

Engaging People and Communities: NHS North Norfolk CCG Engagement Report 2018-19



NHS North Norfolk CCG is committed to involving local people, patients, representative groups and stakeholders in how it operates as an organisation.

This report demonstrates how the CCG has engaged local people and communities in its work over 2018-19.



Foreword by Clive Gardner, Lay Member for Patient & Public Involvement (PPI)

NHS North Norfolk CCG Governing Body

Engaging with the communities that we commission health services on behalf of remains a core principle of how NHS North Norfolk Clinical Commissioning Group operates.

In 2018-19, the CCG has continued to balance the competing priorities of commissioning high quality health services, effectively managing and allocating the annual budget we have for these services, and being part of the local transformation of how health and care becomes more sustainable in the future.

My role on the CCG's Governing Body is to ensure that patients and the public are part of shaping these priorities – both from the perspective that their health needs are served by the services the CCG commissions, and that they have been involved in designing and monitoring the performance of services as well.

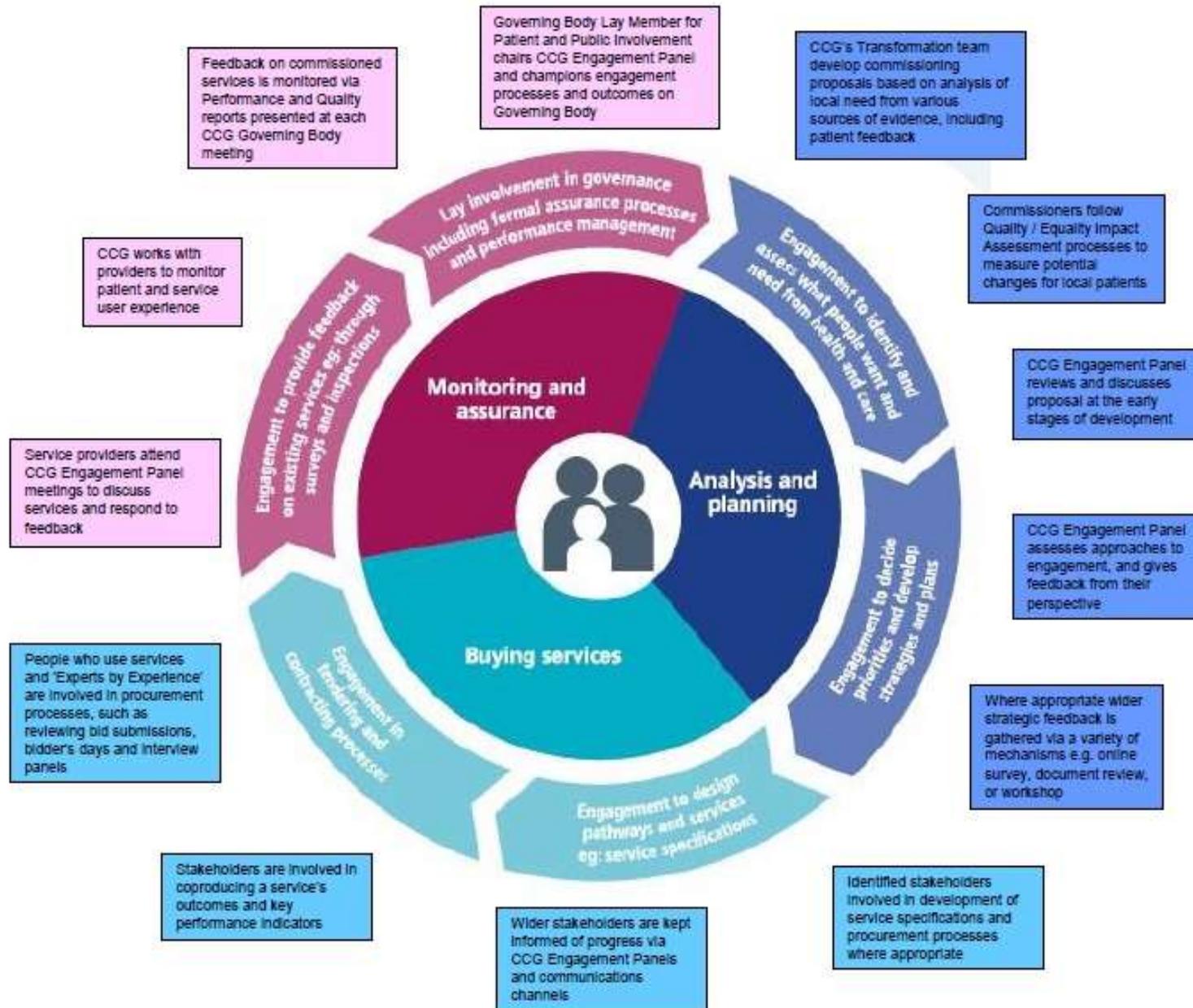
This year, I am pleased to introduce this summary of how CCG has done to involved patients and communities. We have been challenged by stakeholders to expand on how we engage, and to try different approaches in reaching communities to ensure all voices are heard. A lot of this can be achieved by working in partnership, and the formal working relationship between NHS North Norfolk and South Norfolk CCGs – as well as other CCGs in Norfolk and Waveney – continues to spark creativity and innovation.

