

Involving People Improving Peoples Experience of Care



NHS Western Isles Framework 2018-2021

November 2017 - Version 2
Denise Symington



Acknowledgements

A number of other Boards PFPI strategies were considered during the drafting of this Framework and we acknowledge their assistance in this process.

The Framework was developed in consultation with the Patient Focus Public Involvement Committee including lay members, staff from across the organisation, representatives of the third sector, and also staff from the local office of the Scottish Health Council and Patient Advice and Support Service.

We would like to thank all those involved in the development of the Framework for their continued support.

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Foreword from the Nurse Director

NHS Western Isles understands that we are here to ensure that we provide the care you need, when you need it in a safe environment.

We are determined to provide the highest standards of care, treatment and facilities for our patients, relatives and carers. We have made listening to our patients, families, carers our highest priority. Seeking feedback and listening to people through a variety of mechanisms whilst reaching out to those we need to hear from the most. It is by acting on these stories and experiences, showing people the changes and improvements we make from them, that we will continue to create a health service where people feel involved.

The involvement of patients and the public in how we give care, design services and facilities has already made such a difference it has become just the way we do things in NHS Western Isles.

Involving patients, relatives and carers in the improvement of the patient experience is central to NHS Western Isles success. We believe that means putting patients and their experience of care at the heart of service delivery and improvement. It is a vital measure of quality and there are a number of programmes dedicated to improving services on the basis of patient feedback. Our patients are central to the improvement of all that we do and we aim to listen to them, respond to their needs detect problems early, learn from these and deliver measureable improvements

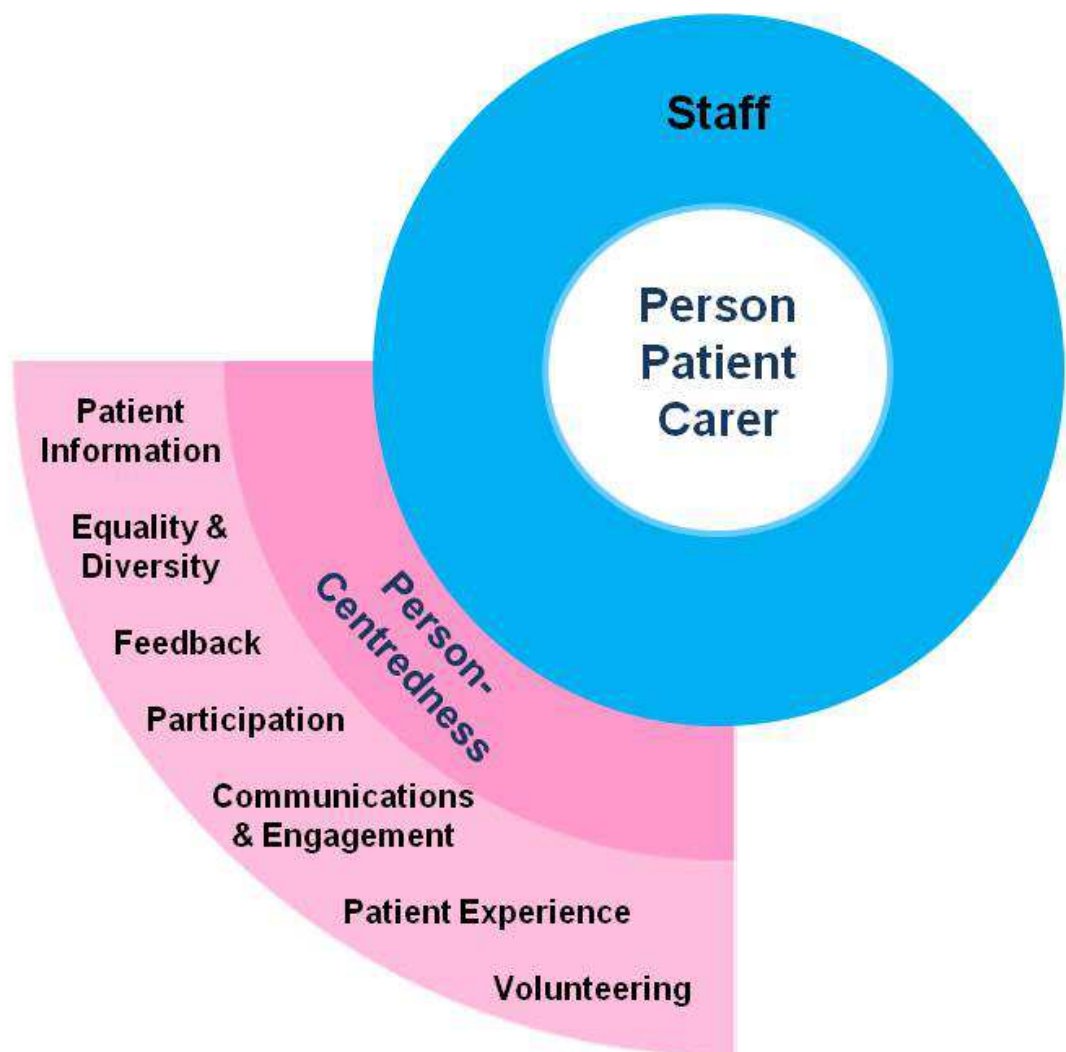
Developing the right culture of care through patient experience is fundamental to delivering care that is responsive to the needs and preferences of individuals. This has to include all staff, regardless of position, staff group or profession as it is everybody's business to improve the experience of patient's relatives, carers and colleagues. We will therefore set out our priorities for 2018-2021 within our Involving People Framework to improve the patient and public perception of the services delivered within NHS Western Isles.

The key challenge that this presents is how we can truly improve patient experience. The only way to establish this is by asking, listening and involving patients, relatives and carers in the services we provide. There is a clear expectation that all staff will embrace the Framework ensuring that is driven forward to ensure patients benefit from improved care and services as a result.

A plan for delivery has been outlined within the Person Centred Health and Care Framework which sits alongside and is complementary to the PFPI Framework. This will be monitored and reviewed by the Single Operating Division and onwards to the PFPI Committee, which is a sub committee of the Board of NHS Western Isles

Chris Anne Campbell
NHS Western Isles Nurse Director

Executive Summary



The new Framework:

- Builds on our principles for achieving our vision from Patient Focus Public Involvement
- Our vision for capturing and learning from Patient Experience
- Our drivers for developing the Framework
- Our priorities and how we will achieve these commitments, this Framework sits alongside and complements the Person Centred Health and Care Framework which includes the PFPI workstream.

Previously this was called the Patient Focus Public Involvement (PFPI) agenda which was set out in the PFPI Strategy (2010) and the PFPI Action Plan 2013-2017. The document has been informed by discussion with and feedback from, members of the Patient Focus Public Involvement Committee and Patient Experience Group, which includes public /lay representation.

