Sussex Community NHS
NHS Trust

Engagement strategy
2014/19

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Executive summary

We need the support, commitment and hard work of everyone involved in health and care in our area in order to deliver high quality personalised services and realise our vision of **excellent care at the heart of the community**.

This strategy sets out how we will secure this support through effective engagement.

Effective engagement will put the people we serve at the heart of all we do and give coherence to our dialogue with them, from one-to-one interactions to trust-wide consultation about major change. Through this work we will live and breathe our values and exceed our commitments as expressed in the NHS Constitution.

Delivering the strategy will embed the spirit, principles and practices of effective engagement within our structures, governance and operations. Our work will rest upon a stakeholder management approach which will provide consistency for engagement across our key stakeholder groups: the people that use our services, our staff, our corporate stakeholders and the people we serve.

I commend this strategy to you and welcome your support in our work to achieve the objectives it commits us to.

Caroline Beardall
Director of human resources, organisational development and communications
May 2014

Our commitment to engage

Why engagement matters to us

Our vision of **excellent care at the heart of the community** points to where we want to get to whilst our strategic goals move us in the right direction:

- We will provide excellent care every time to reinforce wellbeing and independence.
- Working with our partners we will personalise services for the individual.
- We will be a strong sustainable business, grounded in our communities and led by excellent staff.

Only through effective engagement will we achieve these goals. This engagement strategy shows how we will do this by:

- Engaging with and energising our staff as our most important asset.
- Embedding a culture that places quality at the heart of everything we do.
- Listening to our stakeholders and acting on what they tell us.
- Engaging with the people we serve to develop our services and proposals for change.

What we mean by effective engagement

Engagement is the way we build and maintain meaningful interaction with our stakeholders, described below under **stakeholder management**. It is about relationships, involvement, participation, dialogue and respect. Effective engagement reflects the rationale put forward in the Engagement Cycle (*InHealth Associates, 2013*) for why NHS organisations should engage:

- **Moral**: it is a fundamental right for the people we serve.
- **Business**: it makes sound business sense.
- **Social & political**: it leads to more trusting and confident relationships.
- **Health**: it improves outcomes and responsiveness.

Within our engagement strategy we use two specific expressions to guide our work:

- *People that use our service*s – patients, their families, relatives and carers.
- *People we serve* - our wider public across West Sussex and Brighton & Hove, including people that might not access care.

In our work we will fulfil the government's expectation that there should be 'no decision about me, without me'. Effective engagement is thus delivered at two levels:

- **Individual**: we engage with people in managing their own health and care.
- **Community**: we engage with people and/or their representatives to plan services and develop and implement proposals for change.

Equality and equity

Our more marginalised communities – sometimes described as *hard to hear* or *not listened to* – can have the greatest healthcare needs yet face barriers to accessing services. Appropriate and sensitive engagement with these communities will help us develop a better understanding of their needs and how to meet them and enhance their confidence and skills.

The strength of our cooperation with local authorities, NHS partners and voluntary and community sector (VCS) groups will be key to our success in promoting equality and equity. We recognise the vital role the VCS plays in supporting people from specific communities to access services and will work with the VCS to engage with people. For more details see under **engaging with the people we serve.**

All communications, engagement and service experience activities will as far as practicable be subject to equality and equity impact assessments.

