgent Treatment Centres

(UTCs) are likely to bring significant developments which will shape our focus over the next two years.

3.1 Our Model

When creating our ESBT Communication and Engagement model in 2016, we built on national evidence and thinking about communications and engagement, and considered our own learning and experience to jointly develop our own model capturing the: who, how and what of our engagement and communications. The model places people at the heart of what we do, through communicating, listening and using what we have learnt to influence our work. In this context the term 'People' refers to the complex and varied range of people that we will communicate and engage with including: local people, providers, the community sector, key influencers, and ESBT Alliance staff (see Appendix One for fuller description).

The model identifies our three key approaches to communication and engagement that aims to be inclusive, appropriate and meaningful.

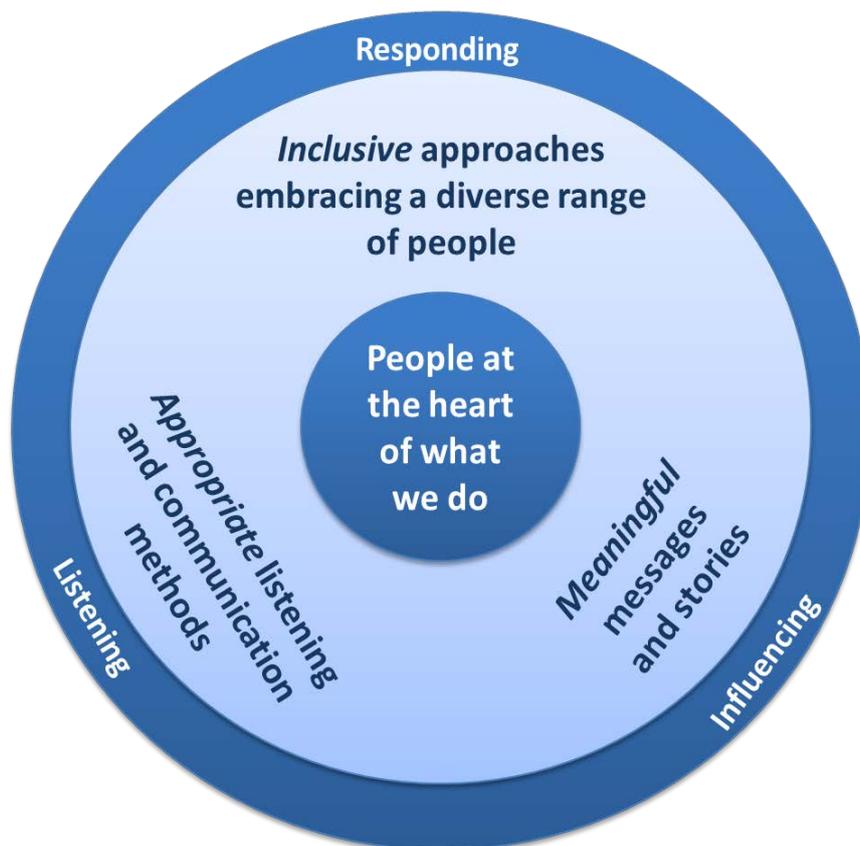


Figure 4: ESBT Alliance Communications and Engagement Model

3.2 Our shared future challenge

As a health and social care system, the single biggest challenge we will face over the next two years and beyond is financial sustainability. Despite the transformation and integration that we have already delivered, we know that we now need to focus on changing not only the way we organise ourselves but the way that people look after their health and care, and what happens when they need help. This will require radical service change and different conversations with local people to create a new form of social contract.

This strategy focuses on how we, as a joint Communications and Engagement function across the Alliance, can best support our vision of a new type of health and care system – one that’s integrated, based on mutually agreed outcomes for the local population and financially sustainable.

4. Our five key aims for making this approach a reality

The delivery of our strategy is focussed around five key aims that will form the basis of our action plan for implementation of the strategy. These five key aims, refreshed for 2018-20, are summarised in Figure 5 below.



Figure 5: ESBT Alliance Communications and Engagement 5 Key Aims

5. Our Governance

The following diagram illustrates how we will ensure robust governance and oversight of our communications and engagement strategy. Alongside our formal governance arrangements, we will engage with our new Collaborative Health and Wellbeing Stakeholder Group (see Appendix 3 for further details) to evaluate the success of our priority areas as well as monitor the developing priorities over the next two years.

