

# DRAFT: Consultation Plans

## Appendix: Redesigning Maternity Services

### Communications Strategy and Consultation Plan

#### Introduction:

This Communications Strategy and Consultation Plan has been produced to support the Maternity Services Redesign programme to ensure comprehensive communication and widespread consultation over a period of 14 weeks.

The maternity reconfiguration programme is committed to continuing to engage with all relevant stakeholders and this strategy and plan has been informed by over 15 months of informal engagement activity. A summary of informal engagement, feedback received, key themes and how they have been used to inform the development of the proposal for change can be found in chapter 3 of the Pre-consultation Business Case and will be published on the consultation [website xxxx](#).

#### Purpose

- Ensure that a structured approach is taken to consultation and engagement activities across the LMS.
- Ensure that information about the consultation is clear, easy to understand and widely available.
- Ensure that people know how they can have their say and influence service change through the consultation process.
- Ensure that information is presented in a consistent and coherent way, with an agreed set of key messages.
- Ensure information is timely and accurate and that channels are in place to capture and respond to questions from key stakeholders.
- Demonstrate and inform stakeholders of the outcome of consultation and the impact that their feedback has made.

## Our stakeholders

<p><b>Strategic Partners</b></p> <ul style="list-style-type: none"> <li>• Bath and North East Somerset, Swindon and Wiltshire STP</li> <li>• BaNES, Wilts, Somerset and Swindon CCGs</li> <li>• RUH, SFT and GWH Trust Boards</li> <li>• BaNES, Swindon, Wiltshire and Somerset Healthwatch organisations</li> <li>• Bath and North East Somerset Health and Wellbeing Select Committee</li> <li>• Swindon Health, Adult and Children Services Overview and Scrutiny Committee</li> <li>• Wiltshire Health Overview and Scrutiny Committee</li> <li>• Somerset Scrutiny for Policies, Adults and Health Committee</li> <li>• NHS England</li> <li>• NHS Clinical Senate</li> </ul>	<p><b>Closest to the project</b></p> <ul style="list-style-type: none"> <li>• RUH Maternity service leads</li> <li>• GWH Maternity service leads</li> <li>• Salisbury Maternity service leads</li> <li>• Maternity Service Steering Group</li> </ul>
<p><b>Keep informed</b></p> <ul style="list-style-type: none"> <li>• NHS Improvement</li> <li>• South West Ambulance Service Trust</li> <li>• BaNES, Swindon, Wilts and Somerset Patient Participation Groups</li> <li>• BaNES, Swindon, Wilts and Somerset CCG staff</li> <li>• RUH, GWH, SFT CQC Relationship Managers</li> <li>• Neighbouring HOSCs – BNSG, Hampshire, Oxford</li> </ul>	<p><b>Proactive two way communication</b></p> <ul style="list-style-type: none"> <li>• Mothers and families – current and future service users</li> <li>• Bath and North East Somerset/Swindon /Wiltshire/Somerset seldom heard groups, individuals and representatives</li> <li>• Voluntary/Third party/Support Groups dedicated to mothers/maternity services across BaNES, Wilts, Swindon and Somerset</li> <li>• Wider public</li> <li>• Local media</li> <li>• RUH, GWH, SFT Maternity service staff</li> <li>• RUH, GWH, SFT Council of Governors</li> <li>• RUH, GWH, SFT staffside (unions)</li> <li>• MPs across BaNES, Swindon, Wiltshire and Somerset</li> <li>• BaNES, Swindon, Wilts and Somerset Health and Wellbeing Boards</li> <li>• BaNES, Swindon, Wiltshire, Somerset Councillors</li> <li>• Paulton Hospital, Trowbridge Hospital, Chippenham Hospital and Frome Hospital League of Friends</li> <li>• Bath and North East Somerset Village Agents</li> <li>• Somerset Village Agents</li> <li>• Wiltshire Community Engagement Managers</li> <li>• BaNES, Swindon, Wiltshire and Somerset Children's Centres</li> <li>• BaNES, Swindon, Wiltshire and Somerset GPs/practice managers</li> <li>• BaNES Health Visitors (Virgin Care)</li> <li>• Swindon Bath and North East Somerset Councillors</li> <li>• Wiltshire Health Visitors (Virgin Care)</li> <li>• Somerset Health Visitors</li> </ul>

