



Ealing Clinical Commissioning Group

NHS Ealing Clinical Commissioning Group

Corporate Communications Strategy 2012 – 2015

Draft – August 2012

Executive summary

This document sets out the overarching communications and engagement strategy for NHS Ealing Clinical Commissioning Group (ECCG). It is designed to deliver an agreed programme of communications and engagement work and achieve specific outcomes.

It identifies specific communication outputs for ECCG and provides a framework to support the development and implementation of individual project specific communications and engagement activities. For some projects it will be ECCG that will deliver the communications activity, such as the implementation of its out of hospital strategy. For other projects it may work in partnership with neighbouring CCGs, and other partners and stakeholders such as the London Borough of Ealing. Examples of this type of activity include Shaping a healthier future, the NHS 111 Service and the Integrated Care Pilot.

The strategy sits alongside and supports ECCG's separate Public and Patient Engagement Strategy which sets out how the organisation will engage with patients to support the implementation of service change. This document focuses out how ECCG will work with GPs, key stakeholders and the media to increase understanding and support for the organisation's work, as well as helping ECCG to identify and understand emerging issues in the healthcare economy that could have an impact on its work. Inevitably some activities will support both the communications and PPE strategies.

The strategy also provides a benchmark for the resources needed to support the successful deliver of the strategy. ECCG may choose to commission communications services from the new NW London Commissioning Support Unit, or may decide to provide the service itself through a dedicated communications role within ECCG.

Ealing Clinical Commissioning Group vision and context

In its commissioning intentions for 2012/13, ECCG states that its vision is to 'commission and deliver the best healthcare in London'. It will achieve this by:

- Having patients feel that they are at the heart of the system; confident that they are getting the best quality care;
- Enabling all health professionals to do the best for their patients;
- Providing joined up care for everyone who needs it – working together effectively with patients and across different healthcare providers; and
- Practicing smart spending, with sound financial management.

ECCG faces particular challenges to deliver its vision. The borough has the third largest population in London, and is also the third most ethnically diverse borough in the capital, with the largest BME group being Asian (26 per cent). There are 200

GPs working in 79 practices, with a large number of single-handed practices. It is acknowledged that the primary care structure in the borough needs significant investment. Ealing Hospital could face significant changes to the services it provides under proposals set out in the 'Shaping a healthier future' programme for NHS care across NW London. Ealing Council has mounted a public campaign to 'Save Ealing Hospital' which could cause tension between the council and the CCG. Separately, Ealing Hospital proposes a merger with NHS North West London Hospitals Trust.

Finally, like other CCGs, ECCG is a nascent organisation, establishing itself and its reputation, and as a priority is building good working relationships both internally with its GPs and externally with its partners.

Communications will therefore play an important role to ensure all partners – GPs, acute and community providers, voluntary organisations and the local authority – work effectively together to deliver the best healthcare in London, with patients feeling that they are at the heart of the system.

Communication objectives

Given the above ECCG vision and borough context, ECCG has the following communications objectives:

Corporate communications: Build the profile and reputation of ECCG as the leading commissioner of NHS services for Ealing, with excellent working relationships with its partner organisations, so they understand and contribute to its vision and priorities.

- Implementation: through regular communications and face to face meetings with partner organisations, and joint working on multi-agency projects.
- Measurement: the results of the first CCG stakeholder survey will provide a benchmark from which to work from.