Stakeholder management: the key to effective engagement

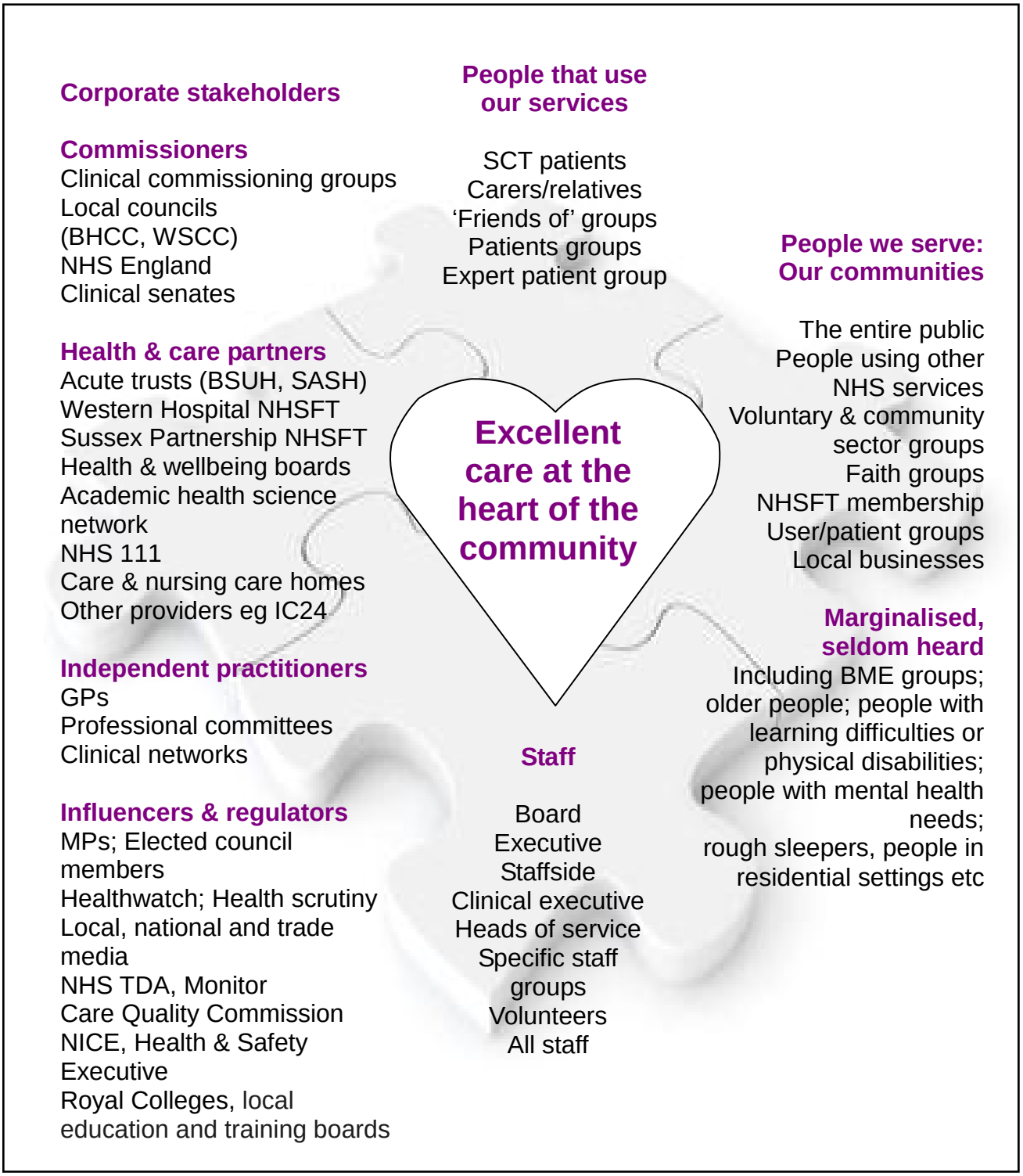
Our engagement work will be based upon the identification and segmentation of our stakeholders and activity to meet their needs and expectations. Stakeholders have different needs and interests, and segmenting and prioritising enables us to target our engagement most appropriately.

SCT staff leading projects, programmes, workstreams and services in operations and strategic change will identify their stakeholders and work to engage with them. They will be supported to do this via our leadership development programme and by our in-house marketing & communications and service experience teams.

Our stakeholder management approach provides consistency for our engagement across four key stakeholder groups (fig1 below):

- People that use our services.
- Staff.
- Corporate stakeholders.
- People we serve.

Figure 1: our stakeholders.



Engaging with people that use our services

Our engagement strategy will ensure we exceed our statutory and good practice responsibilities to engage with the people that use our services – by which we mean our patients and their families, relatives and carers. Work delivered within this section of the strategy will have two clear objectives:

- **Our objective: Each person can expect that their care will be excellent.**
- **Our objective: Our services will be shaped by the people that use them.**

National drivers

We will meet all good practice and statutory duties with regard to engagement:

- The NHS Constitution commits that every individual deserves to have as good an experience of the NHS as we can provide. We aim to exceed this by delivering excellence every time.
- NHS England's planning guidance 2013/14 requires us to become more customer-focused, to implement the Friends and Family Test and collect real-time feedback by 2015.
- The government's response to the Francis report *Hard Truths* urges us to ask 'what could we do better' and 'what could we do to give you what you need'? It requires trusts to promote openness and feedback and to welcome complaints.

