

**Wiltshire Local Action Plan in
response to the Care Quality
Commission review and final
report (June 13 2018).**



Authors:	Roshan Robati /Tony Marvell
Report Owner:	Carlton Brand (Corporate Director Wiltshire Council)
Date:	04 July 2018
Version:	5.0

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

1. The Care Quality Commission have recently undertaken a targeted programme of local system reviews under section 48 of the health and social care act, looking at how health and social care providers and commissioners are working together to care for people aged 65 and older. The reviews focused on the interface between services within a Local Authority area. The main review week took place between Monday 12 to Friday 16 March 2018, with the feedback summit taking place on 12 June 2018.

Wiltshire have had in place a transformation and improvement programme prior to the review process, and this improvement will continue. The Wiltshire Health and Well Being Board have welcomed the opportunities provided by the review to further improve the way Wiltshire supports people who use the health and care system. This local action plan has been developed in response to the observations contained within the report following its publication of the Wiltshire report on 14 June 2018.

2. On April 26 a joint strategic planning workshop took place involving all system leaders from across the Health and Social Care system in Wiltshire, to look at how all partners could work better together. It was fully accepted, by everyone, that there was a great deal of excellent work taking place but that this needed to be far more integrated in the interests and benefits of our residents. At the CQC Summit meeting on 12 June further workshop discussions took place to further develop this local action plan with support from Richard Humphries, (Senior Associate from the Social Care Institute for Excellence).
- All agencies, working in an open, honest and collaborative manner, have committed to deliver a programme of work based around 8 key themes:
 1. New Wiltshire Health and Social Care framework model- to help people in Wiltshire to live as well as possible
 2. Single overarching strategy to provide more effective prevention, health and social care outcomes for the population- We will create and implement one approach to provide people with better health and social care
 3. Strengthening Strategic Commissioning across the whole system- we will ensure that we buy the best systems and services to give our residents the best possible support when they need it
 4. Improve Wiltshire's Health and Wellbeing Board effectiveness- we will make and take decisions together at the top table
 5. Unifying and developing whole system governance arrangements- we will work together to ensure our organisations work in safe and effective ways
 6. Developing a sustainable integrated workforce strategy- we will create and develop inspiring teams of people to meet the health and social care needs of the population
 7. Implementing digital opportunities and information sharing across the system- we will use the right technology to share information safely and help to create the best experience for people when they interact with us
 8. Single integrated engagement and communications strategy- we will listen and talk to people in a unified voice
3. At the same time as this work is taking place there are other strategic and operationally important connected work such as:
 - The mobilisation of the high Impact model of change framework to improve transfers of care across 8 areas (early discharge planning, systems to monitor patient flow, multi-disciplinary/multi-agency discharge teams, including the voluntary and community sector, home first/discharge to

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

assess, seven-day services, trusted assessors, focus on choice, enhancing health in care homes).

- The “at scale” work across the Bath and North East Somerset, Swindon and Wiltshire’s Sustainability and Transformation Plan (STP) footprint.
4. This local action plan aims to support focus and drive on areas of activity and improvement already in progress as well as the areas for improvement from the CQC review. It is important to recognise this is interlinked with other projects, programmes and changes already underway. Wiltshire’s Health and Wellbeing Board will be accountable for the delivery of the plan, whilst accountability for the implementation will rest with the Wiltshire Integration Board.

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

5. The Local Action plan provides a cross reference to the areas of improvement highlighted in the CQC Final report as follows:

