



Guy's and St Thomas'
NHS Foundation Trust

Trust Patient and Public Engagement Strategy 2018-2021

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1.0 Introduction and background

- 1.1 In June 2014, the Trust launched an ambitious three-year Patient and Public Engagement (PPE) Strategy, which was developed with staff and patient-public stakeholders. Over the last three years the PPE Strategy Steering Group has overseen the implementation of its objectives, which are noted in the annual PPE Strategy Report 2016-17.
- 1.2 This new three-year strategy (2018 – 2021) is a refresh of the previous strategy - it does not start from a 'blank sheet'. It reflects the first of our Trust values to 'put patients first' and a commitment to continuously strengthen patient and public engagement across the organisation. The existing framework of our patient and public engagement strategy will continue to underpin our approach, which is described in paragraph 3.0.
- 1.3 The voice of patients must continue to be ever-present in all parts of our organisation. Patients, their families and carers, together with staff and the wider community, should be partners in the design, development and delivery of services. The support and contributions of patient-public stakeholders continues to be important, as we work together to find ways to provide high quality care and services in different ways, but with constrained resources.
- 1.4 The 2014-17 strategy included a wide range of activities which aimed to build on good practice and develop new ways of working to ensure the voice of patients are at the heart of everything we do: from the recruitment, education and training of our workforce, to being the driving force of service design, and to planning and assessing the care we provide. The findings of the Trust's Annual PPE Impact Report demonstrate the numerous and wide-ranging of activities of the many departments (clinical and corporate) across the Trust. This updated PPE Strategy continues to build on this work.
- 1.5 The Strategy has been developed by the Patient and Public Engagement Team, together with the Trust Patient and Public Engagement Strategy Steering Group and through engagement with staff, patient and public governors and Foundation trust members and our local Healthwatch bodies.
- 1.6 This document describes:-
- Who our strategy is for
 - The framework for our strategy and;
 - Our aims
 - The current drivers and Trust's priorities - these will continue to inform and be central to the strategy
 - Our objectives – informed by the same Trust's priorities
 - An implementation plan for the first year

2.0 Who does our strategy apply to and who is it for?

- 2.1 As before, the scope and the framework of this strategy encompasses **all acute hospital and community services for adults and children**. It applies to all patient-facing clinical and non-clinical services, and to departments whose roles may not be patient-facing, but whose work contributes to patients' experiences, such as education and workforce.

2.2 As a Strategic Business Unit, Evelina London Children’s Healthcare (ELCH) will continue to require a bespoke approach to implementing this strategy. Evelina London Children’s Healthcare will develop further objectives and an accompanying implementation plan, to ensure the strategy supports the specific priorities of children’s services. Some of the objectives will reflect those of the corporate strategy and others may be unique to Evelina London Children’s Healthcare.

The Trust anticipates the development of further Strategic Business Units and this strategy will continue apply to SBUs that are developed during the lifetime of this strategy.

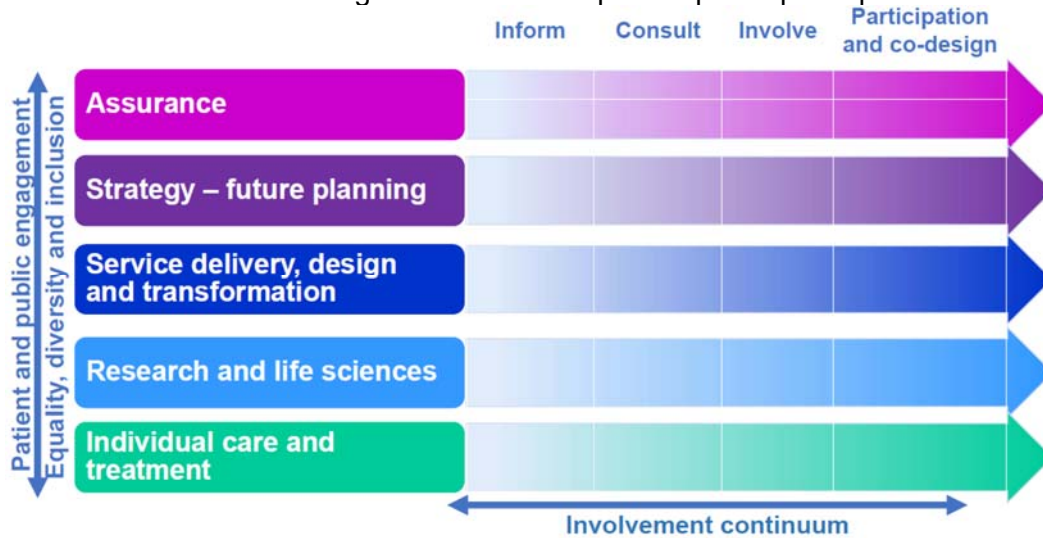
2.3 As the Trust continues to develop the Healthcare Alliance, this strategy offers a framework for Alliance Members to develop their own PPE strategy. It will continue to underpin the patient and public engagement activities which the Trust undertakes with Alliance Members.