## Key messages

A set of key messages will be developed to support engagement and consultation activities and the development of consultation materials. Key themes for messages are outlined below:

Overall:

- Service users are at the heart of everything we do. We want to ensure we offer the right mix of places where women can give birth, to meet women's needs whilst remaining safe, equitable and responsive to the choices women are making.
- We have the opportunity to make changes to the mix of places where women can give birth, to do this we want to understand what women and families want, so we can use this to help shape our services for the future.
- If we want to continue to provide a high quality service, delivered by the right mix of staff in an appropriate environment, it is not sustainable to continue as we are and something needs to change.
- We want to work in partnership with staff, mums, families and the communities we serve to design our maternity services for the future.
- Any proposed services changes have been informed by those who use the services, staff needs, national guidance and best practice.
- We are committed to providing a range of place where women can give birth, and, taking into account personal circumstances and preferences, and will continue to offer women a choice of giving birth in a freestanding midwifery unit, alongside midwifery unit, an obstetric unit or giving birth at home.
- We want to ensure we can continue to provide high quality care, in a safe environment, provided by a professional and skilled workforce.

## **Reaching people and hearing views - our overall approach to consultation and engagement**

This section describes the key communication and consultation methods/tools that will be used and sets out our approach to public consultation. It builds on the engagement work undertaken to date.

### **Communications:**

- Develop a clear workforce narrative, supported by a range of materials print and vids
- Develop a well-structured, jargon free public consultation document outlining the various aspects of the proposal for change.
- Develop presentation materials to support structured workforce an public consultation events.
- Face to face pre consultation briefings: Maternity teams, MPs, media
- Written staff, stakeholder and media briefings issued.
- Dedicated public website to hold consultation materials/provide online feedback options.
- Hard copy and online consultation document.
- Published FAQs that are updated in real time during the consultation.
- Comprehensive and aligned approach to social media to support the consultation process.
- Talking heads videos of clinicians setting out the story/case for change/key messages and encouraging feedback to the consultation.
- Posters and info cards to promote the consultation process and feedback opportunities.

- Regular media promotion to highlight consultation feedback opportunities.
- Posters, media and social media to promote consultation events/information.

### **Engagement and consultation:**

S14Z2 statutory consultation will begin on 1 October 2018 and end on 2<sup>nd</sup> January 2019, this is a period of 14 weeks to allow for the Christmas holiday season.

- On line survey and hard copy booklet which includes survey and Freepost details
- Deliberative workshops with key stakeholder groups, including those identified through Equality Impact Assessment.
- Structured programme of staff consultation
- Independent analysis of consultation feedback and production of an outcome of consultation report.
- Representatives from the three Healthwatch organisations within the LMS will be invited to review the specification for the University of Bath for conducting the analysis of consultation feedback.

### **Documents:**

A consultation document and questionnaire will be available on the dedicated consultation website [XXX](#), along with supporting material. Copies of the document and questionnaire will be printed and will be available at the public meetings, roadshow and street team events.

The consultation document will also be distributed to targeted groups and locations, to reach people who are most likely to be affected by the proposals including mothers and families, those with an interest in maternity services.

Distribute of hard copies of the document will include, but not limited to, the following locations:

- GP surgeries
- Acute hospitals
- Sure Start Centres
- Community hospitals
- Freestanding midwifery units
- Alongside midwifery units
- Pharmacies
- Post offices
- Libraries
- Leisure Centres
- Council Offices

### **Key considerations**

Communication and consultation activity will ensure that all audiences are treated equally in terms of access to information and opportunities to provide feedback.

The Maternity Redesign Steering group will be asked to monitor the effectiveness of our communication and range of consultation opportunities.

The effectiveness of the consultation will ultimately be reflected in the outcome report which will be made publically available/published.

### **Working with Support groups/patient networks/seldom heard groups/patient participation groups/community engagement managers/Children’s Centres**

Across our LMS we have an extensive network of support groups and other organisations with an interest in maternity services. We will contact these organisations and individuals to encourage sharing and cascading consultation information and opportunities for providing feedback.

