

NHS Shropshire CCG and NHS Telford and Wrekin CCG

Single Strategic Commissioner Transition Communications and Engagement Plan

Outline of the Plan

This is a working document setting out the planned communications and engagement to support the transition to one single strategic commissioner and the dissolution of Shropshire CCG and Telford & Wrekin CCG.

Aims

To create understanding of the transition and how it will be delivered whilst at the same time giving reassurances to patients and key stakeholders, with particular reference to the CCG's respective staff, to ensure they are involved and feel involved in the process.

Objectives

- Offer the opportunity for feedback and two-way dialogue on the transition to our stakeholders from across the whole County.
- Provide accurate, timely information tailored to an audience's particular needs with appropriate messaging.
- Provide a planned programme of engagement to reach across stakeholders including GP practices, partners, staff, patients and the public.
- Ensure participation from the GP membership and their support for the transition.
- Support as smooth as possible the transition for the CCG's respective staff by utilising and co-ordinating engagement opportunities.
- Demonstrate how feedback has been considered and, if appropriate, used.

Approach – special considerations

The key consideration is that all activity is co-ordinated and is always presented as a joint approach from the two respective CCGs.

Timing is a critical factor with the delivery submission date of September 30th and then a live date of 1st April 2020.

Already activity has been underway on a drip feed approach timed around the Governance.

Engagement and Communications Activity to date – an overview

Board Engagement

With NHS England (NHSE) support, Shropshire and Telford and Wrekin CCGs carried out separate facilitated sessions with their governing bodies late 2018 and then held a joint session early in 2019, to begin exploring the appetite for and mechanisms required for closer working.

Discussions included both options of closer working:

- informal working using joint management and collaborative mechanisms, whilst still retaining two statutory bodies, and
- the alternative of dissolving the two CCGs and creating one new strategic commissioning organisation with one governing body, one management team and one governance structure.

These sessions were positively received and resulted in a commitment to explore this further. In light of this, papers were presented to both CCG's governing bodies initially in March and then a final proposal in May 2019. This resulted in both Boards approving the dissolution of the existing CCGs and the formation of a new single strategic commissioning organisation across the whole Shropshire footprint.

Board Announcement

Engagement activity started early to co-ordinate with the first public Board paper to announce the intention in May 2019. This was delivered through a co-ordinated advance staff briefing delivered by each respective AO in face-to-face team meetings. This was further supplemented by stakeholder briefings to all partners across the health and social care economy as well as planned media releases.

GP Practice Membership

With GP practice membership there have been visits across the Shropshire CCG membership network meetings and for Telford and Wrekin membership through attendance at two Practice Forum meetings in June and July 2019. These were completed by the respective Chairs and AOs for each organisation to personally update them and assess reactions and initial feedback.

The feedback received from the meetings was mixed and further tailored engagement is being planned. A standing open offer for further engagement has been given to all practices should they have any further questions.

Executive Team Engagement

Both executive teams were brought together with a facilitator to start to discuss what the potential benefits of creating a new CCG could be in order to undertake some preparatory discussions prior to the OD partner being commissioned. The outcomes of this session were shared with the OD partner when they started their contract.

Staff Engagement

Both CCGs have internal communication mechanisms, but a priority needs to be a co-ordinated approach. Principally, this relates to verbal team briefs as Shropshire CCG holds a face-to-face team brief once a month, whereby Telford & Wrekin CCG holds a weekly huddle at the start of each week. There is clearly a need to align any news announcements on the transition so they are co-ordinated across both CCGs.

Monthly staff newsletters also run shared content on the transition as well as staff announcements issued electronically for more time-sensitive updates.

A staff Q&A has been developed and is being reviewed weekly with both organisations capturing questions via team meetings and designated 'post boxes' to allow anonymous questions to be submitted. All questions are presented to the weekly Joint Executive Meeting where they are reviewed. The signed off responses are then provided back to the Communications and Engagement Team to update the master copy who issue the revised version to all staff in a co-ordinated manner across both CCGs.

Stakeholder engagement

Accountable Officers and Chairs have attended and presented an overview of the proposal to the two local authority Health and Wellbeing Boards in July 2019 and to the Joint Health Overview and Scrutiny Committee for both local authorities in June 2019. The Accountable Officers have also met with the LMC and have meetings planned with Healthwatch.

Communication and Engagement Channels

Steps are now being made, where possible, to align channels to ensure that messages are co-ordinated and delivered in a timely manner across both CCGs, particularly with regard to staff messaging/engagement activity. This plan initially focusses on internal staff comms and engagement.