2.4 The Trust has a wide range of patient and public stakeholders and the continued drive towards care integration requires the Trust to work closely with a range of local health and care partners. Our patient and public stakeholders’ interests may be as current or future service users or as people who can help us to understand views and experiences of service users. Stakeholders also include local partners who influence the way we work, for example our commissioners or other local health and care providers. Like the previous strategy, the diagram below reflects the stakeholders to whom this strategy applies. The extent to which each is involved depends on the purpose of patient and public engagement at the time.



3.0 The framework for our strategy and its aims

3.1 The framework for our strategy describes the five broad areas of activity (left hand column) in which the voices of patient-public stakeholders should be present and the 'involvement continuum' (along the top), which describes the 'level' or 'intensity' of involvement. Many engagement processes will touch some or all of the involvement continuum, depending on the purpose of engagement. Wherever there is opportunity, services will aim to 'co-design' their work with patient-public participants.



3.2 Our approach to patient and public engagement must also take into consideration the **Equalities Act 2010** and the Trust's **Equality and Inclusion Strategy 2018-2020** which sets out the Trust's vision for ensuring "equality, diversity and inclusion are at the heart of all we do", together with the three pillars of the strategy, which are:-

- Providing Inclusive healthcare to our patients
- Pledging to be an inclusive workplace
- Our promise to work place equality

3.3 Directorates and services leading service improvement, development or transformation programmes will have regard for the Equalities Act 2010 and consider the accessibility of their approach to patient and public engagement, as well as the need for an 'equalities impact assessment' of proposals, as appropriate. The Trust's updated 'Involvement and Consultation Policy' describes the principles of patient and public engagement in the Trust, which includes a commitment to doing our utmost to ensure our approach is 'inclusive'.

3.4 This updated strategy has seven aims, five of these have been adopted from the previous strategy.

- The first five directly relate to the areas of Trust activity described in the above framework, which now includes 'research and life sciences'
- The sixth aim is new – it reflects the organisations commitment and contribution to the focus on the 'mind and body'. As part of King's Health Partners, the Trust will continue to explore ways to join up the mental and physical healthcare needs of patients and service users.
- And finally, as before, the seventh aim refers to our statutory and regulatory duties

3.5 Our seven aims are as follows:

1. Individual care and treatment

Patients will feel supported by the full range of Trust services. Services will involve patients and carers in decisions about their care at all stages of the patient journey, whether in our hospitals or services and facilities in the community and patients' homes, and the Trust will actively encourage feedback on how all services perform

2. Research

NIHR funded research taking place at Guy's and St Thomas' will be designed, carried out and disseminated with a patient and public centred focus – patients will be involved at all stages including the design of studies to improve patient experience and to help disseminate results in a patient friendly way.

3. Service delivery, development and transformation

The Trust will actively seek the views and involvement of patients, their carers and our Foundation Trust members. Their views will play a central role in monitoring and driving improvements in the quality, safety and efficiency of our services.

4. Strategy

Patients, our Governors, Foundation Trust members, the local community and our stakeholders will have a greater opportunity to inform the development of Trust planning and strategic development.

5. Assurance

The Trust Board of Directors and our Council of Governors will actively seek demonstrable evidence that Trust services are listening to, learning from and acting upon the views of patients, carers and stakeholders regarding the design, quality, safety and efficiency of the care and services we provide.

