Cumbria Learning and Improvement Collaborative Communications and Engagement Plan

August 2014 v4

1. Summary

Cumbria Learning and Improvement Collaborative (CLIC) is a partnership bringing together all those working in health and social care in Cumbria including the NHS, Cumbria County Council, voluntary and independent (third sector).

The aim of the plan is to outline the key stakeholders, key messages, communications materials, outlets and timescale.

Background

In 2013, led by NHS Cumbria CCG, the Cumbria Health and care Alliance committed to forming the Cumbria Learning and Improvement Collaborative (CLIC).

It is intended to develop CLIC into the key shared vehicle for continuously driving service improvement in all services across Cumbria.

CLIC is:

- An umbrella that brings together the collective effort of the CCG, its member practices, Cumbria Partnership NHS FT, two acute trusts, Cumbria County Council and third sector organisations on education, training, development and improvement work

- A kind of snow-plough to help you get where you are going, clearing away barriers or any kind by sharing experiences, skills and innovations and supporting (and improving) all our organisations in doing what needs to be done to achieve the right outcome

- A club (a partnership) se we all learn together, where no one partner is assumed to have a monopoly on need or solutions and where all talent is being used in a patient and population centred way, not a 'sovereign organisation' way

- An infant. Full of potential but definitely not fully formed. There is as yet no fixed plan or position – indeed no fancy ideas, jargon, models or must do's at all – just a commitment to find a way (together) to stop just talking about excellence and start the journey towards it, one step at a time. You cannot be right or wrong about what about what 'it' is, as we (together0 haven't yet developed it

The purpose of CLIC is driving a positive transformation in health and social are across Cumbria by leading and embedding a culture of collaboration for continuous learning, continuous improvement and living within our means.

The three strategies CLIC are currently focusing on to achieve this purpose are:
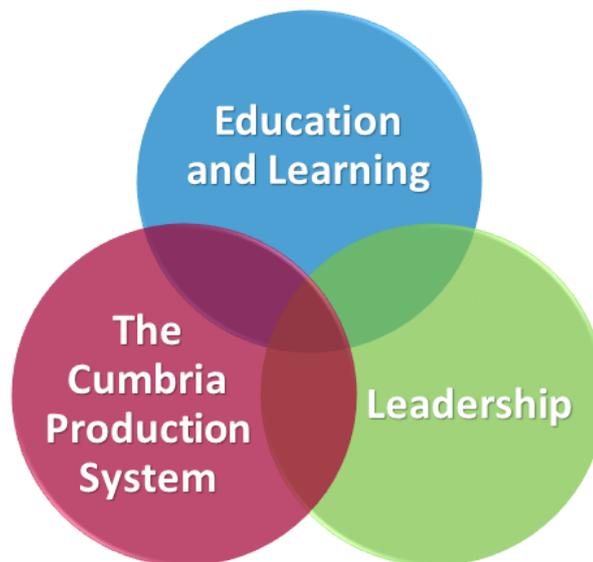
Strategy 1: Education and Learning

Transforming learning through collaboration and evaluation

- Training staff in what they need to know to do their jobs as well as possible

- Learning together in teams to improve services and save money

- Involving the people who use our services in our learning

- Training staff to be able to continually improve their jobs and services

Strategy 2: The Cumbria Production System

Developing and implementing the Cumbria production System

- Helping staff to use and develop the knowledge and skills that they already have

- Giving help to learn, master and apply modern improvement methods

- Understanding and using existing good practice

- Together, developing and agreeing the Cumbrian Production System, using the best of what we know

- Focusing our efforts on our service priorities

Strategy 3: Leadership

Embedding talented leadership in all staff

- Driving the adoption of a common culture by developing staff to be talented leaders

- Nurturing behaviours and embedding a culture of service improvement

- Developing and building leadership talents in the following areas:

  - The Berwick 'manifesto' for leadership behaviours

  - Innovation

  - Continuous improvement

  - Coaching

  - Team work

  - Involving the people who use our services

  - Planning and rigorous delivery

  - Measurement

Key issues identified in SWOT analysis:

Strengths	Weaknesses
- One CCG covering the whole of Cumbria - Cumbria-wide Library & Knowledge service - Shared learning will reduce training costs for all organisations - Shared learning will provide continuity across all providers - High level of commitment - Strong community resilience	- Reluctance to share responsibility - Requires all provider ownership - Lack of common language - Geography – local boundaries - Lack of trust - Feeling of disempowerment - UHMB covering Cumbria and North Lancashire – staff working across boundaries may dilute the message or make it appear disjointed