We will also provide tailored engagement for these groups according to their requirement to include:

- Offering up speakers to present at a group meeting
- Developing a toolkit so these groups can run their own consultation event

### **Using existing channels and meetings**

Across the LMS we have a wide range of regular meetings and existing communication channels which we can use to support and promote consultation. These include Area Board meetings, Wiltshire community engagement managers, Health and Social Care Forums, GP Forums, League of Friends, Healthwatch meetings, Patient Participation Group newsletters, CCG newsletters, GP newsletters and Trust newsletters,

### **Timetable, key milestone and action plan**

The plan below draws on extensive informal engagement activities that have been undertaken to date and sets out an overview of key dates and activity in the immediate lead up to, during and following consultation. The aim is to have one plan for the consultation that the LHECWG work together to deliver, to ensure effective and aligned communications and activities.

This plan will be refined and updated in the lead up to consultation, subject to approval of the proposals to progress to formal consultation, and will be kept under review throughout.

<b>Activity/milestone</b>	<b>Detail</b>	<b>Indicative Timescale</b>	<b>Lead</b>
HOSC engagement (BaNES, Wilts, Swindon and Somerset)	Present findings from informal engagement / outline challenges and describe case for change	Throughout – Sept 18	Wilts/BaNES/ Swindon/ Somerset CCGs

<b>Activity/milestone</b>	<b>Detail</b>	<b>Indicative Timescale</b>	<b>Lead</b>
Informal engagement feedback and analysis	Made public	Summer 18	Wilts CCG
Pre-Consultation Business Case (PCBC)	Made public	Summer 18	Wilts CCG
Develop Consultation document	Alongside PCBC		LHECWG
Submit papers for NHS E assurance stage 2 meeting		24 <sup>th</sup> July 18	Wilts CCG
NHS E stage 2 assurance meeting	Five tests and conditions applied/best practice checks	31 <sup>st</sup> July 18	
CCG PPE Leads	Review and input into Consultation document	Aug 18	LHECWG
Healthwatch (BaNES, Wilts and Swindon)	Review and input into consultation document  Consultation strategy and plan	July/Aug 18	LHECWG
Legal review of Consultation Document		July/Aug 18	Wilts CCG
Further development of consultation document and materials alongside PCBC	Including key facts development, leaflets, posters, flyers, social media assets, banners, fact packs, roadshow board displays, feedback forms	July – Sept 18	LHECWG
Further development of consultation plan	Timetable of events finalised	July – Sept 18	LHECWG
Media and social media plan agreed		Sept 18	LHECWG
Develop talking heads videos to support consultation		Aug – Sept 18	LHECWG
HOSC meetings (BaNES, Wilts,	Support for approach to consultation and	Aug - Sept 18	Wilts/BaNES/Swindon/Somerset

Activity/milestone	Detail	Indicative Timescale	Lead
Swindon and Somerset)	engagement confirm arrangements for scrutiny assurance		CCGs
Consultation materials and plan finalised (in line with NHS E review and CCG governing body)		Sept 18	Wilts CCG
CCG, Trust and STP governing bodies (closed session)	Pre consultation business case and consultation document and plan sign off	Sept 18	
Consultation document to print		Mid Sept 18	Wilts CCG
Staff engagement	Face-to-Face Briefing sessions ahead of formal consultation. Materials and key messages shared	Wc 26 <sup>th</sup> Sept 18	RUH, SFT and GWH
Pre consultation briefing activity	MPs, media		LHECWG
GP and staff briefings issued in each of the LMS areas		Wc 26 <sup>th</sup> Sept 18	LHECWG
BaNES CCG Joint Commissioning Council meeting	Outline process to date and next steps	28 <sup>th</sup> Sept	BaNES CCG
Rapid HOSC meeting with each of the LMS area HOSCs represented	Outline full proposal for change, share consultaion document and materials. Proposal to launch consultation shortly after this meeting	1 <sup>st</sup> October 18	Wilts CCG

The following dates are subject to change depending on the outcome of the above activities.