CQC Areas of improvement – Report date June 12 th 2018	Cross Reference Key
System leaders in health and social care must work more effectively together to plan and deliver an integrated strategy across Wiltshire which includes an updated Better Care Plan.	AOI 1
System leaders must urgently agree the continuing healthcare dispute protocol and resolve outstanding disputes. Systems must be put in place so that services can work together to reduce the likelihood of disputes, increase the conversion rate of referrals and the timeliness of assessments.	AOI 2
System leaders must work together to develop a culture that encourages joint planning, continuous quality improvement and integrated systems to deliver care for the people of Wiltshire.	AOI 3
The system has experienced churn at senior leadership level. There should be a focus on developing stable leadership arrangements across the system . Further urgent consideration should be given to the proposed role of joint CCG Accountable Officer and Corporate Director for adult social services, to ensure this will provide sufficient capacity across the local authority and CCG, that the objectives for the role are clear and that there is a strong structure to support it.	AOI 4
System leaders should create some space outside formal Health and Wellbeing Board meetings, to provide a forum for open debate and challenge . This will help partners further build trust, and an open and transparent culture.	AOI 5
There appeared to be some lack of clarity and overlap of roles between elected members and senior officers in the local authority. System working would benefit from clearer differentiation between: a) The role of elected members setting policy direction for the local authority and challenging system leaders via scrutiny, and; b) Officers working with partners to develop and implement plans. There must be a clearer forum for senior officers across the system to plan, implement, support and challenge each other.	AOI 6
System leaders should develop an integrated workforce plan for Wiltshire.	AOI 7
System leaders should explore where transformation work streams across health and social care can be aligned to further integration and reduce duplication of resources.	AOI 8
The system plan for Wiltshire, currently the Better Care Plan, should be refreshed and updated to reflect priorities aligned to the STP and the local transformation agenda.	AOI 9
GPs, VCSE organisations and independent social care providers should be considered as partners in developing the transformation and integration of services so that there is assurance for leaders and buy-in from providers at the point of delivery.	AOI 10
System leads should review the continuing healthcare referral and assessment process to improve the timeliness and appropriateness of referrals to improve people's experiences.	AOI 11
A clearer, proactive approach to system-wide risk sharing should be developed supported by intelligence that enables a preventative approach to managing risk.	AOI 12
There should be clearer access to support and sign-posting for people who fund their own care and systems need to work together to ensure that people who might become vulnerable as they lack support structures are identified at an earlier stage.	AOI 13

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

There should be alignment and integration of localities and improved joint working to ensure effective integrated health and social care teams that meet the needs of people in Wiltshire.	AOI 14
There should be contingency planning in place to manage the transition from block purchasing to in-house reablement so that leaders are assured that there will be sufficient provision of packages of care.	AOI 15
Contracts with independent health and social care providers should have clear specifications and an outcomes framework that is understood and agreed by providers and commissioners. Realistic key performance indicators, that will demonstrate improved outcomes for people who use services, should be agreed.	AOI 16

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Wiltshire Health and Social Care Model

In the new Integrated Health and Social Care Model Primary Care, Community Services, Social Care, Mental Health, private providers, Secondary Care and voluntary services work together to deliver a placed-based care for the Wiltshire population. Depending on the needs of an individual as well as risk profile based on risk stratification tools, different level of interventions will be available.

Principles of Place-based Integrated Care:

- Develop/maintain services to promote prevention, self-help, self-care and access to the appropriate care
- To provide improved person-centered proactive services at home or closer to home where possible
- Use Secondary care only when clinically appropriate and treatment/care is not possible in community
- Facilitate timely and speedy discharges once the patients are medically fit to leave hospital
- Minimize the use of long term care
- To agree on an evidence-based and consistent approach to EOL

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
1	New Wiltshire Health and Social Care Framework (SRO: Douglas Blair/Emma Legg)					JCB	
1.1	To ensure more direct involvement of service users in the design and delivery of the new model using tools such as Evidenced-Based Design	SG/ Sara McClellan	Aug 2018	March 2019		WDG	AOI10
1.2	Health and Social Care professionals to promote self-care and self-management dealing with individuals wherever possible	All	June 2018	Dec 2018		WDG	AOI14