- Staff newsletters
Both CCGs produce a monthly staff newsletter – details included in the activity calendar appendix 1.
- Staff face-to-face staff briefings
At Telford & Wrekin CCG there is a staff huddle on Monday mornings hosted by AO David Evans, but in his absence Chris Morris/Jon Cooke. This is a quick, informal update for staff on news/events of the last week or up-coming. Staff can ask questions or share information with colleagues.
- Staff briefings
Shropshire CCG has a planned monthly programme of staff briefings with updates from the AO and Chair to all staff. This is scheduled for one hour and is mandatory that staff attend unless required at essential meetings. Informal in nature but there is an agenda with agreed presentations and guest speakers. Usually includes an interactive activity with staff as part of engagement.
Telford & Wrekin CCG has no current regular agreed meetings as these are held on an ad hoc basis usually when there is something specific to discuss with staff i.e single organisation. This is usually hosted in the staff rest room by the AO and Chair, depending on the subject nature.
- Shared files
Telford & Wrekin CCG Staff/GP member intranet - information can be uploaded on a daily basis.
Shropshire CCG does not have an intranet, but has a dedicated corporate documents section on its shared drive which all staff can access. This is managed by the CCG's Communications and Engagement Team.
- GP newsletter

Telford & Wrekin CCG has a monthly GP newsletter to subscribed GPs and Practice managers.

Shropshire CCG has a weekly practice bulletin which is aimed at GPs and all practice staff. This is produced in-house with copy and layout every Thursday and Friday, with an issue day every Monday.

- GP and Practice engagement
There are opportunities to have direct engagement with practices through their regular group meeting which are organised slightly differently in the two CCG areas:

Telford & Wrekin CCG GP Practices hold a Forum.

- These are held on the third Tuesday of every month, except in August and December, from 1.30pm.
- A new Chair is due to be appointed and one GP from each practice and the practice member attends.
- The agenda is set by Karen Ball at T&W CCG - it gets full very quickly so anything which needs to go on the agenda needs to be sent a.s.a.p. Papers go out the week before the meeting.

Shropshire CCG holds Locality Meetings

- These are held on a monthly basis with the exception of August and October (protected learning time).
Shrewsbury & Atcham Locality – third Thursday every month, pm meeting
North Locality – fourth Thursday every month, pm meeting
South Locality – six weekly cycle, on a Wed/Thurs from 3.30pm – 7pm
- For each of the Locality Meetings above it is possible to be considered for an agenda item and in the first instance contact is required with SCCG's locality managers to discuss.

Note:

For the purposes of this project the two respective CCG's are using existing corporate e-mail accounts to capture any feedback

Stakeholder Mapping – to be revised

The scope of the plan covers the pre-engagement completed to date and future engagement required with the following stakeholders:

- CCG Practice membership
- CCG Staff
- Local Medical Committee
- Any specific boards
- Health & Wellbeing Boards
- NHS Provider Chief Executives
- Local Authority Directors of Adult Care
- Local Authority Directors of Children's Services
- Elected Representatives
- Joint Health Overview & Scrutiny Committees for Shropshire Council and Telford and Wrekin Council
- Healthwatch: Shropshire and Telford and Wrekin
- NHS England/NHS Improvement

- MPs
- Patients and the public, via:
 - FT Governors & memberships
 - PPG Chairs and members
 - Lay and Patient Reference Groups
 - General public messaging

Key Messages (to be refined)

The proposal is that the existing CCGs are dissolved to create a new statutory body that will become a single strategic commissioner across the whole footprint of Shropshire, Telford and Wrekin.

The OD engagement discussions are at a very early stage, however the working assumptions made from these discussions to date on the case for change are:

- Potential to break down barriers and create genuinely integrated pathways that are better for patients and improve outcomes.
- A single set of commissioning and decision making processes should mean:
 - reduced variation in outcomes and access to services across the county,
 - greater influence with providers,
 - better use of clinical and managerial time on the things that count,
 - reduced duplication and potential financial efficiencies as required by NHS England.
- Enables strategic commissioning of quality services that are financially sustainable.
- Enables the health system to create a new integrated care system that prioritises healthcare transformation.
- It is the national direction of travel to have a single CCG (strategic commissioner) for each Integrated Care System (ICS) footprint across the country.
- The CCGs have a unique opportunity to design the future single CCG that we wish to see.

Governance

- **Sign off protocols**
Sign off will be by Accountable Officers for communications related to stakeholders and staff, with sign off for membership by Chairs of the CCG.

Due to holiday periods where annual leave may not allow this sign off procedure, then planning for sign off should take place well in advance.

- **Reporting**

Reporting of feedback, planned communications and other related information or risks will be to the PMO to include in the weekly update report to the Joint Executive Group.