NHS Western Isles by approving this Framework is setting out how it will respond to a number of important Government policies. Key amongst them is to develop a more mutual NHS where the people have much more say in what the NHS does. All this is set alongside Human Rights, delivering Equality and Diversity and the rights and responsibilities agenda outlined in the Patients Rights Act. The delivery of the Framework will support the implementation of the propositions contained in NHS Western Isles local delivery plan and to assist in meeting its corporate objectives.

NHS Western Isles, by approving this framework, supports the vision and priorities developed in partnership with people representing patients, public and community stakeholders and staff.

The PFPI Framework sits alongside and complements NHS Western Isles Person Centred Health and Care Framework. PFPI is a workstream of the PCHC Framework and a plan for delivery has been developed to support this. It sets out how we will capture peoples experience of our services and improve the quality of care, treatment and services as a result. This will be revised, reviewed and monitored through the boards quality assurance systems and will be reported to the Board of NHS Western Isles.

NHS Western Isles Aim

The Involving People - Improving Peoples Experience of Care Framework will ensure a person centred, sustainable healthcare service provided within the Western Isles.

The **aim** of the framework is to:

- provide a shared vision within NHS Western Isles and to develop and deliver quality and person centred improvement priorities;
- outline the organisational structures and lines of accountability that support patient focus and public involvement;
- provide the Board and other agencies with assurance about the quality of patient focus and public involvement activity
- contribute to the achievement of relevant corporate objectives, as outlined below;

Corporate Objectives:

- To provide person-centred care, focusing on the evidence based health needs of our population, identifying and taking every opportunity to improve our patients' health and outcomes
- To protect individuals from avoidable harm by continually learning and improving the reliability and safety in everything we do
- To pro-actively stimulate and intensify our search and application of effective innovation to improve how we care for patients today and into the future
- To promote and support people to live longer healthier lives
- To specifically target early years, health inequalities, vulnerable and hard to reach groups
- To continually improve and modernise our integrated healthcare services and assurance systems
- To value, support, develop and sustain a compassionate, confident, competent, flexible and responsive workforce
- To deliver our commitment to partnership working to deliver national standards, targets and guarantees
- To have sustained focus on prevention, anticipation and support self-management and care at home
- To ensure that all resources are deployed to the best effect, achieving desired outcomes and value for money

NHS Western Isles vision is to be leaders in developing person centred care for people, not only to meet their needs but exceed their expectations of healthcare in NHS Western Isles. Our ambition in person centred care is to embed the principles outlined in the Healthcare Quality Strategy and the 2020 Vision for Health and Social Care

Introduction

NHS Western Isles Involving People - Improving Peoples Experience of Care Framework replaces the PFPI Strategy (2010) and the PFPI Action Plan 2013-2017.

Involving people means involving you in how we design and deliver healthcare services working in partnership with our Community Planning Partners and the Integrated Joint Board when we plan our services and develop our policies. Involving people is about working together to improve healthcare services for the benefit of all. It is about us being able to show how your involvement has made a difference.

Improving peoples experiences of care is about making our services fit around the needs of our patients. This is called Person Centred Care. It is about finding out how people feel about the services they receive. This could be for example, information to help people understand and be involved in their care, being treated with respect and having a welcoming hospital environment.

This document has been informed by discussion with and feedback from, members of the Patient Focus Public Involvement Committee and Patient Experience Group, which includes public /lay representation.

NHS Western Isles by approving this Framework is setting out how it will respond to a number of important Government policies. Key amongst them is to develop a more mutual NHS where people have much more say in what the NHS does. All this is set alongside Human Rights, delivering Equality and Diversity and the rights and responsibilities agenda outlined in the Patients Rights Scotland Act (2011). The delivery of the Framework will support the implementation of the propositions contained in NHS Western Isles local delivery plan and assist in meeting its corporate objectives.

Over the past six years NHS Western Isles has supported the PFPI Committee as it has participated in a continuous cycle of reflective practice, reviewing progress against the aims outlined in its action plan, which was developed and linked to the Scottish Health Councils Participation Standard. In light of changing agendas and priorities the consensus from the PFPI Committee and the Patient Experience Group was that there was limited governance and direction and therefore a new arrangement and remit was required.

In reviewing the remit of the PFPI Committee and the Patient Experience Group, it is now proposed that they should be merged and introduce a Patient Panel which could encompass the Patient Experience Group and provide more lay representation with lived and condition experience to inform practice development and the quality improvement agenda. This group will have a strengthened focus on Disability and Human rights and the workplan will reflect how the agenda of each of the workstreams is being taken forward.

Policy and Strategic Context

The Framework is written in the context of, and in support of, various local and national policies and legislation that provide guidance to Health Boards on the duties to involve. It also aligns with the Integration of Health and Social Care contained in the Public Bodies (Joint working) (Scotland) Act 2015 and the Community Empowerment Act.



In addition a list of the main policies and guidance which have informed the developments of involving people approaches is contained in Appendix 1.

Health and Social Care Integration

Health and social care and other public services across Scotland have been working increasingly closely for many years. The Public Bodies (Joint working) (Scotland) Act 2015 sets out the framework for partnership working between Health Boards and local authorities. NHS Western Isles is now working with Comhairle nan Eilean Siar and the Integrated Joint Board (IJB) to deliver joined up Health and Care Services across the Western Isles. This Framework is intended to sit alongside and complement the IJB Participation and Engagement Strategy 2016-2019.

The Integrated Joint Board has 5 Locality Planning Groups which has similar levels of involvement including public members, engagement with people about specific services and involvement and engagement with local communities about local issues.

Involving People – current NHS and local authority requirements

The current requirements for involving people vary between the NHS and local authorities in Scotland.

NHS Boards have a formal and nationally consistent approach and are required to involve people and to self assess against a national Participation Standard

Local authorities are encouraged, but not required, to work to the National Standards for Community Engagement and they have the lead responsibility for Community Planning Partnerships. Local authorities use locally determined mechanisms for engaging and involving.