The North Norfolk Community Engagement Panel provides us with a regular forum to discuss health services and gather views from a diverse range of people and communities. We have also focused on the development of Patient Participation Groups, working closely with our Member Practices, to enable them to be effective in championing and supporting local primary care and wider health services.

North Norfolk CCG is part of the progress of Norfolk and Waveney's Sustainability and Transformation Partnership. Across the STP, CCGs have been part of conversations with local people about the shape of future services, and some of the innovative ideas and discussions emerging from areas like maternity, cancer and mental health have been really encouraging.

The theme of the joint North and South Norfolk CCG Annual Stakeholder Event was the importance of local identity, alongside working more closely together as an integrated health and care system. As Norfolk and Waveney begins its journey towards developing an Integrated Care System, we need to build on our local experience and relationships to ensure patients and the public remain at the core of what we do.

ENGAGEMENT AND INVOLVEMENT – HOW IT WORKS FOR NHS NORTH NORFOLK CCG



Over 2018-19, NHS North Norfolk CCG developed the mechanisms and routes for effective engagement with local people, patients and stakeholders to ensure the CCG's activities reflects the needs of the communities it serves.

A core element of the CCG's strategy for engagement is to involve patients and stakeholders at the earliest possible stage throughout the commissioning cycle, to prioritise groups and individuals most affected by developments, and to use accessible, clear information that allows all communities and representatives to be involved.

Below is a summary of some of the CCG's work through the year, more detail can be found in our Annual Report 2018/19 at <https://www.northnorfolkccg.nhs.uk/annual-reports>

METHODS OF ENGAGING WITH COMMUNITIES AND STAKEHOLDERS

NHS North Norfolk CCG uses a range of methods to inform, involve and engage communities and stakeholders in its work. These have been developed and refined over the lifespan of the CCG, and are regularly reviewed both internally and externally in response to feedback received from day-to-day engagement, and strategic views from the NHS England 360 Stakeholder Survey.

The CCG regularly convenes meetings, workshops and focus groups with patients, stakeholders and representative groups throughout its commissioning processes. In 2018-19, we have also worked on the following methods of engagement:

North Norfolk Community Engagement Panel

In 2018-19, NHS North Norfolk CCG continued to run a 'Community Engagement Panel', aimed at involving local stakeholders in shaping the strategic direction of the CCG. The Community Engagement Panel provides a forum whereby the CCG can discuss its strategic direction, ongoing challenges, and developing projects. The Community Engagement Panel is formed of representatives from:

- Communities in North Norfolk
- Patient Participation Groups from North Norfolk Member Practices
- Older People's Forums
- Voluntary, community and advocacy groups and organisations
- Youth Advisory Boards
- Healthwatch Norfolk
- Health and social care providers
- District Council officers

The Community Engagement Panel is chaired by the Lay Member of the Governing Body for PPI, and the CCG is represented through the regular attendance of clinicians, project managers and relevant commissioning officers from the organisation.

More information about North Norfolk Community Engagement Panel meetings can be found on the CCG's website: <https://www.northnorfolkccg.nhs.uk/community-engagement-panel-cep>

Patient Participation Group development

The CCG values the role of Patient Participation Groups (PPGs) in representing the patient's view of local Primary Care. Over 2018-19, we have continued to focus on the development of PPGs in collaboration with NHS South Norfolk CCG.