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
1.2.1	To have mechanisms in place to identify vulnerable people who might lack a support network at an earlier stage (preventative approaches through LAC pilot)	Public Health	June 2018	Dec 2018		WDG	AOI8, AOI9
1.3	To identify carers at risk to support them to cope	SG	July 2018	March 2019		WDG	AOI8, AOI9
1.4	To ensure consistent use of Social Prescribing to supports individuals to self-care and connect to community based support	Public Health	July 2018	March 2019		WDG	AOI8, AOI9
1.5	To agree the use of integrated single assessment tool across health and social care to improve service user experience	Operational nominee	July 2018	March 2019		WDG	AOI8, AOI9
1.6	To use electronic patient flow data to guide discussion at WICC to identify and manage problems throughout the system	Operational nominee	July 2018	March 2019		WDG	AOI8, AOI9
1.6.1	Integrated Discharge Pathway re-design to accelerate discharges	Operational nominee	July 2018	March 2019		WDG	AOI8, AOI9
1.6.2	To implement the already agreed 4 discharge Pathways across all hospitals	Operational nominee	July 2018	March 2019		WDG	AOI8, AOI9
1.7	To ensure multidisciplinary early discharge planning including EDD expected date of discharge setting is a standard approach in all acute hospitals	Operational nominee	July 2018	March 2019		WDG	AOI8, AOI9
1.8	Implement Trusted Assessment model across the whole system.	DE/nominee from providers	July 2018	March 2019		WDG	AOI8, AOI9

Local Action plan Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
1.9	Align Reablement and Home First services, including the provision of contingency plan.	EL/ WHC nominee	July 2018	March 2019		WDG	A015
1.10	Scope and establish a project to develop an integrated patient/family/carers Choice Policy (link to 8 high impact actions)	TM	July 2018	Aug 2018		JCB	AOI8, AOI9
1.11	Review and improve access to support and sign-posting for people who fund their own care	Operational nominees	Aug 2018	March 2019		WDG	AOI13
1.12	Local Authority and CCG to jointly work on to process map of the current CHC Pathways	DM/WC nominee	June 2018	Dec 2018		JCB	AOI11
1.13	To develop an updated jointly agreed CHC Operational Policy and Dispute Resolution Policy	DM/WC nominee	June 2018	Dec 2018		JCB	AOI 2
1.14	Production of a training strategy for all staff involved in the identification and assessment of CHC	DM/WC nominee	June 2018	Dec 2018		JCB	AOI 2 AOI 11
1.15	To develop a policy agreement across the STP to define the respective responsibilities regarding health and social care interventions to ensure that those individuals who may not meet the criteria for CHC but who may require a joint package of care are appropriately identified	DM/WC nominee	June 2018	Dec 2018		JCB	AOI 2 AOI 8, AOI 9
1.16	Review of intermediate care arrangements (IC Beds optimisation)	TW/DE	June 2018	Dec 2018		JCB	AOI 8, AOI 9

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
1.17	Strengthening our approach to co-production with service users and patients by creating a network of people to engage with using our service user engagement provider	TD	June 2018	March 2019		JCB	AOI8, AOI9
1.18	There is a need to review provider contractual arrangements to ensure 7 day discharges to care homes are achievable	TW/HJ	July 2018	Dec 2018		JCB	AOI8, AOI9
1.19	To increase social worker input to A&E. To review the outcome of the trial at the Great Western Hospital NHS Foundation Trust to have a dedicated social worker in A&E to understand whether this can be continued.	EL	July 2018	March 2019		JCB	AOI8, AOI9
1.20	To ensure there is a joint up approach in supporting care homes to minimise hospital admissions	Operational Nominee	July 2018	March 2019		JCB	AOI8, AOI9
1.21	To establish Red Bag scheme for Wiltshire Care Homes	Operational Nominee	July 2018	March 2019		JCB	AOI8, AOI9
1.23	EOL Board to ensure there is a consistent approach in EOL care including care planning and access to the care plans by all professionals involved with the individual's care	TW/HJ	July 2018	March 2019		JCB	AOI8, AOI9
1.24	To jointly identify and prioritise individuals at EOL to prioritise POC for them	TW/HJ	July 2018	March 2019		JCB	AOI8, AOI9
1.25	To refresh the Better Care Fund plan for 2017/19	TM	Aug 2018	Sept 2018		JCB	AOI9