Our clinical care strategy

Approved by the board in October 2013, our clinical care strategy shows how we will:

- Provide excellent care every time to reinforce wellbeing and independence.
- Deliver services that are shaped by the people that use them.

Our clinical care strategy puts people at the centre of all we do and ensures we deliver specified outcomes across our clinical services. Our success will enable us to demonstrate engagement as below:

Objectives
Strategic objective: Provide excellent care every time
Frontline objective: Provide - and be proud of - high quality clinical care.
Engagement objective: Each person can expect that their care will be excellent.

Our patient experience strategy

Our patient experience strategy approved in May 2013 details how we gain insight into the experiences of the people that use our services and use this to drive improvement.

The strategy identifies five key stages:

- **Capture:** obtaining information from people about their experience of our care.
- **Analysis:** looking for where we need to improve and examples of great practice.

- **Improvement:** making changes that have a positive impact on quality.
- **Measurement:** assessing impact to ensure we make a positive difference.
- **Feedback:** telling people what we have done.

We currently have in place a number of methods that give us insight into quality and people's experience of our care:

- Performance data that reflects experience, including quality, safety and access.
- Information from compliments, complaints, PALS enquiries and incidents.
- Friends & Family test and other surveys.
- Feedback via the SCT website, other external websites and social media.
- Feedback during director-led visits to services.
- Feedback from representative groups, such as Healthwatch.
- Authoritative external sources: Care Quality Commission reviews; Patient-led assessments of the care environment (PLACE); feedback from the Parliamentary Health Service Ombudsman; NHS staff survey.

We additionally hear about people's experiences by:

- Welcoming people and their representatives to meetings of the board in public.
- Hosting a monthly meeting for representative groups with the trust chair.
- Hearing people's stories about what it *feels* like to use our services at most board meetings, new staff induction, training events, our leadership conference etc.

We have clear plans to improve the ways we capture and analyse feedback from the people that use our services, and to use what we learn to drive improvement.

Objectives
Strategic objective: Collect insight into the experiences of the people that use our services and use what we learn to drive improvement.
Frontline objective: Each service will engage to gain insight, identify opportunities for improvement and implement service experience improvement projects annually.
Engagement objective: Our services will be shaped by the people that use them.

Engaging with our staff

Staff engagement is about staff feeling engaged with each other and the trust, having energy, resilience and pride, working more effectively and committing to our vision and values. High levels of staff engagement in the NHS have a positive impact on quality and cost and on the experience of staff and people that use services.

We will continue to implement the annual NHS staff survey. Our 2013 survey results show much improved engagement and staff satisfaction scores year-on-year and in comparison with other trusts. We also collect feedback via our own qualitative and quantitative activity and are piloting use of the cultural care barometer tool.

Our objective: promote staff engagement and foster a positive attitude amongst all staff towards the trust and our values.

Staff wellbeing

Studies suggest that the most important factor in staff engagement is the extent to which staff believe management is interested in their wellbeing. To foster this we:

- Address areas in the staff survey and other feedback referring to staff wellbeing.
- Develop and implement an integrated staff wellbeing strategy.

Our healthier workforce group was set up in 2013 to build health, wellbeing and resilience in our workforce. We promote its activities and outputs across our internal communications. Supporting staff to be healthy reflects our responsibility as a good employer, and will impact on the wellbeing of the people we serve.

Delivering the staff pledges of the NHS Constitution

Four of the pledges of the NHS Constitution impact on staff engagement. We outline these below, followed by our steps to meet our commitments and promote engagement.

The NHS commits to provide all staff with clear roles and responsibilities and rewarding jobs. We deliver this by:

- Giving all staff clear details of what we expect of them.
- Ensuring staff have job descriptions and receive regular supervision.
- Making all staff aware of how as individuals and in their teams they contribute to the achievement of our vision, values and goals.

The NHS commits to provide staff with personal development, appropriate education and training, and support to enable them to fulfil their potential. We deliver this by:

- Delivering comprehensive induction and training programmes.
- Delivering high quality supervision, appraisal and personal development plans.
- Developing staff and nurturing talent within the trust.

The NHS commits to provide support and opportunities for staff to maintain their health, wellbeing and safety. We deliver this by:

- Implementing our healthier workforce strategy.
- Ensuring staff are aware of health and safety requirements.

The NHS commits to engage staff individually, through representative organisations and through partnership working arrangements. We deliver this by:

- Communications & engagement activity as shown in our implementation plans.
- Offering support for team development and strengthening our leaders.
- Engagement in line with our policy on the management of change.