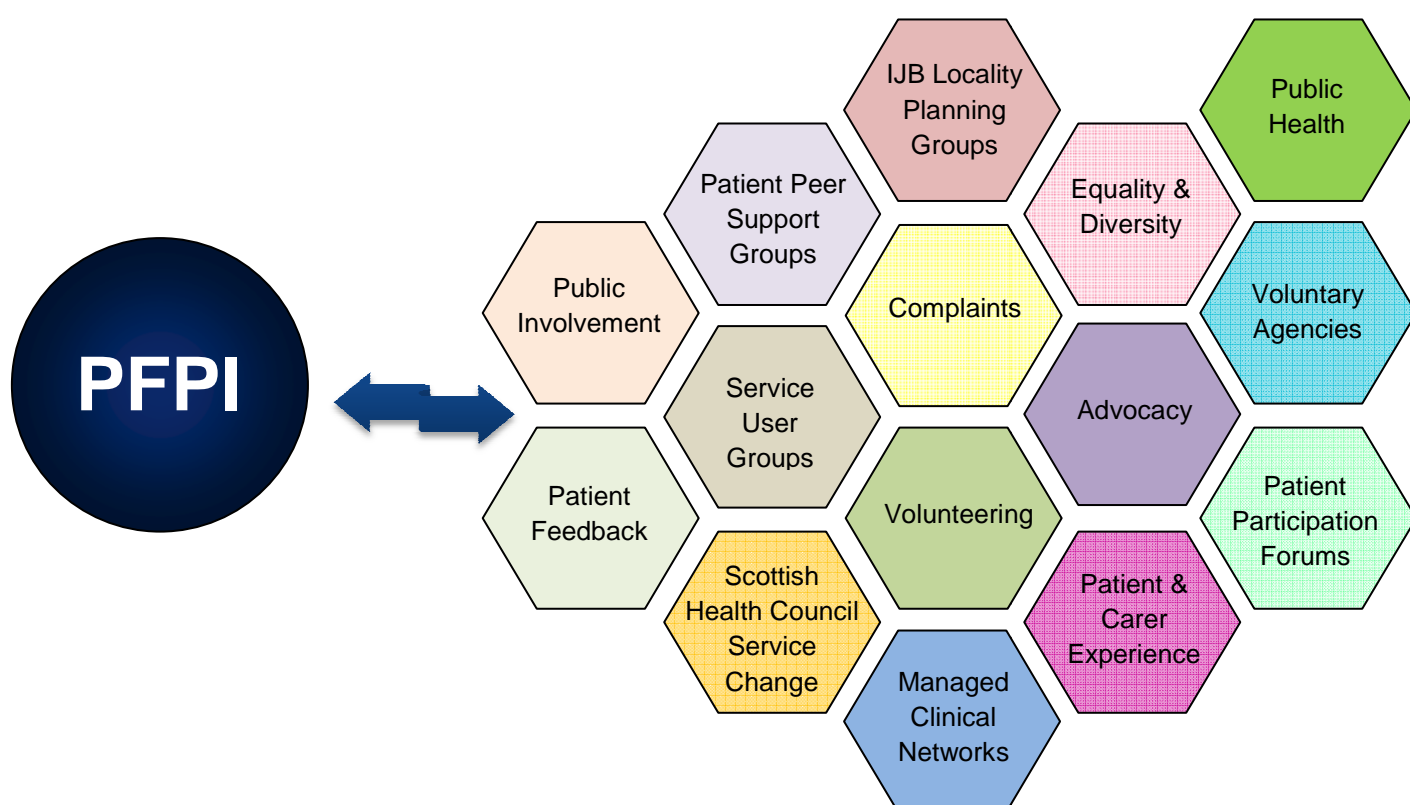
The vision for future public services was embodied in the Community Empowerment (Scotland) Act 2015. This aims to empower community bodies by strengthening their voices in decisions that matter to them, crucially it brings together the mechanism for the participation, engagement and empowerment of local communities in shaping the future of local services.

Scope of this Framework

Through implementation of this framework NHS Western Isles will address the following goals:

Informing	We will ensure that people, including those who are seldom heard are kept informed of the opportunities for involvement and how to get involved. Various different mechanisms will be used to keep the public informed e.g. articles in Events, local newspapers, Twitter, Facebook, Slainte, posters, etc.
Supporting	We will ensure that people will receive the support they require to enable them to participate fully.
Involving	People will be involved in all levels of the organisation in activities from planning, designing, developing and improving services.
Improving	We will be able to demonstrate that our work is designed and delivered around patients and carers lived experiences and takes account of feedback from both the public and our staff.
Learning	Our staff at all levels will have the awareness, understanding and confidence required to make sure that involving patients and public is the normal way they do things and is part of the culture of the organisation.
Evidencing	The PFPI Action Plan is one of the workstreams outlined within the Person Centred Health and Care Framework and will ensure the delivery and evidence progress against the aims of the PFPI Framework.

Patient Focus Public Involvement Activity covers a wide range of areas which are core to the work of the Board. Some of the key areas are shown in the diagram below:



The diagram highlights the importance of the relationship between each of these areas and how this is integral to NHS Western Isles PFPI function. Core to the process is communication and support.

NHS Western Isles directly employs staff across a range of disciplines and support staff to provide services to residents and visitors to the Western Isles. In addition the Board contracts with independent Contractors to provide a range of primary care medical, dental, pharmaceutical and optometric services across the islands. Any department or staff member who wishes to engage the public or patients in reviewing or developing their service should refer to the PFPI Framework for support and guidance.

Ownership and Responsibilities

Within NHS Western Isles a number of people have key roles to play in implementing, monitoring and delivering this framework. However it is important to emphasise that PFPI applies to all staff working within NHS Western Isles at all levels for example:

All Staff

Everyone has a responsibility for Patient Focus Public Involvement and improving patient experience of care at all levels of the organisation e.g. early resolution of complaints, feedback, surveys, raising concerns, involvement in service redesign. NHS Western Isles encourages all staff to promote an open and honest culture; working in a way that facilitates effective involvement of patients and their relatives to ensure they have a good experience of care.

NHS Western Isles Board

The Board is responsible for ensuring it receives and acts appropriately on information about areas of concern and obtaining assurance that consultation with service users has taken place before decisions about service planning are made. A Non Executive Director of the Board chairs the PFPI Committee thus ensuring the Boards commitment to leadership of the PFPI agenda is demonstrated from the top. Chairmanship of the Committee by a Non Executive Director indicates the importance placed on lay involvement in the Boards activities.

Chief Executive

The Chief Executive has overall responsibility for ensuring the Board complies with Scottish Government requirements.

Nurse Director

The Nurse Director is the Executive lead for Patient Focus Public Involvement and Person Centred Health and Care. The Designated Director ensures that the strategic direction for PFPI activity is identified and communicated to all staff and lay representatives.

Head of Clinical Governance and Professional Practice

The Head of Clinical Governance and Professional Practice is responsible for monitoring adherence to the Patient Focus Public Involvement Framework and Person Centred Health and Care Programme and ensuring adherence to statutory requirements.

Patient Focus Public Involvement Development Officer

Patient Focus Public Involvement Development Officer supports the Head of Clinical Governance and Professional Practice and is responsible for advising, developing and coordinating the principles of the PFPI Framework. The PFPI Development Officer acts as a source of advice and information for members of staff on the principles of patient focus and

public involvement, to promote public involvement and to ensure they have a stronger voice in the provision of health services.

Communications Manager

The Communications Manager will work with the Head of Clinical Governance and Professional Practice to ensure communication; engagement and patient feedback are closely aligned.

Heads of Departments

Heads of Departments have a responsibility to ensure that patients, carers and /or lay representative's views are captured and taken into account when considering any changes to services. Engagement of lay representatives should be from the initial planning stages of a project and continued through to completion.