Activity Plan

Background & Pre-engagement

The two CCGs have an ambition and intention to dissolve in order to create a new single strategic commissioner organisation. The Strategic Outline Case was taken through Governing Body discussions on 12/13th March 2019.

This direction was agreed by the two CCG Governing Bodies on 14/15th May 2019.

Approach

The approach focusses internally on the staff within the CCGs and externally with key stakeholders

Internal Stakeholders

- The Executives for each area act as the main advocates for the change during the pre-merger process and then post merger.
- Two staff meetings are held to explore the advantages and dis-advantages of merger along with any concerns raised prior to application and a whole staff meeting held pre 31/2/20 for staff.
- Regular individual directorate meetings are held, with the merger as a statutory agenda item.
- A regular specific newsletter item is sent to staff on any merger updates.
- A staff survey is undertaken regularly for views.
- A regular frequently asked questions is sent to staff.
- Senior Management Team meetings have a set agenda item on the transition and creation of a single strategic commissioning organisation.
- Regular HR sessions are held for staff to ask questions

External

- CCG CEO, 2 x Chairs, GB clinical leads, the CCG Chairs to act as main advocates for change during engagement period.
- Utilise existing CCG place, education and network meetings where available to engage with CCG membership.
- Utilising existing strategic sessions/Boards to take opportunity to consult with key stakeholders.
- With an approach of co-production hold a series of engagement events through the life cycle of the project with key stakeholders. The initial meeting would be an opportunity to highlight any issues, concerns or risks as well as identifying what has worked well in the current CCGs and what could be changed. This would then move on to what the new organisation could look like and how it would interact with stakeholders along with further updates and engagement as required.
- Secure support from LMC.

- Secure agreement from the membership with a face-to-face vote at the Membership Forum for GP Practices in Telford & Wrekin CCG and an electronic vote for GP Practices from Shropshire CCG.
- Survey to be delivered for patients, members of the public, staff and stakeholders to capture wider feedback – this will be based on the questions given to practices in the face-to-face vote and the electronic survey.

Additional information – the findings from the survey will be used to help inform and develop further engagement activity and will be supplemented by a planned Equality Impact Assessment, which has recently been commissioned.

Two CCG Governing Bodies/membership/stakeholders

Activity	Timescale
2019	Strategic Outline Case discussions at CCG Governing Bodies & with NHS England

Engagement

2019 Activity	Timescale	Action By
w/c 1 July	Governing Bodies and Executives to map out benefits realisation with clear strategic narrative on why merger. Include dis-benefits and mitigations	AS
w/c 1 July	Map engagement opportunities with stakeholders for work during July/August. Align CEO and Chairs to these sessions.	AS/ST
w/c 1 July	Map engagement opportunities for CEO and Chairs at existing primary care forums, including network, education, place alliance meetings. <ul style="list-style-type: none"> • Pre-membership forum • During engagement period Align managers to support discussions and get agenda time as required.	AS/ST
w/c 1 July	Agree internal governance on decision making and map GB decision points (plan may need amendment accordingly).	PMO – programme plan
w/c 8 July	Draft Engagement document	AH
w/c 8 July	Governing Body meetings to agree strategic paper	ST/AS
w/c 8 July	Invite to Membership Forums to be held in August and again in September	AS/ST
w/c 15 July	Information to HOSC chairs to brief on background	AS

w/c 15 July	Finalise plans for launch of engagement, including views collation method, promotional materials, media handling, social media calendar.	AH
w/c 22 July	Finalise engagement documentation and fulfilment/distribution methods.	AH
22 Jul – 22 Aug	Attendance at existing stakeholder meetings for pre-engagement <ul style="list-style-type: none"> • HWBB x 2 • JHOSC 	June and July 2019
w/c 22 July	NHS England Sense Check meeting.	AS
w/c 22 July	Finalise membership voting process	ST/AS
DATE OF GP Membership meetings	Membership Forum – Shropshire	ST
w/c 05/08/19	Draft Strategic Narrative Paper from AOs shared with GBs	Deloitte/ST/AS
w/c tbc	Present to Local Authorities	Deloitte/AOs/Chairs
w/c 05/08	Discuss merger proposal with Healthwatch Shropshire/Telford and Wrekin	AOs
w/c 13/08	Membership forum - Telford	Deloitte/ST/AS
w/c 02/09	Membership forum – Shropshire if required	Deloitte/ST/AS
w/c 12/09	Membership forum – Telford	Deloitte/ST/AS
w/c 02/09	Draft public questionnaire (based on BSOL & Derbyshire)	AH
w/c 02/09	Review engagement document draft	AH
w/c 02/09	Prep Survey Questions for GP membership	
	Prep Survey Questions for Public/stakeholders	
w/c 09/09	Layout and load two surveys with supporting comms and messaging	AH
w/c 02/09	Develop template for engagement questionnaire	AH
TBA	Launch Public Engagement online – 2 websites and social media	AH
TBA	Upload copy & Survey link to 2 CCG websites	AH
On-going	Launch stakeholder engagement – <ul style="list-style-type: none"> • ICS partners • Health & Wellbeing Board • NHS Provider Chief Executives • Local Authority Directors of Adult Care • Local Authority Directors of Children's Services • LMC • Elected Representatives • Health Overview & Scrutiny Committees for TBA • NHS England/NHS Improvement • PPGs • General Public 	AH
w/c 09/09	Develop drip feed of updates for practice vote	AH
TBA	Record votes (Support or Oppose)	AH