Internal communications and engagement

We use a range of processes to communicate and engage with staff and encourage open and honest feedback and challenge. We deliver this via:

Embedding communication and engagement as a line management responsibility

We support line managers at all levels to deliver internal communications and engagement. This ensures we embed the key findings of the landmark report *Engaging for success* (MacLeod & Clarke 2009) with regard to employee engagement:

- Leaders need to be visible and in touch with their front line staff.
- Empowered employees have a voice which is listened to and acted upon.
- Behaviour is consistent with our values, leading to trust and integrity.

Delivering internal communication

We deliver a range of internal communications processes and products consistently and to a high standard in terms of content and branding. We use these to:

- Promote our commitment to high quality, personalised care.
- Involve and listen to people
- Promote our culture of openness and transparency.

Facilitating two-way communication

We collect qualitative and quantitative feedback from staff and maintain two-way communication via roadshows, conferences, briefings, meet the executive sessions etc. We are working to promote better two-way communications.

Objectives
Strategic objective: Improve our staff engagement and satisfaction measures as recorded in the annual staff survey and other measures year-on-year.
Frontline objective: All managers will deliver excellent staff communications.
Engagement objective: Foster a positive attitude amongst staff towards the trust and our values.

Engaging with our corporate stakeholders

As the specialist provider of community health and care we are uniquely placed to promote transformation in the ways health and care are delivered. This section of our strategy outlines how we work to build our reputation and drive transformational change through engagement with corporate stakeholders (see fig.1 earlier).

Our objective: secure support of our corporate stakeholders for our vision, values and goals.

Processes

We outline below our three key processes for managing our corporate stakeholder relationships. Consistent engagement across all three enables us to:

- Promote the health and wellbeing of the local communities we jointly serve.
- Account for our performance and build our reputation.
- Secure support for our strategic and transformation goals, including FT status.

Direct personal relationships

Direct personal relationships between our leaders and stakeholders are central. Our chair, non-executive directors, executive leadership, wider clinical executive and heads of service are responsible for engaging with corporate stakeholders and strengthening relationships with them. These responsibilities are met via regular group or one-to-one meetings or through one-off meetings called by an interested party. They include contracting discussions with our CCGs, and the ways we account for our performance.

GP engagement

Through local 'account management' responsibilities and a monthly GP newsletter we build and enhance our relationships with each local GP practice.

Planned communications and engagement

We issue a number of communications and engagement outputs in line with our brand management strategy approved in December 2013. These include:

- Media work, website and social media.
- Corporate publications, such as the annual report, quality account & annual plan.
- Corporate events, including the annual general meeting.
- The SCT weekly message, sent to all corporate stakeholders.

Objectives
Strategic objective: Corporate stakeholders will understand our vision, values, goals & performance and we will understand their needs, expectations & concerns.
Frontline objective: Staff will be aware of the wider context within which we work and how their performance affects our reputation.
Engagement objective: Secure the support of our corporate stakeholders for our vision, values and goals.

Engaging with the people we serve

Our engagement strategy shows how we will realise the vision expressed by Tim Kelsey, NHS England's national director of patient services: "We must put citizen's and patient's voice absolutely at the heart of every decision we take," (*NHS England, 2013*).

Our objective: put the citizen's voice of at the heart of every decision.

The people we serve

When we say *the people we serve* we mean the public of West Sussex and Brighton & Hove. People that use our services and lots of our staff and corporate stakeholders are members of this public, but engagement with them is discussed earlier in this strategy**.** In line with a stakeholder management approach we can segment the people we serve:

- Communities of place: residents of a village, town, locality or county.
- Communities of interest: people that share values, interests, experiences.
- Faith and culture groups and people that share specific characteristics.
- People that don't access services and/or experience exclusion.
- Representative groups that speak on behalf of the people we serve.

Engaging with the people we serve can help us:

- Promote more joined-up, coordinated and efficient services and better outcomes.
- Support people to make better choices in their use of health and care services.
- Identify areas for improvement.
- Account to our communities for the work we do on their behalf.
- Reflect our values and our commitment equity, equality and inclusion.
- Build trust and confidence in our work, and secure support for future.

Our engagement with the people we serve is based on five key elements as below.