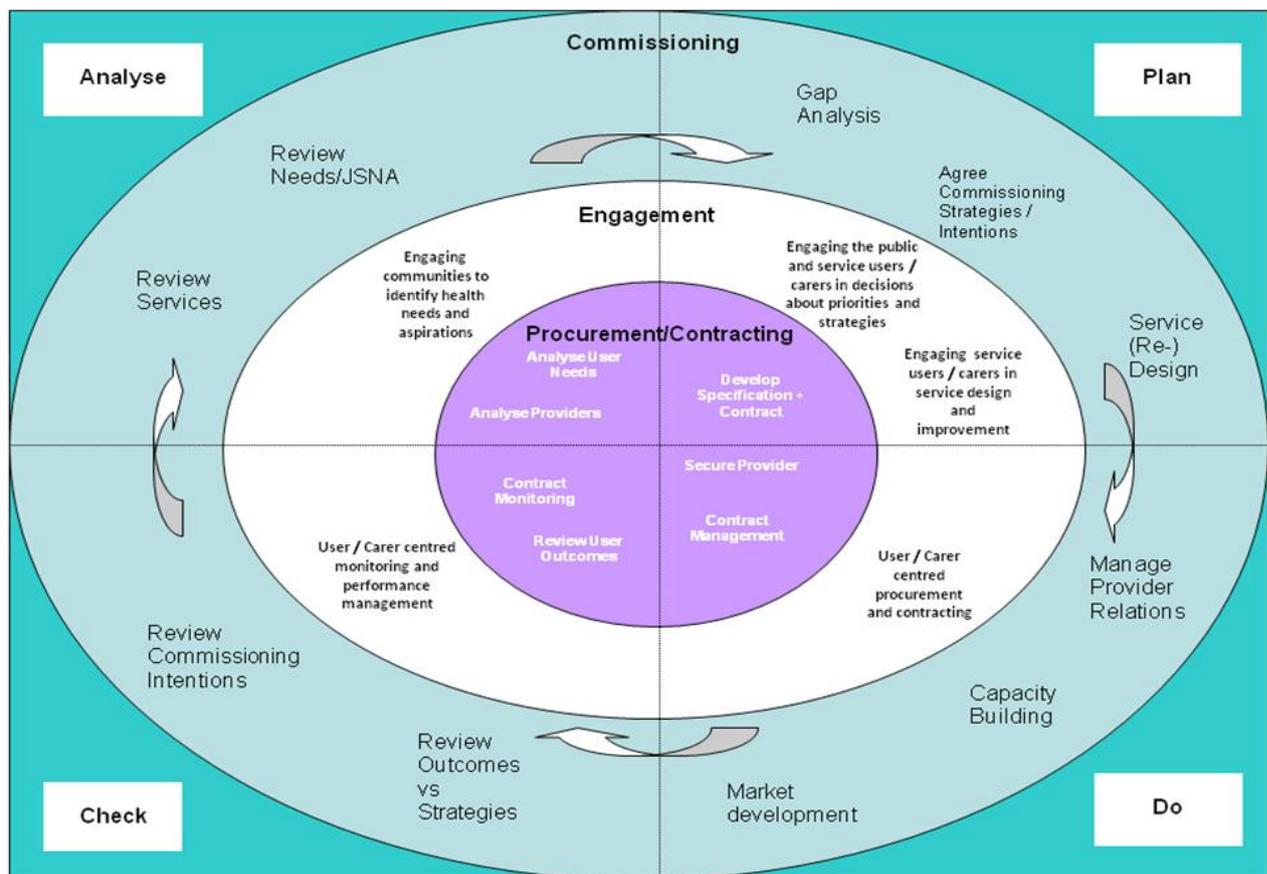
Internal communications: All GPs understand and contribute to ECCG's vision to commission and deliver the best healthcare in London.

- Implementation: by having good internal communications channels which provide regular and two way communications with all GPs in Ealing
- Measurement: Survey of GPs to measure their understanding and support for the work of ECCG.

Media relations: Positive coverage for ECCG through the media including local, national and trade media.

- Implementation: through excellent proactive and reactive media service which promotes the work and achievements of ECCG
- Measurement: Through monthly media evaluation of media coverage

It is best practice to embed communications as part of the commissioning cycle, so that communications supports the different stages and activities. The communications strategy will principally support activities in the market analysis and commissioning planning stages of the cycle, while the PPE strategy mainly focuses on the 'do' and 'check' stages of the cycle.



Stakeholders

Engaging key influencers within the local healthcare economy is critical to the achievement of ECCG's strategic vision and goals. ECCG will want to foster a spirit of collaboration, consensus and partnership with all stakeholders in order to deliver the highest quality health and healthcare services for the local community. In order to achieve this it will need to bring together a diverse stakeholder groups including local policymakers, providers, partners, third sector organisations and other special interest groups together onto a common platform of improving patient outcomes and enhancing patient experience.

In its dealings with these organisations, ECCG will want to bear in mind the following stakeholder analysis matrix when deciding the level and type of engagement it will want with these organisations.

An overarching Ealing CCG stakeholder mapping and prioritisation exercise needs to take place and this work will influence future communication and engagement

activities. As appropriate, each individual project area should undertake a stakeholder mapping exercise to identify and prioritise its stakeholder engagement activity and key audience groups. For new pieces of work, this activity should be undertaken at the commencement of the project, and in all cases should be reviewed on a regular basis as programme delivery progresses and key milestones are achieved.

Influence of stakeholder on project	High	<p>INVOLVE / CONSULT We will actively seek your views public meetings; surveys; research; exploit existing management meetings, offer presentations at meetings locally; face to face interviews, focus groups, peer research</p>	<p>PARTNER / EMPOWER We will work together to deliver mutually beneficial outcomes frequent personal briefings, Q&As; workshops to develop involvement; steering groups;</p>
	Low	<p>INFORM We will keep you in the loop No specific targeted communication effort; general, regular communications; press releases & public health campaigns</p>	<p>SEEK VIEWS / INFORMATION Newsletters, posters, websites, e-bulletins, visits to groups, attendance at open days, focus groups, surveys</p>
		Interest of stakeholder in project	
		Low	High

As previously mentioned, ECCG will be able to draw upon the results of its first stakeholder survey for its authorisation process to identify any particular stakeholders it will want to focus its engagement activity work with.