This includes:

- Leading the implementation of the PFPI Framework across individual divisions
- Reporting progress with implementation to NHS Western Isles Board
- Gathering the experiences of patients using a range of methodologies
- Ensuring staff act on patient feedback
- Ensuring that patient feedback is shared with all front line staff
- Ensuring that all service improvements and developments are informed by the voice of patients

Benefits

- Improving patient experience whilst in our care
- Patient and service user participation within service planning
- Providing patients with ways of feeding back comments and concerns about their care
- Detecting areas of concern early and taking steps to rectify this
- Open and honest review of feedback and evaluating effectiveness of actions to prevent a recurrence of events
- Promoting joint working with external stakeholders and patient groups.

Patient Advice and Support Service and Scottish Health Council

The Patient Advice and Support Service and Scottish Health Council will interface with NHS Western Isles on patient experience and service redesign and will have representation on the PFPI Committee and other relevant NHS Western Isles committees and groups.

Staff Involvement - iMatters

How we work together is important, staff across the organisation have been involved in creating, defining and delivering our values and behaviours that will contribute to the organisation these include:

- Participation in the iMatter Continuous Improvement Model ([iMatter](#))
- Dignity at Work Survey' which focuses on bullying and harassment, discrimination, abuse and violence from patients and public, resourcing, and whistleblowing.

iMatter results together with the 'Dignity at Work Survey' results will provide a full overview of staff experience in the areas of the [Staff Governance Standard](#) previously covered by the national Staff Survey.

Our Staff

In NHS Western Isles our staff are our biggest asset and we have an ongoing commitment to provide ongoing training to further enhance knowledge and skills. We understand that in order to deliver Patient Focus Public Involvement and Person Centred Care we must ensure a positive staff experience. We have mapped the NES Framework to Support Staff Development in Patient Focus Public Involvement to local training this is outlined at Appendix 2

It is important that we are listening to staff experience, empowering staff to receive feedback and recognising that they are not only providing care, but can be in receipt of care or are carers. All staff, no matter what role they undertake will have patient focused/person centred objectives.



Patient and Public Involvement and Feedback

Our Commitment: we will have effective engagement with our patients and public in designing and improving services using a wide range of methods, public engagement and consultation should follow the National Community Engagement Standards which were drawn up on behalf of Scottish Government by the Scottish Community Development Centre. Developed in 2005 these were reviewed and approved in 2016.



Various activities are undertaken in support of this framework. Some of these are set out below but this continues to evolve to fit with our developing use of technology:

Engaging and Consulting People to Drive Improvements

Groups and Committees	Lay representatives contribute to the work of the Board by being involved in various groups e.g. PFPI Committee, Infection Control, Maternity Services Liaison Committee.
Projects	Lay representatives provide a public perspective to projects e.g. involvement in planning projects such as Mental Health service Redesign.
Walkrounds	Lay representatives provide a unique perspective of lived experience in being members of the public using premises, they have participated in particular projects such as disabled access through Lewis and Harris access Panel and also through Infection Control.
Public Partnership Forums	The development of Patient Participation Groups in Uist led to the development of the Patient Participation Forum which morphed naturally into the Uist Locality Planning Group this is the only geographic area which had developed its own PPG although there are other individual GP practices with Patient Participation Groups.
Evaluation of Services	Individuals contribute to evaluation of services e.g. patient satisfaction survey of individual services. Feedback from individual patients through Care Opinion being collated and fed into the Learning Review Group.
Focus Groups and Public Consultations	Individuals contribute to the review of services which they have used, review of process to identify where any improvements can be made.

Involving People to improve patient care

Developing Action Plans	Individuals participate in the development of action plans to address issues for improvement for example Transforming Care After Treatment.
Individualised Care Planning	Across disciplines practitioners will ensure that individuals are involved in discussing, agreeing and implementing their treatment plan.
We Are Listening – Feedback, Comments and Suggestions	A general scheme to allow feedback from patients into our wards, outpatients, website allowing patients to provide feedback, comments and suggestions. Allowing contributions which could improve care or services to patients.

Volunteering

Throughout NHS Western Isles there are many opportunities for individuals to volunteer and to support the work of the Hospitals and the Board. These opportunities include direct patient involvement by providing activities/ support for patients and involvement as lay representatives for individuals who have a particular area of interest.

NHS Western Isles has a Volunteering Strategy which outlines activities, this is in line with the national Volunteering strategy and information can be found on NHS Western Isles website www.wihb.scot.nhs.uk/

NHS Western Isles also holds a register of all its volunteers and lay representatives. This enables appropriate targeting and selection of volunteers and lay representatives to contribute to specific areas of work of the Board that meets a volunteers/ lay representatives particular area of interest.

All volunteers/ lay representatives are supported to participate with the reimbursement of out of pocket expenses, use of accessible venues, and the provision of materials in large print or other languages, if this has been identified as a requirement to meet their needs.

All engagement activities carried out by NHS staff follow the principles outlined in the guidance CEL 4 (2010) Informing Engaging and Consulting People in developing health and community care services, proportionate to the activity being carried out.

Our Strategic Aims

NHS Western Isles has 6 strategic aims relating to Patient and Public Involvement.

1. To ensure that patients and public are identified (see Appendix 3) and are able to participate at an appropriate level in service and service redesign (see Appendix 4) there is robust reporting mechanisms in place to capture feedback, comments concerns, compliments and complaints
2. To provide NHS Board assurance that learning from feedback and complaints is measurable and also fed back to patients and public how we have learned and used the learning to influence change
3. Supporting and developing staff to receive feedback in a positive way and to work with those in their care to improve the services they provide
4. Involve patients and the public in using wide and varied methods of capturing feedback so they are involved in service change, redesign and improvement of care, health and wellbeing.
5. We have a robust volunteer framework so that members of the public and ex patients can help us enhance the patient experience and improve the quality of our services
6. We have in place appropriate patient groups and forums that will help delivery of this Framework and broader quality improvements. (see appendix 5 and 5a)