Activity/milestone	Detail	Indicative Timescale	Lead
Formal S14Z2 statutory consultation begins 1 <sup>st</sup> October 2018			
Distribution of consultation document	Maternity services locations and public settings		Wilts CCG
Consultation website launched	Consultation materials available online	1 <sup>st</sup> October	Wilts CCG

<b>Activity/milestone</b>	<b>Detail</b>	<b>Indicative Timescale</b>	<b>Lead</b>
Consultation materials / posters distributed	Promoting consultation feedback options and feedback opportunities including event dates/times	1 <sup>st</sup> October	Wilts CCG
Media release issued		1 <sup>st</sup> October	Wilts CCG
Social media launch		1 <sup>st</sup> October	Wilts CCG
Neighboring HOSCs – BNSG, Hampshire, Oxford	Invite feedback and offer to attend/present at committee meetings	1 <sup>st</sup> October	Wilts CCG
Targeted face to face engagement and/or forums with strategic/key partners	MPs, GPs, media  Materials and key messages shared	Wc 1 <sup>st</sup> Oct 18 and throughout	LHECWG
Staff side engagement	Face-to-Face Briefing session. Materials and key messages shared	Wc 26 <sup>th</sup> Sept 18 and throughout	RUH, SFT and GWH
Staff engagement	Staff briefing sessions held in provider organisations.  Supported through internal channels eg newsletters, existing forums, staff intranet	Oct 18 – Jan 19	RUH, SFT, GWH
BaNES CCG Board		4 <sup>th</sup> Oct 18	BaNES CCG
Swindon Health and Wellbeing Board		4 <sup>th</sup> Oct 18	SCCG
GWH Executive committee		16 <sup>th</sup> Oct	GWH
Wiltshire Health and Wellbeing Board		17 <sup>th</sup> Oct 18	Wilts CCG
SCCG Governing Body meeting		25 Oct	SCCG
RUH Board of Directors		31 <sup>st</sup> Oct	RUH
HOSC	Public HOSC meetings	Oct 18	Wilts/BaNES/Swindon



Activity/milestone	Detail	Indicative Timescale	Lead
engagement (BaNES, Wilts, Swindon and Somerset)			/Somerset CCGs
Programme of consultation events		From Oct to Dec 18	LHECWG
BaNES Primary Care forum and cluster meetings		TBC Nov 18	BaNES CCG
West GP Forum Event		14 Nov 18	Wilts CCG
B&NES CCG patient engagement group Your Health Your Voice		15 <sup>th</sup> Nov	BaNES CCG
SCCG GP Commissioning Forum		21 <sup>st</sup> Nov	SCCG
SCCG Governing Body Meeting		21 <sup>st</sup> Nov	SCCG
<b>Consultation period ends 2<sup>nd</sup> Jan 19</b>			
Independent analysis of feedback and completion of consultation outcome report		Jan 19	University of Bath
Governing body and HOSC presentation of outcome of consultation report		TBC	Steering Group
Consideration of outcome of consultation report		TBC	CCG and provider governing bodies
CCGs governing body and Trust Board decisions		TBC	CCG and provider governing bodies

## Evaluation

Evaluation will be measured through:

- Level of interest/volume of feedback to the consultation e.g. surveys following face to face opportunities e.g. debates, drop ins, interaction through social media
- Responses to the consultation – responses should demonstrate that we have provided the right level of information to enable people to contribute to the project
- Equality and Impact assessment will ensure robust consultation and communication
- Degree of influence achieved – what changes were made and how can that be evidenced i.e. outcome of the consultation report.
- Satisfaction with the consultation process and support for the final decision.

### **Consultation and feedback**

Following a 14 week period of statutory consultation through and independent analysis of the feedback will be undertaken by the University of Bath and a full report, detailing feedback will be produced and presented CCG and provider governing bodies and to HOSCs in BaNES, Swindon, Wiltshire and Somerset. The report will be made available via the CCGs and consultation websites and distributed to other partners on request.

The outcome of the consultation report will also inform the CCG and Trust governing bodies' decision making as outlined in Chapter 7.9 of the Pre-Consultation Business Case.