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
2.	A single overarching Health and Social care strategy, improving outcomes with a focus on prevention and early intervention (SRO: Tracey Daszkiewicz)						
2.1	To create a shared vision statement by engaging with Wiltshire residents and final sign off by H&WBB	SB	July 2018	August 2018		JCB	AOI 1
2.2	Utilise Health and Wellbeing Board to develop an integrated overarching strategy (for the whole population) considering the current climate and challenges to promote prevention, self-care, proactive care closer to home, minimising requirement for long term care and bring best outcome for the population (the current H&WBB Strategy expires in 2019)	SB	Aug 2018	Dec 2019		HWB	AOI 1
2.3	To agree a methodology to develop an evidence based approach for development of strategies, using public health statistics and population intelligence	SB	Aug 2018	Dec 2019		JCB	AOI 1
2.4	To ensure the strategy promotes the culture of quality improvement and empowers staff to try new ways of working and feel supported in doing so	SB	Aug 2018	Dec 2019		JCB	AOI 1
2.5	To design a process to ensure service strategies, amongst all partners, exist and that a golden thread aligns these strategies to the Integrated Overarching Strategy	SB	Aug 2018	Dec 2019		HWB	AOI 1
2.6	Building the continuous improvement methodologies into the development of the strategies to measure outcomes and impact of the new strategies	SB	Aug 2018	Dec 2019		HWB	AOI 1

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
3	Strengthening Joint Commissioning across the whole system with increasing leadership from providers. (SRO: Ted Wilson and Helen Jones)						
3.1	A programme of work developing trust and confidence and to promote integration and joint working across all organisations	TW/HJ	July 2018	March 2019		JCB	AOI 3
3.2	Learn from Trust and confidence model in BANES	TM	July 2018	July 2018		JCB	AOI 3
3.3	To further develop joint working arrangements at all levels and work together to commission and monitor the delivery of services	TW/HJ	July 2018	March 2019		JCB	AOI 3 AOI 4
3.3.1	LA and CCG commissioners to align their commissioning strategies so there is one clear ask of providers	HJ/TW	July 2018	March 2019		JCB	AOI16
3.4	To Develop a sustainable financing model to describe how budgets are defined i.e. pool budget etc	SP/IB	July 2018	March 2019		JCB	AOI 3
3.5	To utilise JCB and One Wiltshire Board to jointly deliver outcome based-commissioning intentions and specification for the new integrated model of care	TW/HJ	July 2018	March 2019		JCB	AOI 3
3.6	All system leaders and in specific commissioning leaders to put in place the environment for change to happen by working with others to develop working relationships, systems for collaborative working and development of the infrastructure for community based care.	HJ/TW	July 2018	March 2019		JCB	AOI 3 AOI 4
3.7	Commissioners to ensure appropriate processes and mechanisms are in place to jointly monitor and ensure that standards are met and improvements are made.	HJ/TW	July 2018	March 2019		JCB	AOI 3 AOI 4

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
3.8	In line with STP strategy and direction providers will increasingly take the leadership role across the system through a new provider led Wiltshire delivery group to be chaired by providers.	DB/Acute CEO's	July 2018	March 2019		JCB	AOI 3 AOI 4
4	Improve Wiltshire's Health and Wellbeing Board effectiveness (SRO Cllr Jerry Wickham, Carlton Brand)						
4.1	To refresh the arrangements and the functionality of the board	Lead (tba)	July 2018	Dec 2019		JCB	AOI3
4.2	To hold to account all partners to deliver the agreed whole system vision and strategy	Lead (tba)	July 2018	Dec 2019		JCB	AOI3
4.3	All schemes to have objectives and metrics to demonstrate impact. Ongoing performance assessment by the board of all work stream activity scheduled for review by the board	Lead (tba)	July 2018	Dec 2019		JCB	AOI3
4.4	Improved focus on the topics that are reported to the board linked to population need, our JSNA and shared system objectives	Lead (tba)	July 2018	Dec 2019		JCB	AOI3
4.5	Option appraisal exercise for future use of independent chair	Lead (tba)	July 2018	Dec 2019		JCB	AOI3
4.5.1	Joint chair with CCG and the Council	Lead (tba)	July 2018	Dec 2019		JCB	AOI3
4.6	To plan for a longer view for HWB strategy potentially 15 Years to start considering increasing frail/elderly population amongst other population level health issues.	Lead (tba)	July 2018	Dec 2019		JCB	AOI3