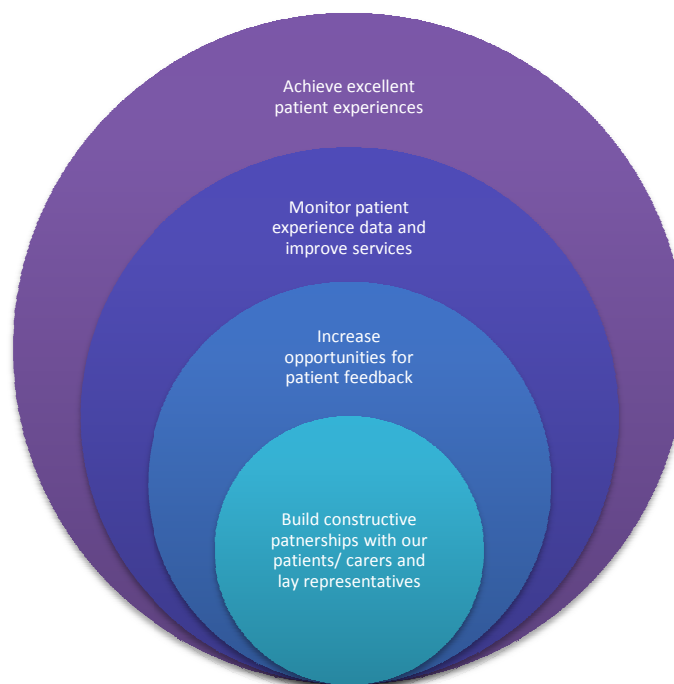
Expected Outcomes/ Actions

- Achieve implementation of the local system so that staff can capture and record local feedback, encourage local response, resolution and reduction in instances where patients feel the need to make a formal complaint
- Design an overarching system that draws together all aspects of patient and public feedback, and identifying emerging themes for learning
- Continue to work with patients and public partners to achieve and deliver against the participation standard utilising the engagement tools outlined in the participation toolkit (see appendix 6)
- Raise the profile of multiple ways that feedback is gathered including the use of local and national surveys and how this leads to improvements through the development of action plans
- Share external and internal feedback mechanisms with staff including, Care Opinion, Patient stories and close to real time surveys within identified areas of care.

We will measure this by.....

- Through completion of the Participation Standard self assessment tool we will assess our progress against objectives
- Having a system that shows a patients experience through gathering feedback. An increased number in patient feedback will help drive improvement
- Support staff to increase the number of patient stories presented throughout the organisation, with action plans, to show the difference and how the story has influenced change.

Evidence how involvement in planned service change has influenced developments and the public's perceptions of participation process



Our Commitment: Implementation and Delivery of the Framework

To ensure we deliver our Framework and its action/delivery plans, we have robust governance arrangements, which include efficient internal and external monitoring.

A workplan for delivery of the Framework has been incorporated into the Person Centred Health and Care Framework which includes PFPI as a workstream, this will be monitored and reviewed by the Board of NHS Western Isles. A report will be presented on a quarterly basis which will show the progress of the delivery plan.

This Framework shows that NHS Western Isles is committed to building on what has already been achieved. There will be ongoing feedback to patients, public and staff. Externally we are monitored by the Scottish Health Council and Healthcare Improvement Scotland using the Participation Standard as guidance for improvement.

Appendices

Appendix 1	Key References
Appendix 2	A Framework to Support Staff Development in Patient Focus Public Involvement
Appendix 3	Identifying Stakeholders
Appendix 4	Service Change Process Chart
Appendix 5	Groups forums and committees across Western Isles with public members
Appendix 6	Methods of Engagement

Key References

National Acts and Policies - Scottish Government: www.scotland.gov.uk

- The NHS Reform Act (2004) sets out the duties of public involvement and equal opportunities placed on Boards
- The Patients Rights (Scotland) Act 2011 supports the Scottish Governments vision for high quality, person centred NHS. It contains a set of principles that underpin quality care and treatment covering patient focus, quality care and treatment, patient participation, communication, feedback and best use of NHS resources
- The Charter of Patients Rights and Responsibilities for Patients (2012) informs the public what they can expect from the NHS in Scotland and what the NHS expects from them
- Carers (Scotland) Act 2016
- Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 includes duty of candour procedure, apologies, reporting and monitoring.
- Public Bodies (Joint Working) (Scotland) Act 2015 outlines the integration of health and social care
- Community Empowerment Act - strengthening community participation in Community Planning Partnerships

Key Strategies/Action Plans/Programmes

- Scottish Executive Health Department (2000) Our National Health , A plan for action, a plan for change
- Scottish Executive Health Department (2001) Patient Focus Public Involvement Framework
- Scottish Executive Health Department (2005) Equality and Diversity Impact a Assessment Toolkit
- Scottish Executive Health Department (2007) Better Health Better Care Action Plan
- Scottish Government (2008) Better Together National Patient Experience Programme
- Scottish Government (2008) Visioning Outcomes in Community Engagement (VOiCE)
- The Scottish Government (2010) The Healthcare Quality Strategy for NHS Scotland (2010)
- NHS Scotland 2020 Workforce Vision (2013)
- A National Clinical Strategy for Scotland (2016)
- Scottish Government (2011) 2020 Vision
- National Inpatient Patient Experience - The survey was first run in 2010 and is currently run every two years.
- **Scottish Patient Safety Programme** The Scottish Patient Safety Programme (SPSP) is a unique national initiative that aims to improve the safety and reliability of health and social care and reduce harm, whenever care is delivered.
- **Gaun Yerself Self Management Strategy (2008)**
- **Person Centred Health and Care Programme** - Person-centred care supports people to develop the knowledge, skills and confidence they need to more effectively make informed decisions and be involved in their own health and care. It ensures that care is personalised, co-ordinated and enabling so that people can make choices, manage their own health and live independent lives, where possible.

Key Standards, Tests and Toolkits

- Consumer Focus Scotland (2008) Seven Key Tests of User Focus in the Scrutiny of Public Services
- Scottish Health Council (2010) Participation Standard
- Scottish Health Council (2010) Participation Toolkit
- Scottish Health Council (2014) Listening and Learning: how feedback, comments, concerns and complaints can improve NHS services in Scotland
- NHS Quality Improvement Scotland Standard (2011)
- Scottish Community Development Centre (2005) National Standards for Community Engagement - revised (2016) sets out best practice guidance for engagement between communities and public agencies
- Scottish Government (2017) Health and Social Care Standards My Support My Life

Key Guidance

- CEL10(2008) Refreshed Strategy for Volunteering in the NHS in Scotland
- CEL4(2010) Informing Engaging and Consulting People in Developing Health and Community Care Services: The Scottish Government Health Directorate guidance on the public involvement process which should be applied in a realistic and proportionate way to any service development or change
- Independent Scrutiny of Major Service Change
- Scottish Health Council Involving Patients, Carers and the Public in Option Appraisal for Major Health Service Changes

NHS Western Isles Strategies

- Our local delivery plan
- Se Ur Beath Health in the Hebrides: our clinical strategy
- Clinical Governance Framework
- Communications Strategy
- Workforce Plan
- Carers Information Strategy
- Volunteer Strategy

The Involving People Framework supports the public involvement activity required for NHS Western Isles to achieve its strategic aims. It also supports the key principles of the Clinical Strategy and the local delivery plan to ensure that services are person centred.

Ongoing Scottish Government Consultations which will continue to influence this framework and our plans

Framework to Support Staff Development in Patient Focus Public Involvement

What does Patient Focus, Public Involvement (PFPI) mean for NHS staff?

