

NHS Shropshire CCG and NHS Telford & Wrekin CCG

Single Strategic Commissioner Transition

Draft Communications and Engagement Plan

September 2019

Document Control Sheet

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NHS Shropshire CCG and NHS Telford & Wrekin CCG

Single Strategic Commissioner Transition Communications and Engagement Plan

Outline of the Plan

This is a working document to support the delivery of a transformation set out by NHS England for Clinical Commissioning Groups across the country to streamline their work and reduce duplication. The following details how communications and engagement will be delivered at a local level with 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.

Activity has already commenced on a “drip feed” approach timed around key Governance milestones.

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 commenced 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 scheduled discussions at the Shropshire CCG membership locality meetings and for Telford and Wrekin membership through attendance at two Practice Forum meetings in June and July 2019. Practices have also been offered individual meetings. These were completed by the respective Chairs and AOs for each organisation to personally update GP members and assess reactions and initial feedback.

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

GP Membership vote – engagement and delivery

To date a comprehensive communications and engagement plan has been delivered to support the vote which took place on Tuesday, 17th September where a majority result was recorded.

The aim was to maximise participation and practices across Shropshire engaged in an electronic survey, with practices in Telford & Wrekin attending a forum meeting to vote in person.

The associated communications were delivered with a sequence of co-ordinated messages explaining the vote and the sharing the vote details supported by face-to-face interactive on the day of the vote directly with practices across Shropshire

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 Organisational Development (OD) partner being commissioned. The outcomes of this session were shared with the OD partner when they commenced their contract.

Staff Engagement

Current channels

Both CCGs have internal communication mechanisms, but a priority needs to be a co-ordinated approach. Principally, this relates to verbal team briefs. Shropshire CCG holds a face-to-face team brief once a month, whereas 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. Plans are underway to roll out a joint staff newsletter in the near future.

Internal comms

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.

Feedback next steps

The questions are fed directly into the Joint Executive Committee for review and discussion at its weekly meeting to be considered as the development work progresses on the operational model. Further work has been completed on the Q&A, which is a live working document, to include themes to assist evaluation and feedback.

Messaging

Messaging to staff needs to be mindful of concerns about organisational change where redundancy could occur. The CCGs are adopting an open and transparent approach to communicating with staff as well as encouraging staff to come forward with their individual concerns to their line manager or anonymously, if so desired, through the postal response mechanism

Tailored Engagement Work

An internal campaign needs to be held to encourage staff to update their employment information. This is so the CCGs have a clear understanding of the needs of their workforce and can make any reasonable adjustments as highlighted in the Equality Impact Assessment Report.

As part of staff engagement a series of proactive activities to support staffs' mental health and wellbeing will be promoted through the organisational change process.

Already the independent staff support service has been promoted and this will be reiterated on a regular basis. In addition, face-to-face meetings will need to be promoted in conjunction with HR.

Working with HR, support will need to be given to cascade information and share details of proposed workshops. Plans are already underway to run pensions workshops, staff resilience sessions and Mental Health Awareness Training.

OD sessions are planned with CCG Senior Managers, which will be followed by further sessions with staff teams.

Considerations

The impact of change also needs to be considered regarding those staff who fall into any of the protected characteristics categories. Guidance will be taken from HR but from a communications perspective the recommendation would be a flexible approach to meet the needs to of the individual. And this may range from the setting up of workshops to create an 'open forum' for discussion so no-one individual is identified through to one-to-one sessions to create a two way discussion.

For staff on maternity leave, the relevant line manager must ensure any communications on the move to strategic commissioning organisation that are issued from the communications and engagement team are shared with their team member.

It is also essential that they have the opportunity to engage should they wish to do so and any feedback/comments are captured and shared with the communications and engagement team.

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 and October 2019. There have been meetings with both local Authorities, CCG Accountable Officers and the programme OD partner. The Accountable Officers have also met with the Local Medical Committee and have meetings planned with Healthwatch.

Alignment of 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. 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 staff briefings 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 and issued 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. One GP from each practice and the practice manager attends.