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
4.7	On 03 July 2018 a decision was taken by the Council to appoint a permanent DASS. New working arrangements are now under discussion between the DASS and Councillors to better define the roles of elected councillors and Senior officers. New governance arrangements are now being mobilised to enable clear forums for Senior officers across the system to support and challenge each other.	CB, JW	July 2018	Dec 2019		JCB	AO13, AOI6
4.8	All projects and initiatives that are part of the HWBB to report to the board outcomes and milestones progress. Officers would then be held to account for delivery.	Lead (tba)	July 2018	Dec 2019		JCB	AO13
4.9	To focus on prevention, and to look at detailed population level metrics.	Lead (tba)	July 2018	Dec 2019		JCB	AO13
4.10	To develop a quarterly reporting pack on the whole system.	Lead (tba)	July 2018	Dec 2019		JCB	AO13
5	Unifying and developing whole system governance arrangements (SRO: Linda Prosser/Carlton Brand)						
5.1	To ensure in developing any programme of work that joint planning as an integrated system takes place and that continuous quality improvement is embedded.	All	July 2018	Aug 2018		JCB	AOI3
5.2	To ensure patient/service user representation in appropriate meetings to facilitate co-design of changes to pathways/services	RR/TM	July 2018	Aug 2018		JCB	AOI10
5.3	To review the planning process for JCB along with Terms of reference to ensure timely production of Commissioning Intentions and their delivery	RR/TM	July 2018	Aug 2018		JCB	AOI3
5.4	To re title the Integration and Better Care Board to Wiltshire Integration Board (WIB)	RR/ DB	May 2018	May 2018		WIB	AOI3

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
5.5	Any individual organisational transformation programmes to provide updates to the WIB	TM	July 2018	Aug 2018		ATB	AOI3, AOI8
5.6	Review TOR for the planned Wiltshire Delivery Group in the context of the wider governance review to ensure full participation from the front-line staff	LP/CB/DB/EL	July 2018	Aug 2018		JCB	AOI3, AOI8
5.7	To design and plan time for informal discussions between providers and commissioners	TM	July 2018	Aug 2018		JCB	AOI5
5.8	To ensure appropriate representation from voluntary and community sector(VCS) in all key board meetings	RR/TM	July 2018	Aug 2018		JCB	AOI10
5.9	To put in place a clear plan across VCS to ensure all engagement is aligned (Voluntary Sector Alliance)	HJ/TW	July 2018	Aug 2018		JCB	AOI10
5.10	To review and develop a revised approach to have a single programme dashboard and tracker	RR/TM	July 2018	Aug 2018		JCB	AOI3
5.11	To develop a robust risk management structure to ensure ownership of risks by the whole system. This should be developed and supported by intelligence from the tracker and dashboard and made available to the whole system	RR/TM	July 2018	Aug 2018		HWB	AOI12
5.12	To ensure there are regular updates from STP work to WIB/JCB	LP	July 2018	Aug 2018		ATB	AOI8
6	Developing a sustainable integrated workforce strategy (SRO: Hayley Richards (AWP)/Linda Prosser)						
6.1	To work with colleges, Health Education England and Social Care Institute for Excellence and NHS Education to develop Integrated Education and Career Pathways	Operational nominee	Aug 2018	March 2019		HWB	AOI7