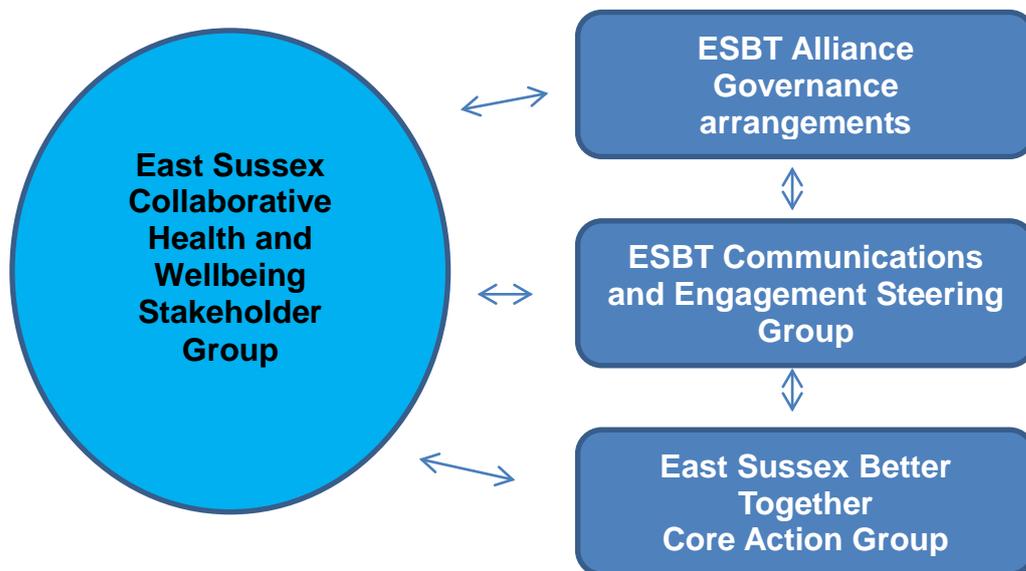


Figure 6: ESBT Alliance Communications and Engagement governance arrangements

Note: ESBT Alliance Governance arrangements include ESBT Alliance Governing Board, ESBT Alliance Executive, and Integrated Care System Development Group taking forward both the strategic and operational aspects of our work.

6. Next Steps

To ensure that we turn this strategy into a reality, we have developed an implementation plan that can be found in Appendix two.

May 2018.

If you would like to find out more about our communications and engagement work or maybe get involved, please contact one of our Communications and Engagement Team.

Visit us at: <http://news.eastsussex.gov.uk/east-sussex-better-together/> where you can find out more, contact us to get involved or sign up for our regular ESBT Newsletter.

Appendix One: A fuller description of what we mean by 'People' in our ESBT Alliance Communications and Engagement Model

Local people: the public, patients, carers, clients (including children and young people)

Providers (across both health and adult social care, public sector, voluntary and independent sector): patients and carers who use provider services; volunteers within provider settings; staff within provider settings; and providers as organisations. Within health this includes providers across primary (GP, dental, optometry and pharmacy), community and acute settings and from a care perspective; adult social care; children's services; community organisations, home care agencies, supported housing, residential and nursing homes

Community sector: the voluntary sector, academic institutions, patient participation groups, and the wider community sector (this would include communities with formal structures as well as those who are more loosely arranged as informal local networks)

Key influencers: NHS England, MPs, locally elected members, regulators and other local influencers

CCG and local authority staff: GP membership; commissioning staff of CCGs, including CCG hosted services; joint commissioners; and directly employed social care and children's services staff

Appendix Two: Implementation: Aims into Action

Communications and Engagement Action Plan for 2018-2020 (plan to be developed to ensure milestones and lead responsibility)

Our communications and engagement aims are woven into all aspects of our work. Within this there are a number of priority actions we are seeking to achieve during 2018-20. These are described in our implementation plan below.