TBA	Closure of stakeholder engagement	AH
	Collate stakeholder responses and develop decision engagement report documenting feedback from all stakeholders including membership.	AH
TBA	Decision/recommendation made following engagement	Chairs
	NHS England Panel Meeting	AS
w/c 17/9	Governing Body Decision on Submission – meeting in common	AS/ST
	GP membership receive outcome of engagement and GB decision on options	AS/ST/AH
w/c 24/9	Update report emailed to HOSCs, HWBB and Healthwatch	AH
w/c 24/9	Share engagement feedback and decision with stakeholders	AH

Key:

Complete
In progress
Pending

Feedback mechanism and reporting

In order to demonstrate what feedback has been provided and how it will be used, a feedback capture template and log has been developed (see appendix 2 and 3).

Feedback from each engagement opportunity will be captured in the template and then transposed across to the tracker which will be used to identify themes. From this an engagement report on the proposal will be published to allow the governing bodies and membership of the CCGs to determine what mitigation can be put in place to address the feedback received.

Engagement Activity Plan - Appendix 1

Activity	Date	Stakeholder	Status
Staff Briefing across both CCGs – face-to-face	3 June	Staff – both CCG	Complete
Presentation on NHSE directive to reduce workforce by 20% and single organisation	April 16	T&W GPs	Complete
Report from the CCG Board presented to GPS	May 21	GPs T&W	Complete
Roundtable discussion	June 18	TBA – Sharon at T&W	Complete
Launch of AO recruitment – e-shot	21 June	Staff - both CCGs	Complete
Staff announcement – update on HOSC – e-shot	25 June	Staff – both CCGs	Complete
Staff announcement AO update	26 June	Staff - both CCGs	Complete
Staff FAQs	1 July	Staff - both CCGs	
SCCG Staff Briefing	11 July	SCCG staff	Complete
Staff FAQs	16 July	Staff – both CCGs	Complete
Dr Leahy presentation	16 July	GPs	Complete
Staff FAQs	22 July	Staff – both CCGs	Complete
SCCG Staff newsletter	26 July	Staff	Complete
SCCG GP Newsletter update	29 July	GP members	Complete
Update on AO recruitment	2 August	Staff – both CCGs	Complete

	Staff FAQ	6 August	Staff – both CCGs	Complete
	Note: Staff FAQs on a weekly basis, every Tuesday, subject to any questions being received			
	SCCG Staff Briefing	19 August	SCCG staff	
	SCCG Staff newsletter	Last week August	SCCG staff	
	T&W Staff Newsletter/GP Monthly newsletter	Deadline 21 August	T&W staff	
	SCCG Staff Briefing	25 September	SCCG staff	
	SCCG Staff newsletter	Last week September	SCCG staff	
	T&W Staff Newsletter/GP Monthly newsletter	Deadline 25 September	T&W staff	
	SCCG Staff Briefing	31 October	SCCG staff	
	SCCG Staff newsletter	Last week October	SCCG staff	
	T&W Staff Newsletter/GP Monthly newsletter	Deadline 23 October	T&W staff	
	SCCG Staff Briefing	18 November	SCCG staff	
	SCCG Staff newsletter	Last week November	SCCG staff	
	T&W Staff Newsletter/GP Monthly newsletter	Deadline 20 November	T&W staff	
	SCCG Staff Briefing	12 December	SCCG staff	
	SCCG Staff newsletter	Mid- December	SCCG staff	
	T&W Staff Newsletter/GP Monthly newsletter	Deadline 18 December	T&W staff	

Appendix 2
Communications and Engagement Capture Form

Single Strategic Commissioner/Group Attended Feedback Form

Date	Location	Who from CCG Attended	Group Name	Equalities Group	No of People
Feedback:					

Appendix 3
Feedback Log and Theme Analysis

See separate Excel Spreadsheet.