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
6.2	To understand the workforce demands across Wiltshire and identify apprenticeship models to encourage people into the health and Social Care profession	Operational nominee	Aug 2018	March 2019		HWB	AOI7
6.3	To design a multidisciplinary balanced workforce that considers the needs and requirements of the >50s cohort. Demand should inform capacity planning for registered and unregistered professionals. To take account of the demand and capacity planning within STP as informed by local A&E delivery boards.	Operational nominee	Aug 2018	March 2019		HWB	AOI7
6.5	Target existing Wiltshire professionals with opportunities across the whole of Wiltshire to create the Wiltshire knowledge base	Operational nominee	Aug 2018	March 2019		HWB	AOI7
6.6	To explore options to collocate health and social care (providers and commissioners) workforce where it will add value for residents	Operational nominee	Aug 2018	March 2019		HWB	AOI7
6.7	To establish an Integration Framework to provide guidance to front line staff in joint working	Operational nominee/T M/RR	Aug 2018	March 2019		ATB	AOI7
6.8	Establish the vital role that “key workers” have regarding the twenty-year housing strategy currently being produced for Wiltshire.	Operational nominee	Aug 2018	March 2019		HWB	A017
6.9	The joint integrated workforce strategy needs to accommodate the requirement for 7 day services	Operational nominee	Aug 2018	March 2019		ATB	A017
6.10	We need to consider the work of the Local Enterprise Partnership (“LEP”), along with the role of colleges in the design and preparation of the workforce for the future.	Operational nominee	Aug 2018	Sept 2019		HWB	A017

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
6.11	To ensure flexibility of employment opportunities and career progression is available to across the wider care system from entry level through apprenticeships and professional training	Operational nominee	Aug 2018	March 2019		ATB	A017
6.12	Link to local FE colleges, and Higher Education via the Local Enterprise Partnership (LEP) skills agenda	Operational nominee	Aug 2018	March 2019		HWB	A017
7	Digital Roadmap (SRO: Christine Steve, Steve Perkins/Carlton Brand)						
7.1	Working with the STP level to ensure all available digital technologies are implemented, and different IT systems are linked, enabling the patient or service user to tell their story once	Operational nominee	Aug 2018	March 2019		JCB	AO3, AO13
7.2	To review accessibility and availability of Access to Service Information (knowledge portal) for both public and professionals in times of crisis. (need to include Police)	Operational nominee	Aug 2018	March 2019		JCB	AO3, AO13
7.3	To share and access real time live information from providers' business intelligence systems to plan for demand to speed up the flow in the system.	Operational nominee	Aug 2018	March 2019		JCB	AO3, AO13
7.4	To extend the Wiltshire Single View digital solution to all GPs and enable social work teams to access patient health data	Operational nominee	Aug 2018	March 2019		JCB	AO3, AO13
7.5	A review of Wiltshire information sharing arrangements to have protocols and agreements in place to ensure that our aspirations are in line with national best practice. The roll out plan needs to be sufficiently aggressive to deliver required infrastructure to improve outcomes for population	RR/TM	June 2018	Dec 2018		JCB	AO3, AO13

Local Action plan

Integration in Wiltshire and Developing a New Health and Social Care Framework

Ref	Project milestone	Lead	Start Date	End Date	Status	Governance	CQC Cross reference key
8	Single integrated engagement and communications strategy (SRO: Cara Charles-Barks/Carlton Brand)						
8.1	To nominate a communication lead for this work to coordinate internal and external communications messages with all communications leads in partner organisations (Interim responsibility assigned to Tim Edmonds/Sarah MacLennan)	New Comms Manager	June 2018	Sept 2018		JCB	AOI3, AOI9, AOI14
8.2	To Recruit a joint communications post to work across the whole system	TM	July 2018	Sept 2018		JCB	AOI3, AOI9, AOI14
8.3	Working together across all partners and agencies to develop the communications strategy and plan	New Comms manager	July 2018	Sept 2018		JCB	AOI3, AOI9, AOI14
8.4	Workshops with patients and service users to co-produce the shared vision and strategy	New Comms manager	October 2018	Jan 2019		JCB	AOI3, AOI9, AOI14
8.5	Engaging with staff and residents on potential transformational changes and enabling them to shape and own this change	New Comms manager	Sept 2018	June 2019		JCB	AOI3, AOI9, AOI14