Patient focus, public involvement, often referred to as PFPI, emphasises two different ways in which people can participate in healthcare.

Patient Focus: means the provision of treatments and services which put the needs of the person at the centre to improve their experiences and outcomes of care and treatment.

Patient focus is something we want to take place everyday in the interaction between staff and patients aiming to improve the patient experience.

Public Involvement: means involving people in decisions about how their health service is designed and provided. Public involvement should be part of the planning approach of an organisation.

Who is this Framework for?

This Framework aims to support staff to develop their practice in PFPI

The overall framework is an evolving document and this document is a condensed version of the overall framework which is hosted on the NES

website: http://www.nes.scot.nhs.uk/media/426622/pfpi_framework_june2011.pdf

The Framework aims to support staff at different levels including:

- Frontline staff (those with either direct/indirect contact with stakeholders, patients, carers and their families)
- Frontline managers (those with direct responsibility for frontline staff)
- PFPI and Equality and Diversity lead staff
- Senior managers (those with responsibility for setting policy/designing services and who have accountability for delivery of these policies and services)
- Executive staff (those with overall accountability for delivery and governance of NHS services within their particular area of service)

How is this Framework structured?

This Framework is intended as an evolving resource providing examples of learning and links to resources to inform the learning and development required by staff. It does not provide educational materials, training programmes, structure, or content of a course, but acts as a resource for staff and supports the ongoing training programmes through the Quality Hub and any access to external education and training sourced and available to Western Isles staff.

Personal learning and development can require commitment, time, self discipline and management support and often places the onus on individuals to identify their learning and development needs. This Framework can be used to aid this process and help:

- identify and prioritise learning and development needs
- develop a personal learning and development plan
- source and prioritise education and training
- evaluate learning and development and its application
- review KSF outlines and support the personal development planning and review process

PFPI Framework to support staff development and examples of available training materials

KSF Core Dimension	Target Audience	Delivered By
Level 1&2	Frontline Staff	
KSF1 - Communication KSF2 – Personal & People Development KSF4 – Service Improvement KSF5 – Quality KSF6-Equality and Diversity	Induction Training Introduction to the Governance Team Data Protection and Confidentiality Equality and Diversity	Governance Team Information Governance Manager Strategic Diversity Lead
	Attendance at Quality Hub days	Governance Team
	Complaints and Feedback	Learnpro Module 1
	Data Protection	Information Governance Manager
	Person Centred Health and Care Training	Governance team and eLearning resources on Intranet
	Priority Training Days for Nurses and Midwives (support for gathering feedback)	Clinical Skills Team/ supported by PFPI
	Patient Stories – Listen Learn Act This module would support revalidation	PFPI Lead
	Carers Act	PFPI Lead and Intranet
	Complaints and Feedback	Learnpro Module 2
	Resources Use of the NES resource Little Things Make a Big Difference to value and enhance the patient experience www.knowledge.scot.nhs.uk/making-adifference Use of the Knowledge for Care Scotland elibrary website www.knowledge.scot.nhs.uk Use of the NES Products and Services Database (PASDA) www.pasda.scot.nhs.uk Volunteering - a range of accredited and non-accredited training to support staff	
	Induction Incident Reporting Introduction to Datix Risk Management Everybody's Business Health and Safety Awareness Customer Care Datix Reporting Incidents and Managing Risks	Clinical Governance Investigation Training Introduction to Datix General Risk Management
	Resources Use of Scottish Patient Safety Alliance website www.patientsafetyalliance.scot.nhs.uk Use of Dignity at Work Toolkit www.staffgovernance.scot.nhs.uk	
Level 3-4	Frontline Managers	
	<i>Any of the above training courses which have not been completed are also available to Frontline Managers</i>	
KSF 1 - Communication,	NHS Western Isles Induction Training	
	VOiCE Visioning Outcomes in Community Engagement	PFPI Lead and Scottish Health Council
	Communications Workshop covering	Human Resources,

	Facilitation Skills, Presentation Skills & Managing Chairing Meetings	Communications Manager or sourced from Third Sector
	Departmental Awareness Raising sessions on Information Governance	Information Governance Manager
	Option Appraisal Training	PFPI Lead as and when required for major service change
	Patient Stories – Listen Learn Act This module would support revalidation	PFPI Lead
	Complaints and Feedback	Learnpro Module 1&2
	Early Resolution Training (Learnpro modules 1 and 2 must be completed by all attendees in advance of this course)	NES, SPSO, Napier University
	Positive Complaints Culture – aimed at Independent Practitioners/ GP practices (Learnpro modules 1 and 2 must be completed by all attendees in advance of this course)	NES
	Supporting Volunteers Training	Volunteer Manager
	Resources www.knowledge.scot.nhs.uk/ig www.ehealth.scot.nhs.uk www.ico.gov.uk/ www.hris.org.uk Informing, Engaging and Consulting People, Executive Briefings www.nes.scot.nhs.uk/pfpi http://www.sehd.scot.nhs.uk/mels/CEL2010_04.pdf Use of SGHD Better Together website www.bettertogetherscotland.com/bettertogetherscotland/CCC_FirstPage.jsp Use of Scottish Public Service Ombudsman website www.spsso.org . Use of the NES flexible online resource to support educational development Testing for the Best www.test4best.scot.nhs.uk	
KSF2 – Personal & People Development	Attendance at Management and Leadership Courses	
	Leading Better Care Mentorship in practice	
	Complaints and Feedback	Learnpro Module 5
	Values Based Reflective Practice	NES
KSF 3 - Health and Safety	Health and Safety Awareness Customer Care Datix Reporting Incidents and Managing Risks Root Cause Analysis	Clinical Governance Investigation Training Introduction to Datix General Risk Management
	Complaints and Feedback	Learnpro Module 3,4
KSF 4 - Service Improvement	10 essential shared capabilities asset based approaches Aimed at Integrated Teams	NES
KSF 5 - Quality		
KSF6 – Equality and Diversity	Basic Sensory Impairment Awareness Training	Basic Sensory Impairment awareness training -

		www.nes.scot.nhs.uk/pfpi
	Senior Managers	
KSF1 – Communication KSF2 – Personal & People Development KSF3 – Health and safety KSF4 – Service Improvement KSF5 – Quality KSF6 – Equality and Diversity	<i>Any of the above training courses which have not been completed are also available to Senior Managers</i>	
	NHS Western Isles Induction Training	
	Complaints and Feedback	Learnpro Module 6 Under development
	Feedback and Complaint Training (Learnpro modules 1 and 2 must be completed by all attendees in advance of this course)	NES, SPSO, Napier University
	Positive Complaints Culture – aimed at Independent Practitioners/ GP practices (Learnpro modules 1 and 2 must be completed by all attendees in advance of this course)	NES
	Appraisal Change Management Shadowing other staff Report Writing Critical Appraisal	
	Executive Staff	
KSF1 - Communication KSF2 – Personal & People Development KSF3 – Health and Safety KSF4 – Service Improvement KSF5 - Quality	<i>Any of the above training courses which have not been completed can also be made available to Executive Staff</i>	
	NHS Western Isles Induction Training	
	Introduction to Risk Management	Governance Team
	Feedback and Complaint Training (Learnpro modules 1 and 2 must be completed by all attendees in advance of this course)	NES, SPSO, Napier University
	Resources	

Application in Practice

The overall framework hosted on the NES website:

http://www.nes.scot.nhs.uk/media/426622/pfpi_framework_june2011.pdf

should be utilised to support the KSF personal development process, whereby requirements for key skills and competencies in PFPI can be identified and supported by individual managers and organisational trainers.