The following section of this strategy looks at activity to support each of the three communications priorities.

Corporate communications: Build the profile and reputation of ECCG as the leading commissioner of NHS services for Ealing, with excellent working relationships with its partner organisations, so they understand and contribute to its vision and priorities.

ECCG will use the following channels and activities to promote its work:

ECCG Governing Board Meetings

While ECCG operates in shadow from there is no legal duty for it to hold Governing Board meetings in public. However, when the CCG becomes a legal entity on 1 April 2013 it will be required to hold its Governing board meetings in public. The Governing Board meetings will be an opportunity for stakeholders and members of the public to come and learn about the business of the CCG. The Chair of Ealing Links is the patient representative member on the Governing body. At the invitation of the CCG Chair, the public can be invited to speak and comment on matters as

they arise. Minutes of the board meetings are currently placed on the NHS North West London website, and will be published on the ECCG website when it is operational.

Public and Patient Engagement Group

ECCG has set up a PPE group to lead on engagement work for service change, with its work and remit set out in the PPE strategy. The PPE group also has a role to advise ECCG on wider issues where engagement needs to take place with the public and patients. The group is the link between corporate communications and PPE activity.

Patient Participation Groups

A number of GP practices have their own patient participation groups (PPGs) which advise practices on how they provide services to their patients. From time to time, ECCG will want to communicate and engage with these groups on health issues. For example, the lay representative from the board is meeting with a number of these groups to explore how best future engagement with ECCG can be carried out.

Public engagement events

ECCG has given a commitment to hold three public engagement events each year, to which the public, patients and stakeholders are invited. Each event has a particular focus – the first event in May 2012 focussed on ECCG as an organisation, and the next event planned for September will focus on its out of hospital plans. These are an opportunity for people to find out about and comment on the priorities and work of ECCG. ECCG's Annual General Meeting is another opportunity to inform the public and other stakeholders about the achievements and priorities of the ECCG.

Ealing Council Health and Adult Services Scrutiny Panel

ECCG Chair and Chief Operating Officer regularly attend this scrutiny panel to present ECCG's plans and answer questions on its work. ECCG may want to consider organising a specific event for the panel members to find out more about its work – eg a visit to a community health facility.

Health and Wellbeing Board

ECCG Chair is an active member of the Ealing Health and Wellbeing Board, which is responsible for the borough's overarching strategy to provide health and social services to Ealing residents.

LINK (and from April 2013 HealthWatch)

ECCG has a good working relationship with the Ealing LINK, and their chair is a member of ECCG's governing body and a member of the public and patient engagement group. The CCG will continue to work in partnership with the LINK successor organisation HealthWatch as it develops and becomes operational in April 2013. ECCG and Ealing LINK has produced a joint document which sets out how the two bodies will work together on joint public and patient engagement projects to help shape the delivery of healthcare services in the borough.

Stakeholder bulletin

ECCG currently publishes an internal monthly bulletin for GPs. As part of the work to help establish its profile externally, ECCG should publish a quarterly bulletin for stakeholders, which will contain information about its work and achievements.

ECCG website and electronic media

A dedicated website for ECCG is currently being developed by NW London Commissioning Support Unit, to be ready Autumn 2012. The website will contain corporate publications such as the ECCG's commissioning intentions and out of hospital strategy, as well as individual service plans.

Concerns and complaints

A quarterly report of all concerns and complaints will be published to the CCG website with actions taken as a result.

Internal communications: All GPs understand and contribute to ECCG's vision to commission and deliver the best healthcare in London.

- Implementation: by having good internal communications channels which provide regular and two way communications with all GPs in Ealing
- Measurement: Survey of GPs to measure their understanding and support for the work of ECCG.

As previously stated, one of the key challenges of establishing ECCG as a fully authorised commissioner in 2013 will be to develop members and staff to understand and undertake their new responsibilities for commissioning safe health services on behalf of Ealing residents, as well as continuing to provide their day to day service to their patients. The audiences for this are GPs, practice managers and staff based in ECCG.

Ealing CCG Board

Leadership of ECCG is provided by the elected members and includes a practice nurse, a practice manager, a sessional GP and a patient representative. The Board meets on monthly basis and papers are published and shared within the CCG members. Promoting the work and decisions of the board to GPs will keep GPs informed of its work.

