

## **A way forward for engagement and participation at Hammersmith and Fulham CCG**

1.1 NHS Hammersmith and Fulham Clinical Commissioning Group (CCG) is committed to ensuring patient and public engagement and participation is embedded through all activities the organisation undertakes. The CCG's vision is 'Working together to build a healthy future for everyone in Hammersmith and Fulham'. To deliver this vision the CCG's objectives of 'Enabling people to take more control of their health and wellbeing through information and ill-health prevention' and 'Working with stakeholders to develop strategies and plans' ensures that the patient is at the heart of all our work.

1.2 This paper sets out our vision for engagement, including an action plan to ensure delivery of a thorough engagement strategy. It provides an overview of the engagement and participation strategy for the CCG with particular focus on Patient and Public Involvement (PPI). Other stakeholder engagement, including relationships with the GP membership, providers and the local authority will be combined in the action plan to create an overall CCG engagement action plan.

## **2. The future of Engagement in Hammersmith and Fulham**

2.1 The CCG's engagement vision should embed patient and public engagement in all aspects of its commissioning activities. It should ensure patient and public voices are sought from every member of our diverse community, including seldom heard groups, families and children. Although the CCG has taken steps towards ensuring it undertakes effective engagement, there is agreement that the CCG must improve the way in which it engages and involves patients and the public. The CCG is committed to ensure this is embedded within all aspects of our work.

2.2 The CCG must build relationships with patients, the public, carers, providers, community and voluntary sector organisations to ensure that patients and public are

more aware of the CCGs role in health and care. The *Five Year Forward View (FYFV)* clearly sets out its vision for the NHS and chapter two describes what the future will look like with a particular focus on a new relationship with patients and communities. As well as *getting serious about prevention* the chapter describes *empowering patients* and *engaging communities*. More specifically the CCG must work towards encouraging community volunteering and building stronger partnerships with charitable, community and voluntary sector organisations.

2.3 Hammersmith and Fulham CCG must align itself with the FYFV to ensure that it is able to excel on Patient and Public Involvement. Additionally, the CCG must think about new ways of working to make certain that patient and public involvement shapes the future of services commissioned, empowering patients and engaging communities. To transform and build on the CCG's current strategy the CCG will:

- Ensure that patients and public know more about what we do. The CCG will be out in the public interacting with residents, patients, service users, carers and the community and voluntary sector
- Work together with patients, service users, carers, the local authority, community and voluntary sector so the CCG has an understanding of the key issues in Hammersmith and Fulham that informs how and what services we commission
- Work with community and voluntary sector organisations to engage patients in seldom heard groups, so that we can widen our conversations within the community
- Develop Patient Participation Groups at GP practices so that we can ensure there is two way communication between the CCG and what happens in primary care, in addition to improving representation of patients at the CCG Patient Reference Group
- Work together with local partners to ensure the CCG is 'getting serious about prevention'

*2.3.1 Ensure that patients and public know more about what we do. The CCG will be out in the public interacting with residents, patients, service users, carers and the*

*community and voluntary sector* – The CCG faces wider challenges with regards to members of the public and residents of Hammersmith and Fulham understanding the role of the CCG. By being out in the public interacting with individuals, communities and groups, the role of the CCG will become clearer and more evident to those individuals, communities and groups. This will help to establish relationships and begin conversations with these groups.

*2.3.2 Work together with patients, service users, carers, the local authority, community and voluntary sector so the CCG has an understanding of the key issues in Hammersmith and Fulham that informs how and what services we commission* – it is important that the CCG builds links and effective working relationships with the local authority, patients, service users, community and voluntary sector groups. Community and voluntary sector organisations often have an impact well beyond what the CCG can achieve with regards to patient and public engagement. The CCG will work with these groups as a source of advice on particular topics or needs on PPI issues. The CCG is also committed to taking a co-production approach to help develop some of the services that are commissioned.

*2.3.3 Work with community and voluntary sector organisations to engage patients in seldom heard groups, so that we can widen our conversations within the community* – community and voluntary sector organisations, in addition to individual members of the public and residents, possess a wealth of local health and care related knowledge. The CCG will work with community and voluntary sector organisations to improve and implement its engagement agenda and strategy including engagement with ‘seldom heard’/‘seldom spoken to’ groups. For example, the CCG will take the opportunity to work closely with Public Health on the Community Champions Project to widen the CCGs links and relationships within the community, additionally learning from the development of communities based on their strengths and potentials.