Opportunities	Threats
- First time all providers of health and social care have been able to work together on a learning and improvement plan - To reduce training costs - To develop bespoke training and improvement plan for Cumbria - To develop uniformed processes, procedures and paperwork across all organisations working in health and social care in Cumbria - To be a trail blazer for a new way of working in health and social care - wider partnerships with academic, public and social care brought further in to underpin and support CLIC collaborative approach	- Each organisation has their own burning issues – working in crisis mode - Lack of time and resources to play an active role in the development of CLIC - Reluctance to share responsibility for a joint process - Reluctance to change - Passive staff - Regulatory - Lack of understanding/ knowledge of the county - From external education providers if not fully engaged or embedded within CLIC

2. Aims and Objectives

The main objective of CLIC is:

"To maximise the opportunities to share learning and good practice across the health and care economy in Cumbria, and so to improve services for service users and work experience for staff."

The objective of this plan is to get the key message of Transformation to stakeholders:

The transformation model CLIC use puts people and at the centre of everything they do and define 'value' through the eyes of the people who use the services. The model is a balance between:
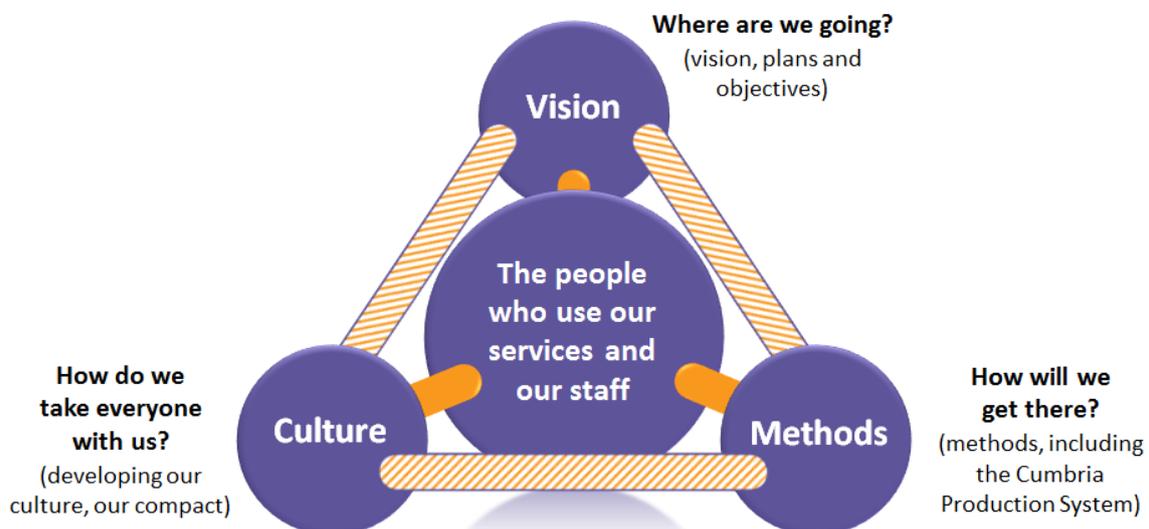
3. Prioritising our audiences

The audiences for this work in the first instance are the partner organisations, who have a role to play in the design and delivery of the learning, development and training plans.

Each target group, particularly the health sector and stakeholders needs to be considered as to where they 'sit' on an influence/interest matrix:

- Are they high influence and high interest?

- Are they high influence and low interest?

- Are they low influence and high interest?

- Are they low influence and low interest?

Where they 'sit' is then used to determine the appropriate communications mix (see appendix 2).

Stakeholders

Stakeholders include:

- GPs

- GP practice staff

- NHS Cumbria CCG staff

- Cumbria Partnership NHS Foundation Trust staff

- North Cumbria University Hospitals Trust staff

- University Hospitals of Morecambe Bay NHS Foundation Trust staff

- North West Ambulance Service staff

- Cumbria County Council staff

- Third sector organisations

- Practice based/GP commissioning consortia

- Other primary care independent contractors and their staff including: dentists, chemists, opticians

- Other health and care worker (eg independent and private sector care home staff)