1 Each person can expect that their care will be excellent

We will respect how people's wishes, background and circumstances impact on their ability and wish to engage. But given the extent of our work caring for up to 8,000 people a day and the scope of our vision of **excellent care at the heart of the community**, we touch many people across our communities, perhaps most.

Our commitment to ensure that each person receives excellent care is a fundamental expression of our engagement. To embed this we make staff aware of our values and commitment to quality and require them to behave in ways that express these.

2 Building a representative workforce

We will continue to recruit from within (and offer volunteer opportunities to) our communities and develop a workforce that is representative of the people we serve. The strategies and plans that support these commitments are detailed elsewhere, notably in our people strategy.

3 Managing our brand and reputation

We manage our brand and reputation in line with our brand management strategy approved by the board in December 2013. Our brand is critical because it is in essence the quality of care we deliver – excellence every time. This is turn shapes our reputation, which rests mostly on people's direct experience of our care, although views can be influenced by other factors, including what others say, including our staff and the media.

We build awareness of the SCT brand and protect it from damage, as below:

- **Tangible elements of the brand:** We are bringing new rigour to the ways we manage the tangible elements of our brand, including logos, publications, signs.
- **Service information:** We have relaunched our website and developed a cost effective process for producing service information, including standard formats, and use these to deliver timely, comprehensive and up-to-date information.
- **Media relations management /issues management:** Through proactive, reactive and interactive media activity we work to secure a higher media profile and proactively manage issues that might damage our reputation.
- **Online and social media:** We use social media profiles, notably Twitter and Facebook, to promote our services and reputation and engage with our communites.
- **Corporate narratives:** We maintain a clear narrative that explains what we do in ways that define and differentiate us from our competitors.
- **People's stories:** We support our corporate narratives with compelling stories from the people that use our services. These feature at our board meetings, on our website & social media channels and in our publications and media work.
- **NHS foundation trust (FT) membership:** We deliver an effective engagement programme with our FT members, and can segment our FT members to promote best use of this engagement asset.

4 Engagement with the voluntary & community sector

We engage with community and voluntary sector organisations (VCS) that reflect the views of the people we serve and speak on their behalf. We maintain a spreadsheet to identify and segment VCS groups in our area, and deliver a programme in which key leaders attend and present at their meetings. We use these opportunities to secure support for our vision, strategic goals and plans. In this work we:

- Engage proactively with groups that speak on behalf of health and care users or reflect broader interests within the area we serve.
- Seek engagement opportunities with groups that speak on behalf of our more marginalised communities (eg travellers, disabled people).

5 Engaging for change

The ambitions of the NHS nationally and locally – and our vision of excellent care at the heart of the community – require change in the ways care is delivered. Engagement

with all of our stakeholders with regard to the development of change and the ways change is implemented is the central purpose and point of this engagement strategy.

We follow good practice and statutory requirements to ensure engagement with regard to change is timely, purposeful and meaningful. We will work to deliver engagement in collaboration with statutory and VCS partners, building upon existing structures and relationships. We use the full range of engagement processes and methodologies – including formal public consultation where appropriate - following careful assessment of the issues and the needs and circumstances of the stakeholders most directly affected.

All of this will help allay concerns, give reassurance, build support for change and improve the decision-making process. Ultimately it will support us to realise our vision of excellent care at the heart of the community, and put the voice of the people we serve at the heart of every decision we take.

Objectives
Strategic objective: Strengthen our brand and reputation and secure the support of the people we serve for our strategic and transformation plans.
Frontline objective: All services will engage with the people we serve in the consideration and implementation of proposals for change.
Engagement objective: Put the citizen's voice of at the heart of every decision.

Monitoring & evaluation

Some of the key measures with regard to the effectiveness of our engagement work will include our success against our corporate goals, including for the example the achievement of NHS foundation trust status. Other more specific measures will include:

- Delivery of this strategy as detailed above and in specific implementation plans.
- Qualitative and quantitative feedback from internal and external opinion audits.
- Response rates to the national NHS staff survey and staff Family & Friends test.
- Improved levels of staff engagement and satisfaction.
- High levels of staff support for our FT objective, including an effective staff governor election process.
- Continued increase in number of people following us on Twitter/liking us on Facebook.
- Positive feedback in the external Family and Friends test, compliments and complaints, services surveys and people's stories.
- Improved independent feedback from corporate stakeholders, for example in third-party assessment processes, minutes and reports from groups such as Healthwatch or scrutiny, letters, comments at meetings etc.
- Results from our FT membership activity in line with the FT membership engagement strategy and action plan.
- Independent reputation audits amongst our stakeholders where resources allow.
- Quarterly media monitoring and evaluation reports.
- Website monitoring and evaluation reports.
- Stakeholder support for external change and development, for example, FT application, service change, new business etc.