*2.3.4 Develop Patient Participation Groups at GP practices so that we can ensure there is two way communication between the CCG and what happens in primary*

care, in addition to improving representation of patients at the CCG Patient Reference Group – The CCG has taken steps towards developing PPGs at GP practices in partnership with the GP Federation. Developing and sustaining PPGs to ensure there is a two way communication channel will ensure that patient experiences and patient feedback is fed into the PRG and consequently relayed to the Governing Body. This is key to creating an effective process that allows the CCG to hear what is going on at primary care and grass roots level. It will also strengthen patient representation at the PRG.

*2.3.5 Work together with local partners to ensure the CCG is ‘getting serious about prevention’* - The CCG is committed to working together with local partners to build a healthy future for everyone in Hammersmith and Fulham, ensuring that we take responsibility to work with patients, carers, service users, the local authority, community and voluntary sector is essential to develop an effective working partnership to promote public health messages and ensure that public health and prevention is on everyone’s agenda.

2.4 A focussed engagement approach and action plan for other external stakeholders including the GP membership, providers and the local authority is also very important to the CCG’s overall engagement strategy. The engagement action plan will combine PPI with actions identified from the 360 stakeholder survey. This will include specific actions for the various stakeholders identified in this paper.

### **3. Going forward with engagement**

3.1 The Engagement and Organisational Development Committee (EOD) will remain sighted on the action plan going forwards to ensure that the CCG is held to account on the delivery of the outcomes and outputs. The committee will be provided with an action plan update at the bi-monthly meeting.

## **Appendix**

### **Engagement in Hammersmith and Fulham so far**

Over the last year, the CCG has been working on a number of engagement priorities and work plans to develop PPI. The CCG aims to ensure that it fulfils its individual and collective duties to involve patients and the public. NHSE England were assured of our work in this area in the recent PPI Deep Dive in June 2015, however, there are clearly areas we can improve on to ensure we facilitate effective engagement.

The CCG currently looks to ensure that all commissioning activities have lay representation or patient and public involvement. This is initially accomplished through our lay representation across the CCG committee structures. The CCG currently has four lay members. There is lay representation at all the CCG committee meetings and there is a lay chair for the Patient Reference Group (PRG) and Finance and Performance.

The PRG acts as a subcommittee to the EOD committee. The PRG meets on a bi-monthly basis. It acts as a patient representative group for the wider borough population and feeds back to patients, public and carers the work of the CCG through their involvement in the PRG. The membership, as set out by the Terms of Reference (ToR), includes up to 16 community and voluntary sector representatives including Sobus, the Community Champions and the Carers Network. The PRG's attendance over the last year has been varied compared to previous attendance levels including repeated non-attendance by a number of the membership. The PRG does not currently have substantial 'patient' representation at the meetings, with very often only one patient attending the meeting. Additionally, the group does not have Patient Participation Group (PPG) representatives, as set out in the ToR. This leads to the PRG being an organisation focussed group rather than a patient focussed group.

Engagement priorities from September 2014 – September 2015 were developed with Governing Body lay members and CCG officers. The priorities included a range of

areas to improve PPI. The CCG is on track to either fully achieve or partly achieve success in completing all of the priorities including:

- Ensuring appropriate and supported lay involvement in each stage of the commissioning cycle
- Ensuring lay involvement in all relevant workstreams/projects
- Ensuring the CCG has a professional relationship with Healthwatch

This strategy will look to build upon the work that has gone before and continue to strengthen the patients' voice within the CCG.

Other successes include larger pieces of engagement work that have been undertaken including the wheelchair procurement, whole systems simulation events and the co-designed perinatal service. NHS England has recognised engagement and co-production with wheelchair users throughout the wheelchair procurement process as an example of good practice.. Lessons can be learnt about the way these projects have been conducted to ensure we apply similar principles in the future.

The CCG has faced challenges with engagement and participation. The CCG has been particularly poor at building links within local community groups. For example, although the CCG commissions the Diabetes User Group (DUG) and BME Forum, however there has been lack of patient representation at both groups of late. Community groups provide an ideal opportunity to engage with individuals who are often users of NHS services who can help steer the way the CCG commissions services.