6. Mind and Body

To contribute to King's Health Partners' programme by incorporating 'Mind and Body' in the planning and delivery of patient and public engagement activities relating to service improvement and transformation initiatives.

7. Meeting our statutory and regulatory obligations

The Trust will continue to meet its statutory and regulatory obligations in respect to:-

- the involvement of patients and the public, under section 242 (duty to involve) of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012);
- Healthwatch and;
- Local authorities' health overview and scrutiny committees

4.0 National policy and strategic partnerships that influence our objectives

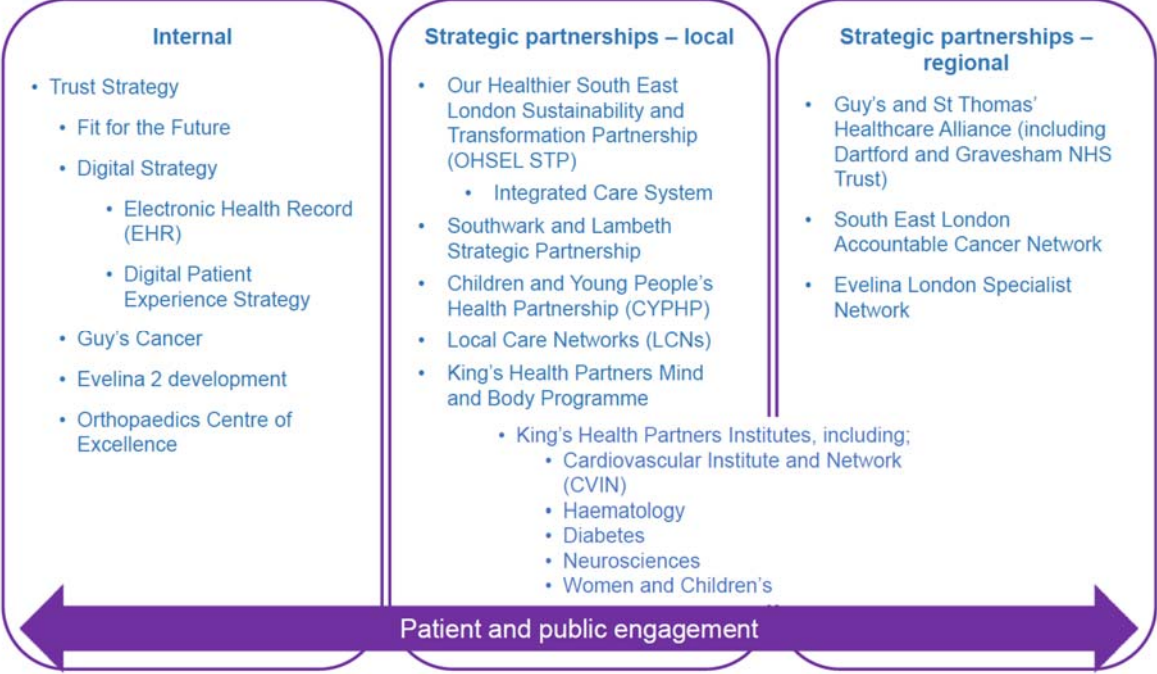
4.1 The NHS Five Year Forward View (2014) heralded a new relationship with patients and the wider community, noting the *'need to engage with communities and citizens in new ways, involving them directly in decisions about the future of health and care services'*. Much of the participation described in the NHS Five Year Forward View, points to empowerment and involvement of individuals and communities in health prevention and self-management of care. In addition, it highlights a need to develop opportunities for health-related volunteering and making it easier for the voluntary sector to work alongside the NHS. This strategy provides a framework for the involvement of patient-public stakeholders in the development and design of services, which may well include these approaches.

4.2 The Trust continues to be an active contributor in a number of strategic partnerships, including the development of a Healthcare Alliance, the South East London Sustainability and Transformation Partnership (SEL STP), as well as the Southwark and Lambeth Strategic Partnership and Local Care Networks. The Trust will continue to build on work across organisational boundaries to support patient and public engagement. It is important that this strategy recognises the increasing need to develop a more strategic approach to patient and public engagement in such partnerships.