- University of Cumbria

- User-led groups

- Service providers and community organisations
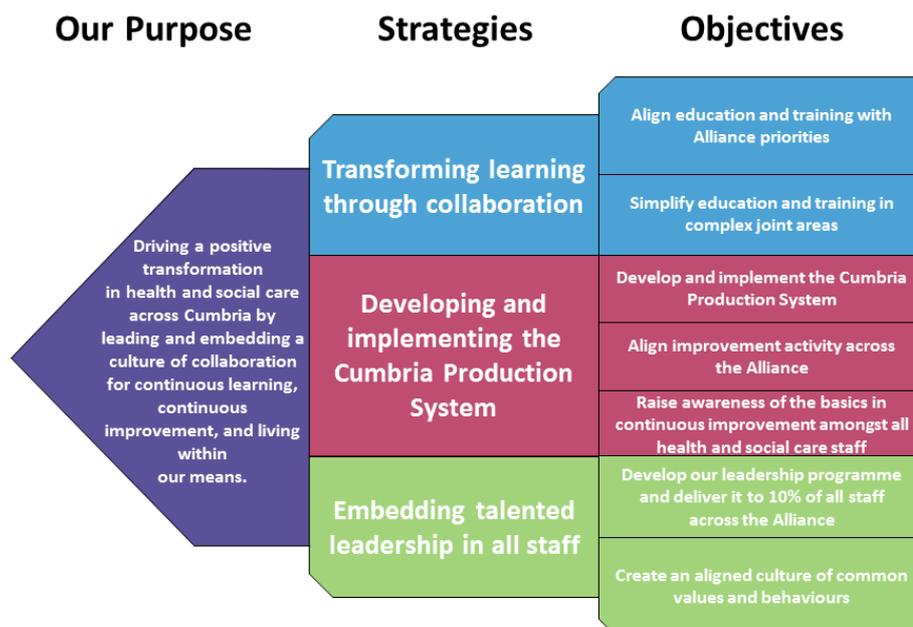
- Public

- Media

4. Engagement

To effectively communicate and engage with the key stakeholders we are identifying the communications teams of each partnership organisation need to work together to provide the same message to all those working in health and social care within Cumbria.

Feedback from staff working for all the organisations providing health and social care will also be crucial to ensure internal communications achieve their aims. We will be seeking to engage with staff to gain feedback on all communications materials.

5. Key messages

The key messages should be based on the vision, strategies and objectives of CLIC:

Our Purpose

Driving a positive transformation in health and social care across Cumbria by leading and embedding a culture of collaboration for continuous learning, continuous improvement, and living within our means.

Strategies

Transforming learning through collaboration

Developing and implementing the Cumbria Production System

Embedding talented leadership in all staff

Objectives

Align education and training with Alliance priorities

Simplify education and training in complex joint areas

Develop and implement the Cumbria Production System

Align improvement activity across the Alliance

Raise awareness of the basics in continuous improvement amongst all health and social care staff

Develop our leadership programme and deliver it to 10% of all staff across the Alliance

Create an aligned culture of common values and behaviours

Do things to build the CLIC reputation and be helpful

The following have been identified as key messages:

- Working together to improve patient experience and outcomes

- Working together we can achieve better services for the people of Cumbria

- Working together we can create and work towards a shared vision – sharing resources, best practice and using common communication tools

- Collaborative working is cost effective – shared learning opportunities, reduction in over-lapping of work

- Together improvements can be made through joint, long-term planning

- Learning together ensures a well-trained, motivated staff that have a continued development plan in place to deliver a sustainable, quality health and care service that the public have a right to expect

7. Implementation

Appropriate channels/products should be used for the target group(s)

In summary for the health and care sectors these include:

- CLIC website

- CLIC social media platforms – **ongoing**

- Presentations and briefings for key groups e.g. Lead GPs, acute trust clinical leads, doctors, nurses, midwives, AHPs, third sector – **opportunity yet to take**

- In-house staff magazines / e-Bulletins – **ongoing**

- Dedicated pages on staff intranets and public facing websites – **ongoing**

- Team briefs – use of team briefing systems to cascade key messages and to invite feedback- **opportunity yet to take**

- Board reports – summarising the learning opportunities available – **opportunity yet to take**

- Posters, employee newsletters and leaflets – **opportunity yet to take**

- Personal contact and direct e-mail to key individuals – **opportunity yet to take**

- Media releases and local press features – **opportunity yet to take**

In summary for partners these could include:

- Face to face consultations with general practitioners – **opportunity yet to take**

- Features in magazines produced by NHS providers and local councils – **ongoing**

- Media releases, press briefings and local press features – **ongoing**

- Websites and social media including: NHS Cumbria CCG, Cumbria County Council and provider trusts websites, Facebook, Twitter, and You Tube – **ongoing**

- Posters for NHS and CCC staff rest rooms – **opportunity yet to take**

- Screen savers for NHS and CCC staff – **opportunity yet to take**

9. Research/evaluation

Research and evaluation should form an important element of this strategy.