The Framework can also be utilised as a source of examples for use in the development of:

- KSF Post Outlines for roles with a PFPI component

- as a reference resource for staff and reviewers looking to identify appropriate learning opportunities around PFPI
- as a tool against which trainers can map content of current relevant courses to ensure
- consistency e.g. customer care or equality and diversity programmes
- as a source of information to contribute to the development of new programmes

References and Useful Websites

- Bridging the Gap Health Inequalities Portal (2008)
www.equalityinhealth.scot.nhs.uk/nmap/openingscreen.asp
- Dignity at Work www.staffgovernance.scot.nhs.uk
- NHS Education for Scotland PFPI www.scot.nhs.uk/pfpi
- NHS Education for Scotland (2009) Testing for the Best in Educational Development
www.test4best.scot.nhs.uk
- NHS Education for Scotland (2009) Little Things Make a Big Difference: Online Gateway Resource for Patient Experience www.knowledge.scot.nhs.uk/making-a-difference
- Scottish Executive Health Department (2005) *Delivering for Health*, Edinburgh SEHD
www.scotland.gov.uk/publications/2005/11/02102635/26356
- Scottish Executive Health Department (2000) *Our National Health: A Plan for Action, a Plan for Change* Edinburgh, SEHD www.sehd.scot.nhs.uk/onh/onh-00.htm
- Scottish Government (2007) *Better Health, Better Care: An Action Plan*, Edinburgh SGHD www.scotland.gov.uk/Resource/Doc/194854/0052337.pdf
- Scottish Health Council website www.scottishhealthcouncil.org
- Skills for Health website www.skillsforhealth.org.uk

Identifying Stakeholders

Influence/Interest Grid

Influence	High	Manage With Care	Top Priority
	Low	Low Priority	Need Help to Engage
		Low	high
Interest			

Questions to ask in considering identifying your stakeholders in relation to formal consultation.

1. Who is **directly** impacted by this decision
2. Who is **indirectly** impacted by this decision
3. Who is potentially **impacted** by this decision
4. Who's help is **needed** to make this decision work
5. Who **knows** about the subject matter
6. Who believes they have an **interest** in the subject

Using the above mentioned criteria, you will be able to make a reasonable judgment as to which stakeholders will be your top priority, those who you need to manage with care, those who are a low priority, and those who need help in engaging with you.

With thanks to the Consultation Institute

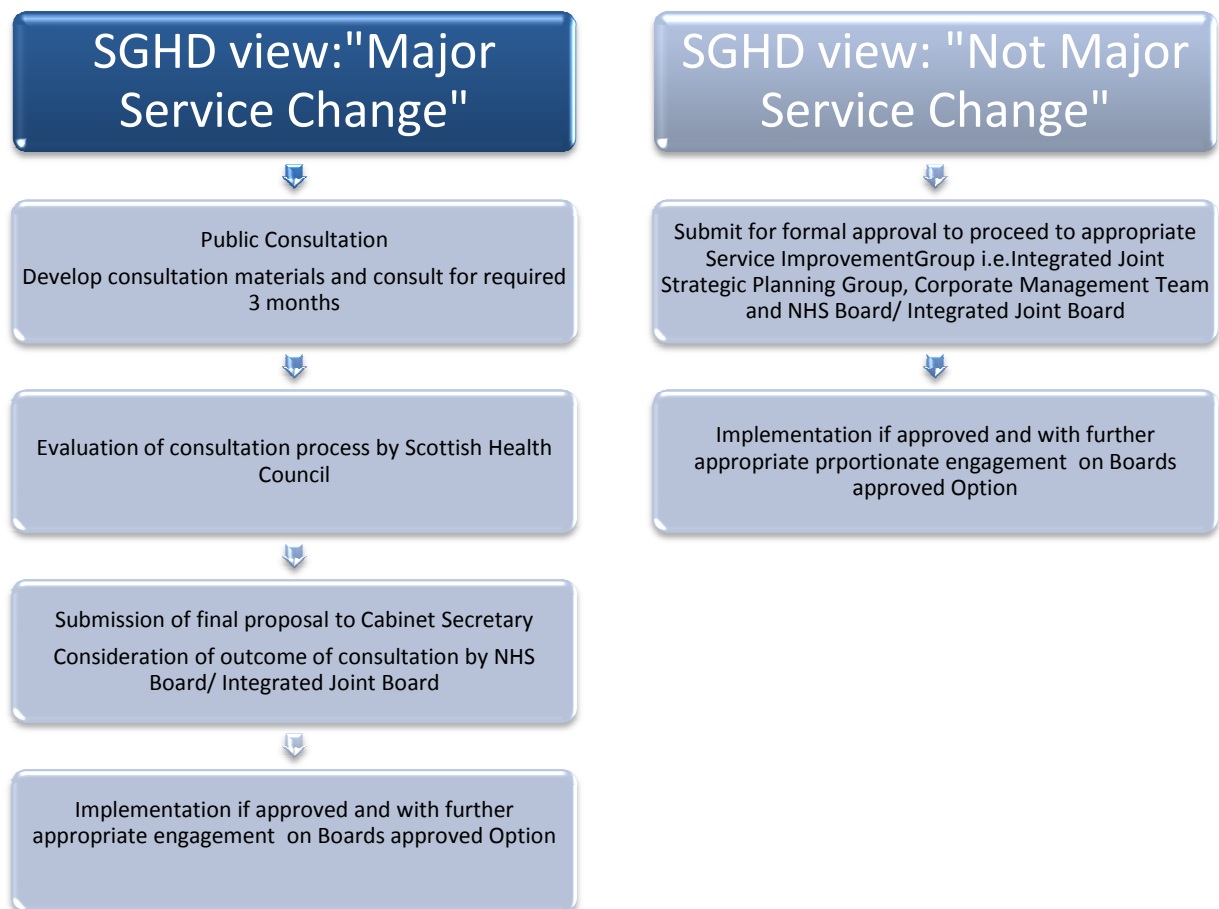
Service Change Process Chart

To conform with CEL 4 2010 Informing Engaging and Consulting

Stage 1



Stage 2



Appendix 5

Groups forums and committees across Western Isles with public members

This list is a broad representation, groups are established and also may cease functioning , the list is regularly reviewed but may not contain all current groups and committees