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

GP Membership vote – engagement

To date a comprehensive communications and engagement plan has been focused to support the vote which took place on Tuesday, 17th September.

The aim was to maximise participation and practices across Shropshire engaged in an electronic survey, with practices in Telford & Wrekin attend Forum meeting to vote in person.

The communications were delivered with a sequence of co-ordinated messages explaining the vote and the sharing the vote details supported by face-to-face interactive communications on the day of the vote directly with practice across Shropshire to promote voting.

Results were then cascaded across GP Members, Governing Body Members, and staff through a co-ordinated announcement process.

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:

- 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 through one voice.
- More efficient: better use of clinical and managerial time on the things that count, reduced duplication, and potential running cost financial efficiencies as required by NHS England.
- It is the national direction of travel to have a single CCG (strategic commissioner) for each Integrated Care System footprint across the country.
- In time, create a new integrated care system that prioritises healthcare transformation.
- Ultimately the CCGs have an opportunity to design the future organisation that they wish to see.

Governance

- **Sign off protocols**
Sign off will be by the Accountable Officers for communications related to stakeholders and staff, with additional sign off for membership by Chairs of the CCG.
- **Reporting**
Reporting of feedback, planned communications and other related information or risks will be to the Programme Management Office 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-transition and then post transition.
- 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 transition as a statutory agenda item.
- A regular specific newsletter item is sent to staff on any transition updates.
- A regular frequently asked questions are 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, Governing Body 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 via a GP membership vote.

Methodology

The communications and engagement activity will be delivered using a range of standard recognised tools, such as press releases through to web site editorial, as well as numerous and flexible channels from a corporate web site to social media accounts.

Audit of current channels and tools

There is a diverse range of tools and channels common across both organisations but they may be used in slightly different ways. Therefore, in the first instance there needs to be an audit of communication and engagement tools and the communication and engagement channels currently used by both CCGs. This review will also look at the strengths and weakness of these tools and channels and their suitability and ranking of need for the new organisation. From this work a core set of key tools and channels will be developed with priorities identified.

These initial core tools and channels will need to be developed once there is a clear direction of travel for the CCGs so they are in place for any new organisation and will include:

Organisational brand

Following NHS branding guidelines a new logo will be required. This will be developed through engagement with our staff, stakeholders, patients and public. It will also be with included in a corporate policy on the new organisations brand and a how to use guidance note.

In addition new templates will be required for standard corporate documentation including PowerPoint slides and report forms.

This work will be developed through engagement with staff to determine what their requirements are and their input into the development of a branding policy and any required template documentation.

Further stakeholder engagement will be required in the form of a corporate resource pack to cascade the new branding.

Corporate Web Site

It is essential that a review is carried out across both CCGs' web sites in order to identify essential content which much be carried over to a new web site for the single organisation.

This will give an initial idea of the scale of content and can help form the development of a new site and supporting wire frame.

At this point, it is ideal to implement an engagement plan for interested stakeholders, staff patients and public to have input into what they want on the new web site and how they want it to work with regard to functionality and what it should look like. This would be delivered through a series of workshops and also interactive sessions such as voting on design concepts.

The priority would be to have a web site ready for the when the organisation goes live, but in order to do that a significant lead time is required. At launch it should include essential key information such as policies and procedures and GP information.

Special consideration must be given to the content which cannot simply be lifted and dropped from both current CCG web sites as it will need rebranding and updating and that also applies to any web site documentation including policy documents.

Pending the result of the application to NHS England to create a new organisation an action timeline will be developed with the key points:

1. Identification of a server provider/review of current contracts
2. Procurement for web design and, if required, a server provider to host web site
3. Engagement plan for design brief
4. Web site wire frame design and approve
5. Web site wire frame build
6. Web site full build
7. Functionality testing
8. Web site content prepared and loaded

Transition of two web sites to one

Redirection messaging will be required and the sites archived, subject to further information and discussion with server providers.