The starting point should always be the main objective - maximising the take-up of appropriate learning and improvement opportunities in Cumbria. Quantifiable data is needed here to support evaluation processes, and clear measures of what success would look like, this should cover all objectives identified as part of the strategy.

This will be helped by having some initial data e.g.

- What is the current level of awareness/understanding amongst key groups of what CLIC is and benefits it can offer?

The strategy should also be monitored via:

- The quality and quantity of internal media coverage

- Take-up rate of learning session places

- Feedback from participants of learning sessions

- Feedback from the partners through staff surveys

11. Conclusion

We suggest the following communications activities for the promotion of CLIC:

- Produce a staff e-bulleting linking, therefore driving traffic to the new CLIC website – **this has been agreed as an automated version, taking the latest information uploaded to the website and will be sent to all those who register on the CLIC website**

- Provide CLIC information on a page for GPs and circulate via weekly e-newsletter, intranet and downloadable leaflets – **now providing regular updates via the CCG's GP newsletter, The Bulletin and The Wave**

- Provide presentation to Practice Managers forums – **work in progress**

- Develop CLIC intranet section for staff – **work in progress with Catherine**

- Provide powerpoint presentation for third sector and other stakeholders **– work in progress**

- Provide staff facing posters to introduce CLIC and list latest learning opportunities– print and e-version - **opportunity yet to take**

- Create screen savers for internal communications – **opportunity yet to take**

- Create video messages – **monthly video blogs with Stephen now running via the website and to come via social media**

- Create LinkedIn, Facebook & Twitter channel for CLIC information – **created and ready to go live**

- Create CLIC section on NHS Cumbria CCG website and invite provider trusts and Cumbria County Council to include the same information or link from their own website to the CLIC website – **opportunity yet to take**

- Create YouTube channel – **created and live**

- Begin collating case study information – video clips or written "diaries" of what people got from the learning opportunities they have taken up through CLIC – **created and ongoing**

- Provide press releases highlighting new learning opportunities health and care staff in Cumbria are taking to improve services to the people of Cumbria – **ongoing**

Plan written by Karen Morley-Chesworth

Appendix 1

Time scale:

DATE	AIM	ACTION
Aug 2014	Promote of CLIC website	▪ Article appearing in CCG's staff magazine The Wave ▪ Articles for partner organisations staff newsletters ▪ Upload details and hyperlink on staff intranets ▪ Establish CLIC social media platforms ▪ Monthly blog started
	Promote ethos of CLIC	▪ Video intro from Chief Execs/Officers for start of each training session
September 2014	Update those registers on CLIC website	▪ Develop monthly CLIC e-Bulletin ▪ Upload information for future events on social media and website
	Update GP practice	▪ Create power point

	Update potential users of CLIC services	presentation (PPP) to take to Practice Manager Forums ▪ Upload PPP to CLIC website and social media platforms ▪ Continue providing monthly articles for Health and Social Care staff newsletters ▪ Presentations at staff events ▪ Provide information at Healthwatch meetings being held Sept 9,17,23 and 24
October 2014	Promote CLIC to none registered potential users	▪ Articles for third sector newsletters on what CLIC is and promotion of website and forthcoming events
November 2014	Promote events coming up to relevant people	▪ Posters for download ▪ Articles for staff magazines on the benefits staff have gained from learning experiences
December 2014	▪ Look back on 2014 ▪ Look forward to 2015	▪ Articles for partner organisations newsletters on what has been achieved in 2014 since setting up of CLIC ▪ Develop CLIC intranet section for staff ▪ Articles promoting training and opportunities with CLIC in 2015
Looking forward	Promote the benefits to patients of new way of learning and working together	Use feedback to put together press release

A regular teleconference between the communications teams from each member organisation is now running following a meeting organised by the CCG in July, 2014.

Appendix 2

Starting point for discussion on stakeholder influence matrix:

		INFLUENCE	
		HIGH	LOW
I N T E R E S T	HIGH	■ GPs ■ NHS & CCC staff ■ Care Sector ■ Senior managers ■ Regulators ■ Third sector ■ Higher Education training providers ■ Foundation Trust Governors	■ Healthwatch ■ Members of Foundation Trusts ■ Local Media ■ Further Education training providers
	LOW	■ Politicians ■ Unions ■ People/service users	■ National Media