ECCG e- bulletin

ECCG publishes a monthly e- bulletin that goes out to all GPs and practice staff, and contains information about specific service initiatives and the work of the ECCG. This will continue to be published.

Ealing GP Health Networks

ECCG has seven GP health networks that cover the borough and ensure that care is clinically led and consistent across all GP practices in the networks. ECCG will work closely with these networks in the development and implementation of its commissioning plans and specific projects and programmes such as it's out of hospital strategy and Integrated Care Pathway.

ECCG GP intranet

ECCG will continue to expand its intranet; accessible to all GP practices to help meet its business needs and support internal communications.

Media relations: Positive coverage for ECCG through the media including local, national and trade media.

Effective proactive and reactive media management will enable ECCG to promote its work and reputation. It will also need to build good relationships with key stakeholders such as Department of Health, National Commissioning Board, MPs and Councillors and other key stakeholders so that it can explain its policies, provide information and discuss issues which could impact on the organisations ability to operate successfully. ECCG will need to be able to respond to approaches for information and comment, particularly in relation to major incidents of a clinical nature including request for briefings from the National Commissioning Board and Department of Health. The key priorities of ECCG's media work will be to:

- Establish an efficient system for handling media and public affairs including serious incidents, horizon scanning and planning including establishment and management of stakeholder database
- Maximise opportunities for securing media coverage of ECCG plans, performance and achievements;
- Maintain specific plans for media management in the event of a major incident or emergency;

Media enquiries, horizon scanning and planning

ECCG will need to have a 24-hour seven day-a-week media service. The media service will need to work closely with the senior ECCG team and have quick access to them in order both to plan proactively and implement positive media coverage, and to deal, in a timely manner, with media enquiries. The media officer will need to have good links with the communications teams at a number of organisations including the NHS Commissioning Board London office, the National Communications Organisation, NHS providers in the borough and the local authority, in order to share briefing and coordinate multi-agency responses to stories as appropriate.

ECCG will need to build good working relationships with local journalists, as well as the specialist press and key national health correspondents. This will involve establishing good contact and distribution lists so that press releases and statements are sent to the right media outlets.

The media service will be the first point of contact for all media enquiries, with staff who are contacted by journalists referring the caller to the media office. The media service will also need a sign off protocol for press release and statements, likely to be through the Chair of ECCG.

ECCG will also need to have systems and capacity in place to manage issues arising from serious incidents such as safeguarding children, information governance, pandemic flu and other clinical incidents.

Maximise opportunities for securing editorial coverage of ECCG plans, performance and achievements

As mentioned, the media officer will need to have good working relationships with the senior management team, and attend key meetings in order to offer advice on the appropriate handling of major issues and stories. The media officer will need to have a good understanding of current NHS issues as well as the local health landscape, in order to put stories in a wider context as appropriate. Major stories will need to have supporting media plans, and the media officer will also need to arrange media and interview training for key ECCG spokespersons so they can perform confidently with the media.

One key area of work for 2012/13 for the NHS in North West London will be the consultation around reconfiguration proposals for acute services. This will be highly contentious and attract media attention. ECCG, as commissioner of services in Ealing will need to give clear and reasoned views on the proposals, as well as positioning itself as members of the clinical leadership team for the reconfiguration work. The ECCG media officer will need to work closely with the reconfiguration team to ensure alignment of key messages and supporting media activity for consultation events that take place in the borough.

Major incident or emergency media handling plans

ECCG will need to have detailed communications plans for how it will handle a major incident or emergency in the borough. Plans will include how the ECCG media officer will work with the communications teams of other statutory authorities including the police, London Ambulance and local authorities in responding to major incidents. We will also develop systems to let the public know what they should do in the event of an emergency.

ECCG's Public and Patient Engagement strategy

ECCG has a separate public and patient engagement (PPE) strategy which focuses on how the ECCG will work with patients and the public to deliver service changes. This work therefore focuses more on individual projects while this corporate communications strategy focuses on more high level and strategic communications. However, there will be much cross over between the two strategies.

Project officers working on individual service changes will be guided by the PPE strategy, which contains a number of annexes to support their work. These are:

- Stakeholder management and communication process which sets out the different stages for planning and implementing engagement activity;
- stakeholder analysis template to help them identify who the key stakeholders are they need to work with; and

- stakeholder communications template which enables them to set out the details of each stakeholder group and the proposed engagement activity. This will form part of the paperwork for each project that is signed off by the ECCG board before the project can go ahead.

In planning their work, project officers will take into account related corporate communications activity – for example if it relates to a major service change, they may want to present their work to the Health and Adult Services Scrutiny Panel.

The communications planner and the Public and Patient Engagement Group are the link between corporate communications and PPE, ensuring activity is integrated, and fits with and supports the strategic vision of ECCG.