This has included holding a Joint North and South Norfolk PPG Conference in June 2018, focusing on sharing ideas between PPGs to meet the challenges that Primary Care face, both now and in the future: <https://www.northnorfolkccg.nhs.uk/joint-north-and-south-norfolk-ppg-conference-2018>

This conference was followed by a North and South Norfolk Share and Learn Event that focused on specific projects and case studies from both areas, with the aim of generating links and ideas between the two patient populations:

<https://www.northnorfolkccg.nhs.uk/north-and-south-norfolk-ppg-learn-and-share-event>

The CCG will also facilitate social media training workshops for PPGs and Practices, beginning in March 2019. <https://www.northnorfolkccg.nhs.uk/social-media-workshop-ppgs-practices-march-2019>

Social media

NHS North Norfolk CCG has continued to develop its use of social media to both inform targeted audiences about accessing appropriate health advice and services, and involve them in discussions and promote opportunities to engage around developing health services.

Over winter 2018-19, the five Norfolk and Waveney CCGs invested in social media advertising promoting key winter messages, such as:

- Flu messages – 308,134 impressions across Facebook, Instagram, YouTube and Google over a 6-week period
- Winter messages (such as Improved Access to Primary Care appointments, Self Care and pharmacies) – 2.2 million impressions across Facebook, Instagram, YouTube and Facebook Messenger over a 4-week period

The CCGs also used Facebook and YouTube to generate discussion and encourage people to give their feedback towards the Norfolk and Waveney review of Adult Mental Health services. The reach of this method of engagement contributed to the 2,500 people that have given their view on mental health services to date.



Norfolk and Waveney Transforming Care Partnership

The 'Experts by Experience' Panel, supported by local advocacy organisation Opening Doors and formed from people that use learning disability services and / or have a lived experience of using secure inpatient facilities, developed and delivered the 'Transforming Care: Moving Forward' conference on 14th March 2018 at the Space, Roundtree Way, Norwich.



The event was entirely co-produced and led by Opening Doors volunteers, with support from the CCG's Communications and Engagement and Transforming Care Project leads, and focused on what Transforming Care has achieved so far, and what needs to be achieved over the rest of the project, which runs until March 2019. Opening Doors also invited Ray James, National Learning Disability Director for NHS England, to present at the conference, which was a significant achievement for the Transforming Care Partnership.

The conference was promoted alongside some films that were produced by NHS England, and focused on the lives of 'Experts by Experience' involved in the Norfolk and Waveney Transforming Care Partnership – these can be viewed via the CCG's website:

<https://www.northnorfolkccg.nhs.uk/news/moving-forward-%E2%80%93-%E2%80%98transforming-care%E2%80%99-people-learning-disabilities-norfolk-and-waveney>

Central Norfolk Community Wellbeing Hub

Over 2018-19, plans have been developed for a Community Wellbeing Hub, based in Norwich and serving people with mental health needs in the populations of South Norfolk, North Norfolk and Norwich.



Service Users and Carers representatives, and stakeholders from the voluntary and community sector, are involved in the monthly steering group meetings that lead the project. The North Norfolk Community Engagement Panel has been given the opportunity to comment on discuss the plans. A workshop also took place in October 2018 to co-design the service model for the Wellbeing Hub, and was attended by over 40 service user, carer, health professional, local government and voluntary sector representatives. A report from this event can be viewed here:

<https://www.northnorfolkccg.nhs.uk/sites/default/files/CWH%20Workshop%20Thematic%20Analysis%20and%20Notes%20251018.pdf>

The Wellbeing Hub project has worked with local government and voluntary sector partners to ensure that the views of marginalised or hard to reach communities have been heard, particularly people affected by homelessness, rural isolation, or substance misuse. Service user and carer representatives will be involved in the procurement process to identify provider(s) to run services at the Hub, a phase which will begin in April 2019.

Norfolk and Waveney STP – Adult Mental Health Strategy

North Norfolk CCG took part in the engagement process, led by South Norfolk CCG, around the Norfolk and Waveney's Sustainability and Transformation Partnership (STP) in a significant review of mental health services in Norfolk and Waveney over summer and autumn 2018.



In total feedback was gathered from 42 separate events between August and December 2018 of which seven were with people who use mental health services locally, carers and the public. A further 25 were with health and social care staff and 10 were with community and voluntary groups. Hundreds of local people also got involved online through a discussion on Facebook. Throughout all of this work feedback, views and experiences were gathered from more than 2,500 local people.