Conclusion

I introduced this strategy by making a clear statement that effective engagement will put the people we serve and their experiences at the heart of all we do and give coherence to our dialogue with them, from one-to-one interactions to trust-wide consultation. I said that through this work we will live and breathe our values and seek to exceed our commitments as expressed in the NHS Constitution.

Our engagement strategy sets out how we will do this. I welcome your views both on the content of the strategy itself but ultimately on our performance in terms of our commitment to effective engagement.

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Appendix one: Implementation plan

Strategic Goal 1. We will provide excellent care every time to reinforce wellbeing and independence.						
Corporate 5 year objective: Engage our staff in the leadership of the Trust creating a culture of excellence and pride in the organisation.						
Engagement objective: Each person can expect their care will be excellent.						
Strategy	**Action**	**Yr 1**	**Yr 2**	**Yr 3**	**Yr 4**	**Yr 5**
Provide people with appropriate information to enable them to understand and cope with illness or treatment, and be	Develop a cost effective process for producing service information, including standard formats and images, and use these to ensure the delivery of timely, comprehensive and up-to-date information.	X	X	X	X	X
Increase awareness of and support for the SCT vision, values and goals.	Deliver excellent care in line with our clinical care strategy. Maintain an active programme of communications & engagement with regard to our vision, values and goals. Celebrate our successes with regard to performance, innovation and staff achievement. Improve the ways we source, develop & promote people's stories in our narratives. Improve our press, broadcast and social media work to promote our reputation.	X	X	X	X	X
Increase awareness of and support for the SCT brand amongst the people that use our services.	Develop easy-to-use corporate templates and written style guide for internal and external documents and publications. Renew and relaunch the trust's corporate identity manual, and adopt zero tolerance to misuse of the corporate identity. Ensure signage across our locations reflects our brand.	X	X	X	X	X

Strategic Goal 2. Working with our partners we will personalise services for the individual.						
Corporate 5 year objective: We will co-design services with key stakeholders in particular with people and families that use our services						
Engagement objectives: **Put the voice of the people we serve at the heart of every decision we take.** **Secure the ongoing support and commitment of our stakeholders for our vision, values and goals.**						
Strategy	**Action**	**Yr 1**	**Yr 2**	**Yr 3**	**Yr 5**	**Yr 5**
Collect insight into the experiences of the people that use our services and use what we learn to drive improvement.	Embed requirement that all services collect feedback on experiences of care, implement at least one service experience improvement project annually. Support services to gain insight using a range of methods incl surveys, focus groups etc.	x	x	x	x	x
Develop robust system to audit and measure this improvement, including a triangulated system for analysing feedback within services and trust-wide.	Review quality of response to complaints, including systems, processes, human interactions and written communications. Promote PALS service to all service users. Improve analysis of complaints, compliments PALS enquiries, claims and incidents. Improve feedback to stakeholders on service specific and trust-wide change.	x	x	x	x	x
Develop proposals to implement electronic/real time data collection system.	Explore options and develop appropriate business case to secure funds. Implement process.	X	X	X	X	X
Develop new ways of collecting and promoting people's stories, using social media, websites and direct interviews.	Develop more robust approach to collecting, and using feedback from websites such as NHS Choices, 'Patient Opinion and IWantGreatCare. Use Twitter, Facebook and other social media channels as appropriate to engage with the wider community.	X	X	X	X	X