Aim	Action
Design and deliver diverse communication and engagement activities for local people and our stakeholders	Continue to engage local people and key stakeholders in the development of our Primary Care Strategy; including key workstreams such as Care Navigation and Integrated Locality Teams.
	Develop and deliver our ESBT Alliance Urgent Care Transformation plans through collaboration and co-design with local people and other key stakeholders.
	Develop our approach to citizen engagement in the ESBT Alliance, including identification of opportunities for local people to be involved in our ESBT Alliance decision making forums and governance arrangements.
	Ensure we reach a diverse range of people and groups, particularly protected characteristic groups and those experiencing the greatest health inequalities.
Facilitate conversations about system-wide transformation and the development of our Integrated Care System	Ensure our vision and strategic ‘narrative’ for our ESBT Alliance remains at the forefront of all our conversations and messages.
	Continue to engage local people and key stakeholders in the development of our Integrated Care System; including our Business Case and Outcomes Framework and develop a shared sense of ownership and a new ‘social contract’ with local people in relation to our ESBT Alliance.

	<p>Deliver our framework for conversations with local people about our shared challenge to create and sustain the best health and care system we can afford.</p>
	<p>Where relevant, identify opportunities where we can align our ESBT Alliance priorities within the Sussex and East Surrey Sustainability Transformation Partnership (STP) to make the most of our combined resource, engaging local people and key stakeholders in the development of this.</p>
	<p>Engage service providers, staff and local people in identifying ways in which our behaviour can support sustainable health and care services.</p>
	<p>Contribute to our Sussex and East Surrey (STP) engagement priorities including establishing an STP-wide Engagement Framework.</p>
<p>Improve access to and quality of information</p>	<p>Continue to build our social prescribing pathways for local people accessing primary care.</p>
	<p>Ensure local people are aware of their rights and responsibilities in relation to the Care Act and NHS Constitution.</p>
	<p>Provide a diverse range of publicity materials to ensure that local people know about our services and how to use them at the right times and in the right places.</p>
<p>Further develop relationships that are wide, collaborative and inclusive</p>	<p>Review our engagement mechanisms to ensure that we are reaching a diverse range of local people and stakeholders; particularly those who traditionally are less able to participate.</p>
	<p>Continue to build our Locality Planning and Delivery Groups to focus on improvements in our localities and engage local people and stakeholders through our Locality Networks.</p>
	<p>Develop the menu of options for GPs, voluntary and community organisations to interact with our integrated care</p>

	system as providers of primary, community and early intervention services.
Empower people in their health and wellbeing , reflecting the shift towards people’s health and wellbeing within healthy and caring communities.	Through our communications and engagement work, support the delivery of our Personal and Community Resilience Programme and evaluate its success by consulting local people and key stakeholders on its impact.
	Collect and share stories from local people benefitting from our new models of care.
	Deliver a variety of proactive campaigns using a mix of traditional and new social marketing approaches to support behaviour change; (for example, #helpmyNHS).
	Through our communications and engagement work, support our continued approach to tackle health inequalities in areas where there are the greatest difference in life expectancy and good health outcomes.

Our core work

Underpinning our key aims and action is our continued focus on creating a strong infrastructure for our communications and engagement work, including our face to face engagement via community groups and events and through our work with Healthwatch; additional communications such as our GP newsletter, staff briefings and media relationships.

In addition, this work includes developing a consistent approach to digital communications and engagement across all of our work. We will use insight-led approaches and innovation to engage with more targeted audiences and have better conversations alongside effective use of social media and a refresh of our ESBT website.

We will also continue to work closely with Organisational Development and workforce teams across the alliance to support staff communications and engagement across of all our work.

Appendix Three: The East Sussex Collaborative Health and Wellbeing Stakeholder Group

The East Sussex Collaborative Health and Wellbeing Stakeholder Group provides a way for community representatives to be part of strategic planning for health and care in East Sussex.

The group replaces some of the previous Partnership Boards including Older People, Mental Health, Carers and Improving Life Chances. The Autism and the Learning Disability Partnership Boards continue.

The aim of the group is to engage and contribute to the strategic planning processes across East Sussex. This includes East Sussex Better Together as a transformation programme.

Having a wide range of views on how things are working across the county will help set the right strategic direction and ensure that commissioners and providers of services make best use of the experiences and expertise of stakeholders in improving health and care.



The stakeholder group is responsible for looking at the health and care needs of everyone across East Sussex. It will be guided by overarching principles to:

- improve and promote health and wellbeing,
- prevent avoidable ill health and
- better coordinate support services.

The group will be helping to define the overall direction for commissioning health and care in East Sussex, ensuring that stakeholders have a part in the decision making process on identifying priorities and allocation of resources. Use of engagement methods will strengthen the links between communities and healthcare commissioners and providers and help to develop a countywide approach to co-production in health and care.