Formal Structures	Associated Patient Groups	Patient Peer Support Groups
PFPI Committee	Uig Patient Participation Group	Neurological Voices
Patient Experience Group (currently under review)	North Uist Patient Participation Group	Lewis and Harris Breast Cancer Support Group
Neurological MCN	South Uist Patient Participation Group	Barra Cancer Support Group
Diabetes MCN	Benbecula Patient Participation Group	Uist Cancer Forum
Respiratory Services MCN	Uist Public Partnership Forum	Hebridean Men's Cancer Group
Stroke and Coronary Heart Disease MCN	North Harris Patient Participation Group	Western Isles Kidney Patients Association
Maternity Services Liaison Committee		Hope and Recovery Group
Infection Control Committee		Parkinsons Hebridean Support Group
Nutritional Care Group	Parkinsons Advisory Group	Deaf and Friends of the Deaf
Maternal and Infant Nutrition	MS Advisory Group	Cancer Care Forum
Environmental Audits		Catch 23
Infection Control Audits *		Diabetes Support Group
Harris Locality Planning Group		Stroke Liaison Committee
Isle of Lewis Access Forum		Kidney Patients Association
Isle of Harris Access Forum		
Uist and Barra Access Forum		
LGBT Group		
Race Equality Working Group		
Disability Working Group		
Dementia MCN		
Spiritual care Committee		
Alcohol and Drug Partnership		

Integrated Joint Board

The Outer Hebrides Integrated Joint Board Locality Planning Groups have public and carer members

The Outer Hebrides Integrated Joint Board Strategic Planning Group has public and carer members

Community based groups

Community Councils

Lewis Access Panel

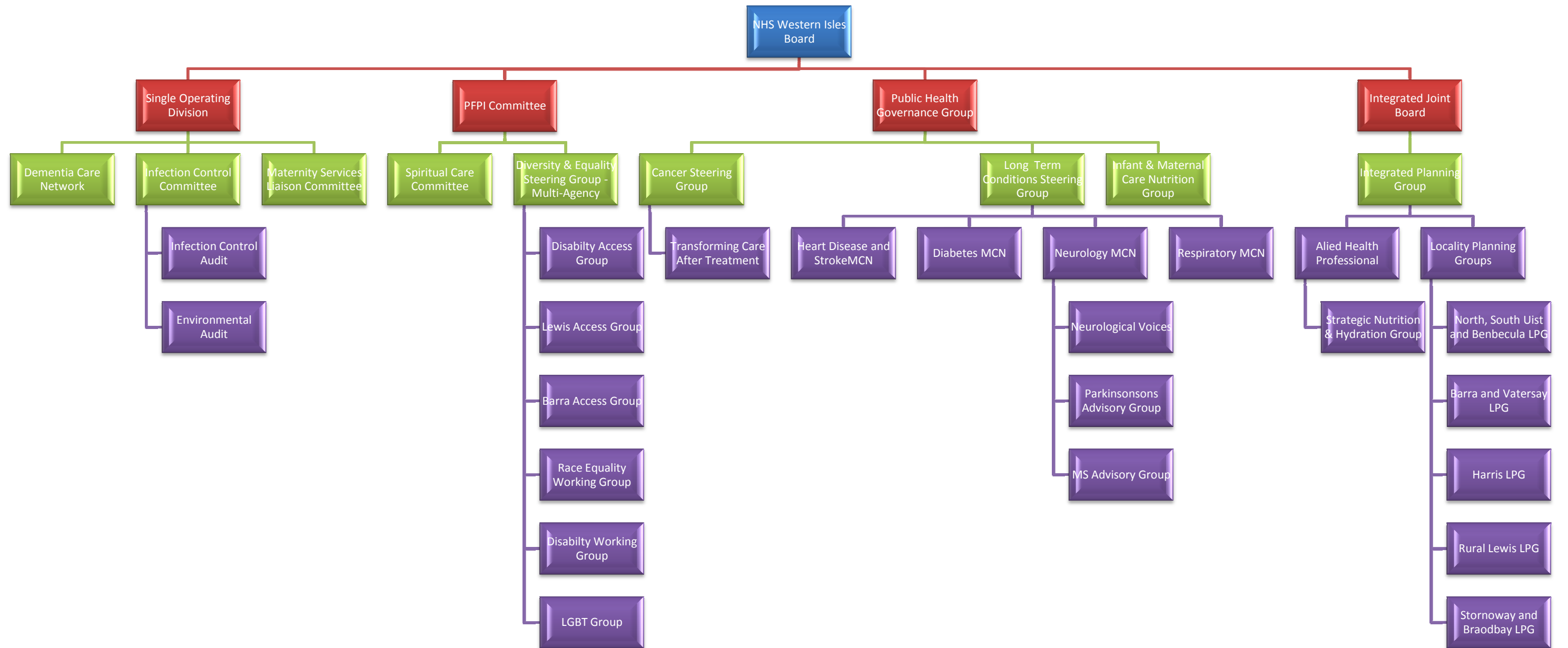
Harris Access Panel

Older Peoples Partnership

Western Isles Community Care Forum

Western Isles Carers And Users Support Network

Diversity and Equality Steering Group (Partnership Group)



Appendix 6

Methods of Engagement

Tools	Inform	Engage	Involve/ Consult	Empower	Evaluate/ Improve
After Action Reviews					❖
Ask Me 3 & Ask 3 questions				❖	❖
Citizens Juries	❖	❖	❖	❖	❖
Comments Cards		❖			❖
Digital Stories		❖			❖
Displays and Exhibitions	❖	❖			❖
Electronic questionnaires		❖	❖		❖
Emotional Touchpoints		❖	❖		❖
Focus Groups	❖	❖	❖		❖
Head Heart Carrier Bag and Dustbin		❖			❖
Mystery Shopping		❖			❖
Patient Diaries		❖			❖
Presentations and Talking to Groups	❖	❖			❖
Process Mapping	❖	❖	❖		❖
Public Meetings	❖		❖		
Reflective Log		❖			❖
Round Table Workshops	❖	❖	❖		❖
Storytelling		❖	❖		❖
Surveys and Questionnaires		❖			❖
Talking Mats		❖	❖	❖	❖
Talking Points		❖	❖	❖	
Teachback				❖	❖
Users Panels	❖	❖	❖		❖
World Cafe	❖	❖	❖		❖
Written Information	❖			❖	

Some examples taken from the Participation Toolkit further detailed information can be found at:

http://www.scottishhealthcouncil.org/patient_public_participation/participation_toolkit/the_participation_toolkit.aspx#.WhxMBDuyqUk

Further advice and guidance can be obtained by contacting Patient Focus Public Involvement



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