From this engagement, a long term strategy for adult mental health services was produced, and people were asked to help refine a draft version. Over 250 people formally responded through this process – a version of the draft can be read here:

<https://www.healthwatchnorfolk.co.uk/wp-content/uploads/2018/12/Draft-Norfolk-Waveney-Adult-Mental-Health-Strategy.pdf>

Throughout this project, local people were involved in designing the events, workshops, and surveys that were used to gather feedback and information. Patient and carer stories were used to illustrate where things were working in mental health services, and where they needed improving. We also produced information in accessible formats, including Easy Read, to ensure a variety of audiences and communities were included and involved in the project.

Transforming mental health services for Children and Young People

During this time period, a separate review of Children and Adolescent Mental Health Services (CAMHS) was conducted across Norfolk and Waveney, delivered by external organisation Rethink Partners in conjunction with CCG leads. A number of focus groups were held with children and young people, stakeholders and health and care professionals between September and November 2018.

The review of CAMHS has encouraged commissioners to develop a co-production and engagement model for involving children and young people in the development of future services, including a focus on therapeutic space and skill building elements.

This approach would ensure that vulnerable or marginalised children and young people are able to access and be involved in CAMHS services and support.



Dementia

In September 2018 NHS North Norfolk and NHS South Norfolk CCGs launched guidance to help GP Practices to become “dementia friendly”.

The guidance was researched and developed in collaboration with Healthwatch Norfolk thanks to funding received from the NHS England Strategic Clinical Network for Mental Health & Dementia. The Alzheimer’s Society (Norfolk provider of the Norfolk Dementia Helpline for dementia support have also approved the development of the document.

People living with dementia, family carers, and practice managers and PPGs from North Norfolk and South Norfolk were involved in the development of this guidance, sharing their views about simple changes that can make a difference to both practices and their patients. Practices that complete the checklist can apply to the CCG for a certificate of achievement.



Norfolk and Waveney’s STP started a review of how dementia services and support across Norfolk and Waveney could be improved. A Working Group of local stakeholders comprising voluntary sector partners, NHS providers and commissioners, Norfolk and Suffolk County Council and others, is leading this process.

In late 2018, the CCGs carried out extensive engagement to begin to identify some of the key elements for dementia support across Norfolk and Waveney. Over 150 people contributed to recent engagement activity (including 25 focus groups) that has helped to inform the key recommendations for the dementia pathway. A recommended dementia model will be approved by all STP partners by May 2019.

Health Improvement Service

The Health Improvement Service for Frequent Attenders was set up as a pilot in October 2017 to provide support and positive intervention for people that frequently use urgent and emergency hospital and ambulance services. It had been found that a group of patients regularly use 999 or attend the Emergency Department (ED) at the Norfolk and Norwich University Hospital NHS Trust (NNUH) when it is not a medical emergency, or because of difficult personal circumstances. By focusing on using urgent and emergency services this relatively small patient group is not getting the help they really need, and often end up returning a number of times.



Staff at NNUH Emergency Department are able to refer some people who attend frequently into the service. They are then contacted by a Health Improvement Practitioner (HIP) who works with them, to understand the 'real' reason for attending the Emergency Department. Staff provide emotional and practical support to address the underlying causes of the person's problems, for example loneliness, debt, coming from a different country or mental health and wellbeing issues.

The patient and practitioner work together to develop a discharge plan, and to identify appropriate and longer-term support, such as community services, voluntary groups and peer support networks.

The service was originally commissioned by the CCGs in Norwich, North Norfolk and South Norfolk in October 2017 as a 'pilot' but was so successful that it led to the development of a permanent service. North Norfolk CCG led the engagement process to make sure service user feedback was used to help ensure that the permanent service would continue to provide the best possible support needed and to build on suggestions for improvement. The CCG worked with the HIPs to design an anonymous online survey as the most appropriate method of gathering feedback from this small number of high intensity service users.

Most service users told us that they had benefitted from using the Health Improvement Service:

- ✓ "My self-esteem improved – I have a more positive outlook"
- ✓ "I have my independence, space and privacy – I am managing my life"
- ✓ "I am beginning a new life"
- ✓ "I now have a warm house and you have introduced me to different things which I didn't know about - you've given me more things to think about, more interests"
- ✓ "I feel there are people who aren't discriminating but actually care about my health and wellbeing"
- ✓ "I am able to manage everyday life tasks independently"

The suggestions made for how the service could be made better were mostly around increasing the service by having a bigger Health Improvement Practitioner (HIP) Team, and having more support especially at weekends.

The CCG wrote to everyone who took part to let them know that the feedback gathered was used as part of the process to develop the new service and to make sure that all the positive aspects continue. The new permanent service is expected to include more HIPs, and to look at how service users can get as much support as possible to help them through times such as weekends when the service is not available.