5.0 The Trust’s priorities that inform our objectives

5.1 The PPE strategy will continue to support the implementation of the Trust’s organisational strategy, which describes three priorities and a number of strategic objectives together with a number of important enablers, such as digital and workforce. We are committed to incorporating appropriate levels of patient and public engagement in these activities.

5.2 In particular, the implementation of the Trust’s **Digital Strategy** and the development of digital solutions to create efficiencies and support improvements in care and service delivery will be underpinned by strong patient and public engagement.



5.3 In addition, the Trust is committed to supporting the integration of mental and physical health, together with King’s Health Partners, as part of the ‘Mind and Body Programme’. Operational services will continue to develop ways to address this, through projects such as IMPARTS (Integrating Mental & Physical healthcare: Research, Training & Services). This strategy aims to ensure the users voice is involved in developing further ‘Mind and Body’ projects.

5.4 The Trusts strategic ambitions and the priorities highlighted in the diagram above together with our ongoing commitment to continually strengthening patient and public engagement in our organisation, are the key drivers behind the majority of the strategy’s objectives.

6.0 Our objectives for the next 3 years

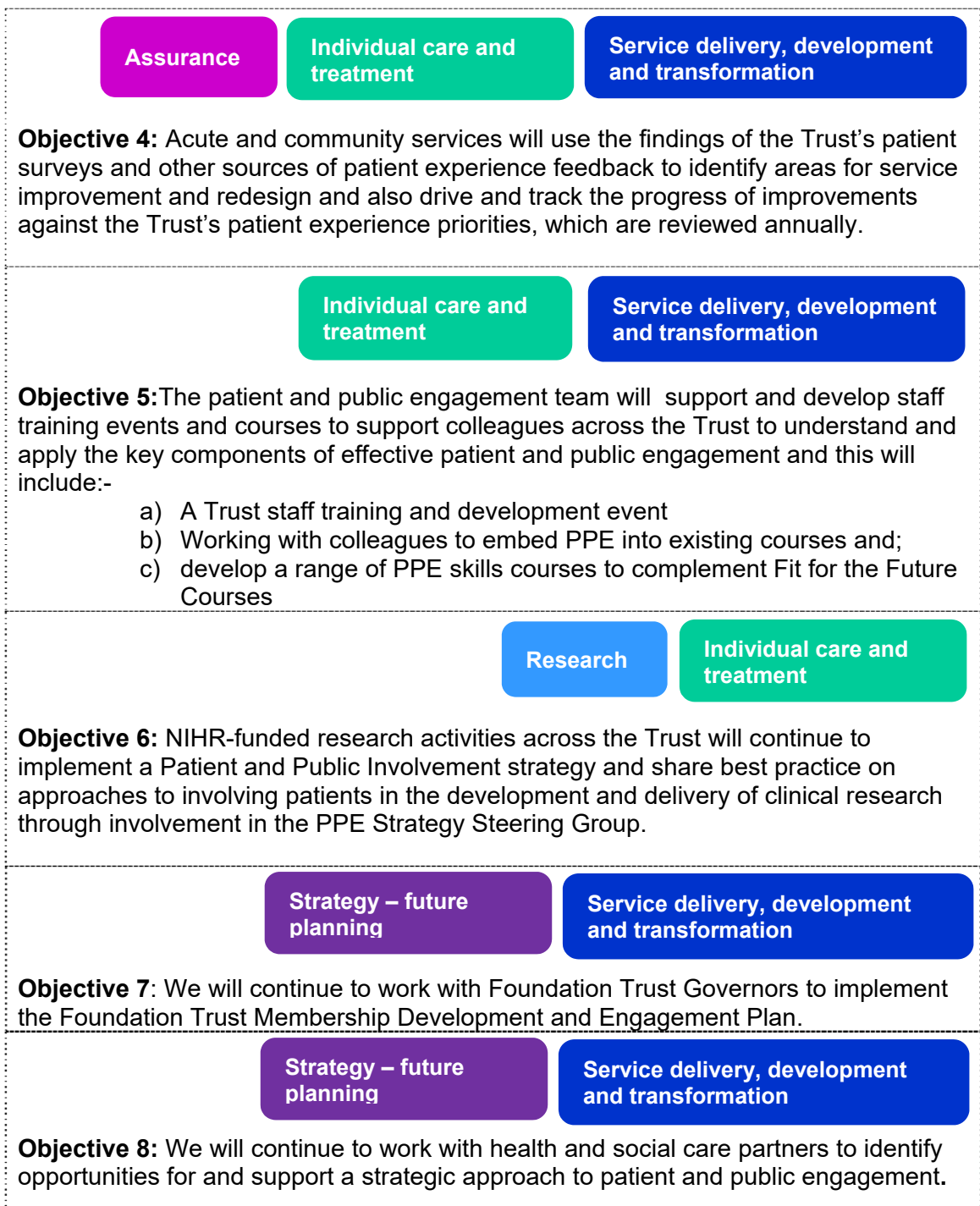
6.1 In addition to the Trust’s priorities, the strategy’s objectives have also been influenced by our determination to:

- Further embed patient and public engagement in our approaches to service improvement and transformation, in particular the significant transformation plans relating to the development of the Trust’s **Electronic Healthcare Record (E-HR)** and **Care Redesign**.
- Improve our use of existing sources of **patient experience data** to inform continuous improvement and transformation.
- Maximise the opportunity to align ‘Trust-wide **patient experience priorities**’ with ongoing or future service improvement or transformation activities.
- Make greater use of existing methods of patient and public engagement, as well as **developing new ways to create dialogue** through **online and digital engagement**

- to inform service design, for example using social media and online platforms to reach wider audiences, not just as a tool for ‘communication’ but for ‘participation’ too.
- Continue to develop the knowledge and skills of staff to do good patient and public engagement, for example by building on and complementing existing and new Fit for the Future development programmes
 - Continue to build on the Foundation Trust (FT) membership development activities of the 2014-17 strategy and maximise the opportunity to involve our governors and the wider FT membership.
 - Support patient and public engagement when working together with health and social care partners.

6.2 The objectives of this strategy are detailed below and each contributes to the delivery of two or more aims, as indicated by the coloured boxes below, which also relate to the framework. Given the organisations priorities and the legal duty to involve, the majority of patient and public engagement activities will be centred at on aims relating to ‘*individual care and treatment*’ and ‘*service delivery, development and transformation*’.

<div style="background-color: #00c853; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Individual care and treatment</div> <div style="background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block; margin-left: 20px;">Service delivery, development and transformation</div>
<p>Objective 1: Our strategy will support Care Redesign and other Fit for the Future workstreams to develop and implement patient and public engagement plans, to ensure the patient voice is always at the centre of the design and implementation of transformation projects that directly affect the patient experience</p>
<div style="background-color: #00c853; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Individual care and treatment</div> <div style="background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block; margin-left: 20px;">Service delivery, development and transformation</div>
<p>Objective 2: We will develop and implement engagement plans to support a strategic approach to patient and public engagement across the Trust’s digital transformation agenda, including:-</p> <ul style="list-style-type: none"> • Digital Strategy • Electronic Healthcare Record • Digital Patient Experience Strategy • Digital Patient Journey and; • the development of the and other patient-facing digital developments, as necessary. <p>The plans will ensure the participation of a range of people who use our services, including adults, children and young people, their families and carers who use out services to ensure digital solutions meet the needs of our diverse patient populations.</p>
<div style="background-color: #00c853; color: white; padding: 5px; border-radius: 10px; display: inline-block;">Individual care and treatment</div> <div style="background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; display: inline-block; margin-left: 20px;">Service delivery, development and transformation</div>
<p>Objective 3:The Transformation and Patient and Public Engagement Teams will work with colleagues to embed patient and public engagement in transformation and service improvement activities. We will adapt the existing patient and Patient and Public Engagement Hub to provide tools that correspond with the Trust approach to ‘improvement’.</p>



7.0 Implementing the strategy

7.1 As the vast majority of objectives relate to existing or planned Trust activities and transformation programmes, each programme will need to develop appropriate patient and public engagement plans, which in turn will support the implementation of this strategy.

7.2 Appendix A includes a copy of the 2018-19 Patient Experience priorities – these will be reviewed annually, as noted in objective 4.