Social Media

Both CCGs have a Twitter presence, but a new Twitter account will need to be established for the single organisation and then it will need to be developed, not just from the content perspective but also from building a new follower's base.

This needs to be carefully timed to help current followers make a transition and switch to follow the new account. A managed countdown of current accounts needs to be in place. Redirection messaging will need to commence just before the go live date for the new organisation and then also remain for a provisional period whilst the new account gains traction. There will be the need for a pro-active approach to identify key stakeholders and followers with invites to follow the new account.

Electronic communications

Already with joint working both CCGs are experienced with Mail Chimp as a tool for internal and external comms from staff messaging to newsletters.

Therefore in preparation for the new organisation new templates will need to be designed, subject to the new approved branding, and joint distribution lists will need to be created.

Media relations

Work has already been done in this area as a result of established joint working in regard to media statements and press releases. This now needs to be more formally ratified with an agreed joint distribution list and a revised formal guidance and handling process.

Public access channels

New corporate e-mail accounts will be required for communication and engagement enquiries as well as dedicated phone numbers.

The communications and engagement team will also need to cascade all public access channels to the new organisation via its web site, social media and briefing documents and corporate documents. This will be need to be linked to the Estates workstream.

Internal staff communications

Currently both CCGs have different methods for filing and recording staff communications with Shropshire using a shared folder on its shared drive whilst Telford has a dedicated standalone intranet. There are also further issues around e-mail accounts and telephone lines as well as corporate e-mail accounts for public/patient facing queries. Further work is required on this and will be implemented in partnership with the appropriate transition workstreams.

Special consideration

Once all of the above are in place, or in position to go live, then the channels need to be shared with all staff, key stakeholders, patients and public to ensure they know how to pro-actively contact and find out information about the CCG.

Engagement

Currently engagement activity has focussed on staff to keep them informed as we move through the assurance process. Wider engagement activity has been low key whilst we await the outcome of the application from NHS England in order that we can be clear on the messaging and then what the aim of the subsequent engagement would be.

Therefore following feedback from NHS England on the CCGs' submission the following wider engagement has been scoped out to be carried out during the transition stage:

Engagement with Public and patients

Aims

There are a number of key strands of engagement for our stakeholders:

- Raise awareness of the transition to a single commissioning organisation
- Create understanding about the work of a CCG – this is an opportunity to further explain how the CCGs commission and monitor local health services
- Listen to feedback and views and show how these are considered
- Create two way channels to capture views and ideas to help shape the future organization

Messaging

Messaging will need to give assurance to people about the continuity of their services and also allow feedback into not only helping to develop the new organisational model but to respond to specific queries and concerns raised. Intrinsicly, people want to know how this would impact on them and the services they, their family and friends use and this must be communicated in a clear, understandable way using appropriate language without the use of jargon.

The messaging to drive this engagement will be determined when there is feedback on the submission from NHS England. At this point we will have a clear direction of travel with a known outcome.

Internal discussions have been held on when to start patient and public engagement and the view was taken to wait until the submission was reviewed to avoid mixed messaging as this would create confusion and a lack of clarity on engagement.

Activity

There is a planned integrated approach to activity to ensure that we have the reach across our large and diverse footprint.

Corporate web site

A dedicated section will be developed on both web sites with a range of information. Key to this will be details for engagement including how to feedback any comments or views.

Social Media Schedule

This will be to direct people to where they can get additional information from other platforms such as the CCGs' web sites or how to contact the CCG. It will work on a drip-feed process to give continuity and longevity to the messaging.

Stakeholder resource pack

This will include corporate briefings and reflect updates and shared editorial and content that partners can then cascade across their own networks.

GP Membership

This is already in progress with regular updates carried in the both CCGs' GP newsletters and at formal meetings. There is also flexibility that additional announcements have, and will continue to be, issued on a need-by-need basis.

The key consideration in this work has been to ensure that our GP membership has a contact point for discussion and that any GP membership communication is coordinated in a timely and appropriate manner across both CCGs.