Maternity Services

North Norfolk CCG has continued to play a full role in the Norfolk and Waveney Sustainability and Transformation Partnership (STP). Our STP is a partnership of health and care organisations from across Norfolk and Waveney, working together with the voluntary, community and social enterprise sector to improve the health and wellbeing of local people.

North Norfolk CCG has fully supported the Communications and Engagement work stream within the STP to raise awareness of the partnership and support local patient and public engagement. The CCG leads on delivering communications and engagement support to the Local Maternity System (LMS) Board.

The purpose of the LMS is to bring together Commissioners, Providers and Service Users to develop and implement a locally owned plan. The LMS is overseen by a Board which includes midwives, provider staff and consultants, NHS England, CCGs, UEA and Public Health. Work is underway to recruit a service user representative.

The local plan aims to deliver:

- Safer care
- More personalised care
- Better proactive health and ill health prevention
- Improved post-natal care and better mental health provision for new mums and mums-to-be
- Improved staff team working and working across boundaries



Maternity Voices Partnerships (MVPs)

A Maternity Voices Partnership is an NHS working group made up of women and their families, commissioners and providers (midwives and doctors) working together to review and contribute to the development of local maternity care. MVPs were developed from Maternity Service Liaison Committees (MSLCs) following

the 'Better Births' review. There is an MVP based around maternity services at each of the 3 acute hospitals in Norfolk and Waveney.

In 2018-19 we have:

Worked with Healthwatch Norfolk, and conducted a survey with local women and their families, to find out about their experiences of using local maternity services. The Maternity Services Report 2018 is available at: www.northnorfolkccg.nhs.uk/maternity-services

Run 'Whose Shoes' and '15 Steps to Maternity' events to gather the views of women and their families who have used local maternity services.

Worked with the MVPs to make sure feedback gathered by them is shared with staff in a constructive way, and reflected in the work of the LMS. This will be a key role of the service user representative on the LMS Board.

Here are some of the things the LMS is doing as a result of feedback from local women and their families:

- Starting 'pilot' teams of Midwives who will have a caseload of women they care for throughout pregnancy, delivery and postnatally

- Looking at training for Midwives and Midwifery Support Workers to make sure it reflects what local people have told us about feeling supported and involved during the maternity pathway and delivery
- Making sure that across Norfolk and Waveney we are using the same standardised care plans (incorporating birth plans) that are personalised and shared with women. Women will be signposted to information about birth choices before booking with their Midwife to help ensure women get the care and experience they want.
- Ensuring all Midwives will receive specific Mental Health Training from local Mental Health Midwife Champions.

Physical Health Checks for people with Severe Mental Illness

NHS North Norfolk CCG has worked in partnership with other CCGs in Norfolk and Waveney on the development of a project to deliver targeted physical health checks in Primary Care annually, to those people living with a severe mental illness such as Schizophrenia, Bipolar, and Psychoses, or patients currently receiving Lithium therapy.



A group of service users and carers, and other experts by experience, have formed a task and finish group for engagement, recruited through working in partnership with Norfolk & Suffolk Foundation Trusts Service User & Carer Involvement groups.

The group has drafted a patient communication letter and advised on the method of engaging with and inviting those people living with an SMI to their physical health check.

The group continues to meet, in a workshop format, to develop a patient held record or diary that will also support interventions and behaviour change to support the physical health changes targeted as part of the health check outcomes.

Annual Stakeholder Event

On Thursday 18th October 2018, NHS North Norfolk CCG and NHS South Norfolk CCG held their second joint Stakeholder Event at Bawdeswell Village Hall. The CCG Chairs, Chief Executive and other CCG staff were joined by various patient, stakeholder and voluntary sector representatives. The event looked at the changing health and care landscape in Norfolk and Waveney, and the important part played by local identity and initiatives.

The presentations, and the feedback notes gathered at the event, are available on the North Norfolk CCG website: <https://www.northnorfolkccg.nhs.uk/joint-annual-stakeholder-event-2018-nhs-north-and-south-norfolk-ccgs>

Want to get more involved?

Contact Rebecca Champion, Communications and Engagement Senior Manager at NHS North Norfolk CCG rebecca.champion@nhs.net or call 01603 257000.

For more examples of engagement and consultation with patients and communities in North Norfolk, please visit the CCG's website: <https://www.northnorfolkccg.nhs.uk/get-involved>