Strategic Goal 3. We will be a socially responsible, strong and sustainable business, grounded in our communities led by excellent staff						
Corporate 5 year objective: We will have the right people employed to deliver our vision of Excellent Care at the heart of the community						
Engagement objectives: **Promote staff engagement and foster a positive attitude amongst all staff towards the trust and our values.** **Strengthen our brand and reputation and secure the support the people we serve for our strategic and transformation plans.**						
Strategy	**Action**	**Yr 1**	**Yr 2**	**Yr 3**	**Yr 4**	**Yr 5**
Address areas of concern with regard to staff wellbeing identified in the staff survey and other feedback measures.	Develop and implement a staff wellbeing strategy through the healthier workforce group.	X	X	X	X	X
	Ensure all staff know how to access staff support services.	x	X	X	X	X
	Publish a staff handbook on health and wellbeing.	X		X		X
Seek feedback from staff and use results to develop and improve our work.	Collect quanitative feedback from staff via online surveys, Family & Friends test, annual staff survey	X	X	X	X	X
	Collect qualitative feedback from focus groups, follow-up conversations with new staff, roadshows, informal meetings.					
Promote our values and the behaviours associated with these, including our values and behaviours pledge.	Maintain consistent high quality internal communication outputs.	X	X	X	X	X
	Use these to raise awareness of and engagement with our vision, values and goals and the context in which we work, including our financial and performance challenges.					
	Support managers across the trust to engage with their teams.					
	Monitor line managers' performance with regard to internal communications & engagement.					

Celebrate staff achievement.	Develop a thank you wall on the staff intranet. Promote annual achievement award & employee of the month. Promote service entry into external achievement awards and celebration successes. Publicise plaudits.	X	X	X	X	X
Strengthen staff engagement.	Secure year-on-year improvements in staff engagement and staff satisfaction measures as recorded in the annual staff survey and other measures. Higher levels of engagement in internal appeals such as annual flu vaccination programme.	X	X	X	X	X
Engage staff in strategic and service developments.	Promote wider executive meetings, Leadership Exchange and conference. Explore change proposals with staff using reference groups, working closely with staffside. Work with our strategic partner to engage staff as change leads and facilitators.	x	x	x	x	x
Raise board visibility	Ensure staff know who the key leaders are including non-executive directors, via internal communications, display boards and visible presence of senior leaders.	x	x	x	x	x

Encourage staff feedback regularly using a range of internal mechanisms and review and improve these regularly.	Find new ways of hearing from “hard to reach” staff. Explore ways to provide better remote access to the staff intranet to support more agile working. Revise our policy on the acceptable us of IT to allow staff to access social media from the trust’s IT network. Use social media to improve our internal communications. Explore use of video technologies to support internal communications. Improve internal communications feedback loops to provide more evidence to staff that their feedback is heard and produces results. Explore new processes of co-production in our internal communications processes and products, promoting new forms of staff engagement in line with best practice.	x	x	x	x	x
Promote the benefits of NHSFT status to staff, and maintain high level of staff engagement in our FT application process.	Use internal communications to continue to promote FT message. Promote the role of staff governors, and raise awareness of the governor election process. Support engagement between staff governors and the workforce once the election process is complete.	x	x	x	x	x
Recruit our target of 5,000 public members by the time we are authorised as an FT.	Implement our FT membership recruitment programme. Support delivery of successful FT governor election and induction. Promote FT membership involvement in service review and improvement programmes.	x	x	x	x	x

Be rigorous in our stakeholder manager approaches.	Identify & segment corporate stakeholders and maintain up-to-date contact details. Maintain programme of personal interaction & planned communications aimed at corporate stakeholders. Promote an 'account manager' approach through which responsibility for managing relationships with corporate stakeholders is allocated to key SCT leaders. Engage with corporate stakeholders with regard to strategic planning and transformation, and deliver specific engagement with corporate stakeholders with regard to local change. Review effectiveness of GP engagement and improve as appropriate.	x	x	x	x	x
More accurately assess and measure our reputation with stakeholders	Explore ways to commission cost-effective independent research to provide robust indicators of the views and perceptions of people we serve.	x	x	x	x	x
Strengthen links with the people we serve	Develop new approaches to more accurately understand the needs and wants of our VCS partners and more accurately assess and measure our reputation with them. Devise and deliver a programme in which key leaders present at VCS meetings to secure support for our vision, strategic goals and plans.	x	x	x	x	x