GP Practices

Resources will be prepared for practices to inform and share information with details on how to engage through specific channels or activity. As per usual practice, the resource packs will include patient information slides through to web site content for web sites along with Q&As.

Face-to-face direct engagement

In order to reach people, the approach will be to take engagement out into the community. This can be done through the use of pop ups with a simply display with appropriate information resources. The aim would be for open and transparent two way dialogue where people can find out information, ask about the impact on their services, and also give feedback to help shape the new organisation. These will need to be balanced against available resource and also be equitable across the footprint of both CCGs

Media Relations

Already there has been media coverage generated from Board papers as well as specific media briefings and this will be supported with agreed and targeted press releases to highlight key landmarks in the process such as the appointment of a new Accountable Officer.

Engagement with Partners and Key Stakeholders

Aims

The aim of this engagement to this sector of our stakeholders is:

- Ensure that our key stakeholders understand the rational for the transition and that good working relationships are sustained with the new organization
- Enhance a strategic approach to the delivery of health and social care across the County through further partnership working
- Help our partners and key stakeholders understand how they can work with the new organisation and vice versa
- Listen to feedback and views and show how these are considered
- Create two way channels to capture views and ideas to help shape the future organisation and support it moving forward

Messaging

Messaging will need to give assurance to our partners and key stakeholders about the quality and integrity of the new organisation and clearly set out how we can all work together to deliver high quality services for local people. It is essential that there is clear understanding of the new organisation and its structure.

In addition to the on-going stakeholder activity, referenced in the activity log, it is also proposed to deliver a face-to-face engagement programme.

Workshop Programme

A programme of updates would be scheduled through a series of workshops to encourage engagement feedback staged at key strategic points in the transition process.

The first workshop

This will need to be held following feedback on the NHS England submission to appraise the stakeholders of the latest position.

This workshop will be held at a large venue in presentation style with interactive sessions. There will be presentations on the current progress and position. These will then be followed by workshops to engage with stakeholders as to:

- What they think works well in the current two CCGs
- What they think needs to be changed in the two current CCGs
- How they think the new organisation should look
- How do they fit and work with the new organisation

Second stage workshop – suggest midpoint in overarching programme timeline

This would be to test the modelling for the new organisation from a strategic perspective and would engage with stakeholders around:

- Is there anything that has been missed in the modelling
- Is there anything that needs to be changed in the model
- Can they see how they fit and work with the new organisation
- Are there any ways we can further develop our joint strategic approach to health and social care

Third stage workshop

The final workshop will be timed just ahead of the new organisation going live and would engage with stakeholders to run through operational detail to support day-to-day delivery of services in a joined up approach around:

- Detailed structure of the new organisation
- Remit of directorates
- Any ways we need to increase joint working
- Any operational issues from partners that may impact on the new organisation

Media coverage

The CCGs' track and review media coverage with the key latest media coverage referenced below. Generally the reporting has been based on the media briefings held for local media just prior to the Board Meeting. The reporting to date is generally balanced and fair based on content from Board papers and direct media briefings.

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	Review engagement document draft	AH
July	Comms plan for GP survey including General announcement Appeal for nominated voting representative Reminder to vote Sharing of rational document	AH
w/c 17/09	Membership forum - Telford	Deloitte/ST/AS
17/09	Membership vote - midpoint review	AH
	Reminder and chase outstanding votes	AH
	Collate results	AH
	Corporate announcements to membership, Governing Body, Staff.	AH
TBA		
	NHS England Panel Meeting	AS
	Governing Body Decision on Submission – meeting in common	AS/ST

Key:

Complete
In progress
Pending

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	
	Following feedback from regional review	TBA		
	Corporate web site Audit to commence	TBA		
	Intranet discussion to be held	TBA		
	Audit of channels and tools	TBA		
	Branding work to commence	TBA		
	Review policies for comms and engagement	TBA		
	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	

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.

Single Strategic Commissioner/Group Attended Feedback Form

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

Appendix 4

In development - A feedback log will be developed to record the feedback and cross reference

DRAFT