7.3 Appendix B includes a copy of the Foundation Trust Membership Engagement Plan that relates to objective 7. It was developed together with staff, patient and public governors and progress continues to be reviewed by the Council of Governors Membership Development, Involvement and Communications Working Group (MeDIC).

7.4 The Evelina London Children's Healthcare Strategic Business Unit will develop an implementation plan to support their activities.

8.0 Who is responsible for putting our strategy into action and how will we report our progress

8.1 Everyone in the Trust is responsible for supporting patient and public engagement and the activities relating to the implementation of this strategy. There are many patient and public activities that take place across the Trust, which are too numerous to list in this strategy, which together with our policy, provides a framework for Trust staff.

8.2 The role of the PPE Team is to programme manage the implementation of the strategy, but it is also responsible for delivering a small number of objectives too, which will require contributions from a range of departments.

8.3 The following teams are sources of advice and expertise:

- PPE Team
- Patient Experience Team
- Communications Team

8.4 As before, the Trust Patient and Public Engagement Strategy Steering Group will be responsible for overseeing progress. It will be chaired by the Deputy Director of Strategy and Trust Patient and Public Engagement Manager. The Steering Group may commission 'working groups' to support the implementation of particular objectives.

8.5 The Council of Governors Membership Development, Involvement and Communications Working Group will continue to contribute to the implementation of the Membership Development and Engagement Plan. Progress will also be reported to the PPE Strategy Steering Group.

8.6 To monitor progress of the patient and public engagement strategy, as before an annual report will be presented to the Trust Management Executive and the Board of Directors.

8.0 Reviewing the strategy to ensure it continues to support our Trust priorities

8.1 To ensure this three year strategy continues to support the Trust's priorities, it will be reviewed annually by the PPE Strategy Steering Group, which may propose revisions to existing or the development of new objectives. Any substantive changes will be approved by the Trust Management Executive.

Andrea Carney
Trust Patient and Public Engagement Manager
Patient and Public Engagement Team, Strategy
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Patient and Carer Experience Priorities 2018 - 2019

* Denotes priority which is part of or linked to a FFF works stream

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Caring with Carers Course – develop a course that will help carers build on their existing skills and resilience in caring.

Supporting staff who are carers – develop a Employees as Carers policy for managers and staff and include staff as part of the appraisal and supervision process.

Carers Passport – seek to identify and support all carers that use trust services.

*Improve patients and carers experience of contacting the Trust and receive the response they need.

We will:

- work to offer patients a range of ways in which they can contact us
- improve the experience of contacting the Trust by telephone
- improve the quality of letters we send to our patients
- Ensure patients get the right response

Ensure that patients have adequate rest and sleep during their stay with us.

We will:

- Provide a restful environment
- Ensure you are as comfortable as possible
- Reduce sources of noise in the ward environment

Ensure we listen to, support and involve patients and their carers in decisions about their care and treatment.

We will:

- Listen to what patients and their relatives have to say about their preferences
- Set goals in partnership with patients and carers
- Invite patients and their carers to ask questions about their care and provide clear answers

Keep patients informed and regularly updated on waiting times in clinics.

We will:

- Provide clear information waiting times
- Use a range of methods to keep patients and carers informed of any delays in clinics

*Providing patients, their families and carers with information to support self care and who to contact if they have a concern about their condition on returning home.

We will:

- Ensure that patients and carers have the information they need to support self care on their return home.
- Provide clear information on who to contact if they have a concern once they have left a clinic or ward.
- Provide clear information medicines and their possible side effects

Foundation Trust Membership Engagement Plan

	Actions	Success criteria	Target Date	Lead	Progress
PPE Strategy Objective 16: Develop plans to ensure the constitution of the Foundation Trust membership is representative of the population served by the Trust					
1. To build and maintain a representative membership	a) To conduct targeted recruitment campaigns e.g. membership recruitment at local community roadshows via DFP TV	To recruit new members and measure the diversity of new recruits to assess the effectiveness and whether to take part in future DFP roadshows	01/05/2017	DFP / Membership office	The Trust had membership stands at the DFP community roadshows and recruited circa 200 new members. There will be membership stands in the Lambeth County Show and Black Pride in July 2018
	b) To set up a MeDIC sub-group to develop an action plan for implementing recommendations of the Green Park report i.e. forming relationships with local BAME communities, identifying speakers to deliver tailored health seminars in the communities suggested , and considering a network of ambassadors/champions	Develop, implement and monitor the effectiveness of the action plan	31/03/2017	Membership office / Governors	Complete
	c) To continue recruiting new members via the fundraising patient mailing programme and to advertise membership in each issue of <i>the GiST</i> magazine	Continue to monitor the number of members recruited through this method	Ongoing	Membership office	There will be a membership/governors page in each issue of the GiST, where membership will be advertised. There will also be a governors newsletter inserted in the GiST mailings to members