Appendix two: Risks & mitigants

Risks	Mitigant
Lack of capacity and expertise within marketing & communications team	Recruit and retain skilled M&C team. Manage staff to promote satisfying and rewarding roles. Develop toolkits, training, internal coaching etc as appropriate.
Limited resource available for effective engagement	Board and ELT commit to engagement as a priority. Promote a culture within trust so that staff recognise engagement as the responsibility of all, rather than of a small number of “experts”. Secure maximum impact from resource available through innovation and by building inhouse skills & capacity. Manage expectations.
Workload and competing demands within marketing & communications team undermines effectiveness	Review working practices and priorities to ensure maximum impact. Ensure managers across trust embrace their roles and responsibilities with regard to engagement and reputation management. Manage board, executive and corporate expectations. Set realistic objectives for M&C team and ensure delivery.
Lack of impetus to drive forward engagement strategy	Executive directors manage communications and engagement responsibilities within their areas. Managers across trust embrace their roles and responsibilities with regard to communications, engagement and reputation management. Regular reports by M&C team to executive leadership team and board on performance. Adequate resources in appropriate capacity and capability.
Vision, objectives, values and behaviours not “owned” by staff	Leaders engage with staff and key stakeholders about the strategy. Leaders promote continual engagement with what our values mean in each local context. Staff have opportunity to comment on how they can contribute to delivery and success of our values. Provide clear narratives with regard to vision, objectives, values and behaviours. Support SCT managers to deliver engagement roles and responsibilities.
Failure to deliver quality and financial objectives undermines reputation of the trust	Board sets realistic, deliverable objectives and carefully manage performance. Deliver engagement strategy.

Appendix three: glossary

Acute trust - NHS trust that provides secondary or specialist care, including emergency care, cancer treatment and surgery. Our main acute partners are Brighton and Sussex University Hospitals (BSUH), Western Sussex Hospitals NHS Foundation Trust (WSNHSFT) and Surrey and Sussex Healthcare NHS Trust (SASH).

Academic Health Science Networks (AHSNs) - Bring together people from scientific, health, academic communities and industry to transform health and healthcare by putting innovation at the heart of the NHS to improve patient outcomes.

Board - directors that set strategic direction and monitor performance.

BME - Black and minority ethnic (BME) people or communities.

Care Quality Commission - Independent watchdog and regulator of health and care in England. Enforces the rules on all healthcare and adult social care services.

Clinical commissioning groups (CCG) - Bring together GPs in their area to make commissioning decisions for their communities. Our four NHS CCGs are Brighton & Hove, Coastal West Sussex, Crawley and Horsham & Mid Sussex.

Commissioning - Process by which commissioners consider the needs of the people in an area and make arrangements to meet those need by buying services from providers.

Clinical senates - Bring together professionals and representatives of patients, volunteers and others to consider local health and care needs.

Engagement - Process by which we build, maintain and enhance continuous and meaningful interaction with our partners and the people we serve.

Francis report - Report of the public inquiry into failures at Mid Staffordshire NHS FT.

'Friends of' groups - People that support local services such as hospitals.

Health & wellbeing boards - NHS, local authority and community leaders working together to improve health and wellbeing of their population and reduce health inequalities. Each local authority that provides social services has its own health and wellbeing board.

Healthwatch - Bodies that represent the voice of health and care service users.

Health scrutiny - A body of local councilors that have the power to review the performance of health and care providers in their area.

Local authority - Public body, usually a council, that provides services, including in some cases education and social services. Our two main local authority partners are West Sussex County Council and Brighton & Hove City Council.

NHS Constitution - Formal document that sets out the principles and values that underpin the NHS and the rights and obligations of staff and patients.

NHS England - Body set up by the government to oversee the working of the NHS in England, and which aims to to improve the health outcomes for people

NHS foundation trust - Body that provides NHS care, part of the NHS in England but with a degree of independence from the Department of Health. Government policy is that all trusts should become FTs. Sussex Partnership NHSFT provides specialist mental health, substance misuse and learning disability services in our area.

NHS 111 - Telephone service for the public to access NHS healthcare in England.

NHS Trust Development Authority (TDA) - Provides support, oversight and governance for all NHS trusts, but not FTs.

National Institute for Health & Care Excellence (NICE) - Provides national guidance and advice to improve health and social care.

Monitor - regulator for health services in England, a non-departmental public body.

PALS - Patient Advice and Liaison Service of each NHS provider that offers confidential advice, support and information on health-related matters.

People that use our services - our patients, their families, relatives & informal carers.

People we serve - our wider public, including the population of West Sussex and Brighton & Hove, and including people that might not access care.

PLACE inspections - Local people go into healthcare settings in teams to assess how the environment supports privacy and dignity, food, cleanliness and maintenance.

Staffside - Bodies that speak collectively with management on behalf of staff, including trade unions and professional groups.

Stakeholder - Everyone that has an interest in and/or influence over our work and prospects.

Voluntary & community sector groups - Area of social activity undertaken by organisations that are not part of the government but which can provide services for people, or speak on their behalf. Also known as non-profit sector.