	Actions	Success criteria	Target Date	Lead	Progress
	d) To produce a new membership leaflet and revisit discussions with the Friends/Voluntary team about displaying leaflets internally. To consider displaying leaflets on stands and also at PALs, Sickle Cell clinics, Sexual Health clinics, and Cancer Centre Welcome Village	Measure how effective this method is by including 'internal leaflet' as an option when asking members how they heard about Trust membership, on the online application form	Ongoing	Membership office	A new membership leaflet has been produced and distributed locally
PPE Strategy Objective 17: Develop mechanisms that maximise the involvement of members in Trust activities					
2. To improve involvement of members	a) To design an involvement survey to better understand the service areas that our members are interested in	To achieve the return rate of 5%	31/03/2018	Membership office / PPE team	In progress. An involvement section will be included in the membership survey to be sent with the autumn issue of the GiST
	b) To work with the PPE team to provide more opportunities for members to be involved in Trust activities i.e. taking part in PLACE assessment visits	Gain feedback from members towards the end of the year on how satisfied they feel about their level of involvement	31/03/2018	Membership office / PPE team	Members and governors have been invited to take part in involvement activities, including: Digital Patient Journey survey and workshops, and PLACE visits 2018
PPE Strategy Objective 19: Continue to build stronger relationships between the Trust and its stakeholders including Governors, Foundation Trust Members, community voluntary sector, local Healthwatch and Overview & Scrutiny Committees					
3. To improve communications and engagement with members	a) To continue sending the quarterly <i>the GiST</i> magazine to members and monthly <i>e-GiST newsletter</i>	Measure the open rate of the monthly <i>e-GiST</i> newsletter over the 12 month period and include questions about the magazine and newsletter in the involvement survey	31/03/2018	Communications team / Membership office	Ongoing
	b) To continue to send ad hoc email communications to members and revisit the welcome letters sent to all new members	Gain feedback from members towards the end of the year on how well the Trust communicates information	31/03/2018	Membership office	Ongoing. Questions about how effectively we communicate could be included in the membership survey.

	Actions	Success criteria	Target Date	Lead	Progress
					Welcome letters and emails are now sent to all new members
	c) To work with the PPE team to identify the various patient forums available and to improve links with community and patient groups by attending forums to engage with members	Monitor the number of governors who attend to describe their role in representing patient and public interests and promote membership	31/03/2018	Membership office / PPE team / Governors	Ongoing
	d) To deliver five health seminars for members during 2017/18, reviewing existing promotion channels to improve turnout	Assess the level of member engagement at all health seminars through recording attendance and evaluating feedback	31/03/2018	Membership office	A report was taken to the MeDIC meeting on 17 th October, evaluating the 2017 health seminars and highlighting areas for improvement
	e) To support staff governors to raise their profile and to foster greater levels of engagement between staff members and governors	Increased awareness of staff governors and improvement in staff participation in 2018 elections	Ongoing	Staff Governors / Membership office	Meetings have been held with staff governors to understand how they could engage better with staff members. We are working to implement the suggestions made including having “meet the governors” stands at both hospitals to raise awareness
4. To improve the data stored on members	a) To ensure that the personal information that we store on members are up to date by asking members to provide their personal information in the involvement survey	Increased number of members with complete personal information	31/03/2018	Membership office	A mop-up survey has been developed and would be sent to members with the June 2018 mailing of the GiST, to update the information we hold for members
	b) To consider making demographic questions on the online membership application	Reduced numbers in the unknown category	31/03/2018	Membership office	MES is looking into the possibility

	Actions	Success criteria	Target Date	Lead	Progress
	form mandatory, but also include a 'rather not say' option				