

The introduction of a Citizen's Panel for the BSW Health and Care System

Introduction

In December 2018 NHS England invited bids from STPs for funding to support the development and implementation of Citizen's Panels. Wiltshire CCG put in a bid on behalf of the STP partners and in February 2019 was informed that the bid was successful.

Our ambition is to create a Citizen's Panel which embodies a principle to support the engagement of people and communities in the B&NES, Swindon and Wiltshire STP. We see the Citizen's Panel as our flagship engagement initiative, the keystone support to our wider engagement strategy and underpinning all of our other public involvement activity.

Whilst all STP partners have public representative groups in place, such as Patient Participation Groups in GP practices, we now hope and expect that a Citizen's Panel will complement and expand on these.

Our Citizen's Panel will be made up of members who have voluntarily signed up, or have been independently recruited, with the aim of getting involved in shaping health and care services across B&NES, Swindon and Wiltshire. We will design the recruitment process to ensure that the membership is representative of the local populations we serve, meaning a cross-section of views and experiences will inform the planning and development of our health and care services.

We will involve the Panel in developing how we address our priority areas, and identifying if there are any other local priorities we should be focusing on. We will also seek the advice and input from members to design accessible activities and resources that will allow us to meaningfully engage more widely with different groups and communities. At the outset, the Panel will play an important role to explore and understand what NHS England's Long Term Plan means for local communities.

Context

The Bath and North East Somerset (B&NES), Swindon and Wiltshire STP (BSWSTP) area serves a population of just under one million people who live in a geographical area of South West England.

The constituent organisations within our health and care partnership are:

- Avon and Wiltshire Mental Health Partnership NHS Trust
- Bath and North East Somerset CCG
- Bath and North East Somerset Council
- Great Western Hospital Foundation NHS Trust
- Royal United Hospitals Bath NHS Foundation Trust
- Salisbury NHS Foundation Trust
- South Western Ambulance Service NHS Foundation Trust
- Swindon Borough Council
- Swindon CCG

- Virgin Care
- Wiltshire CCG
- Wiltshire Council
- Wiltshire Health and Care

BSWSTP has initiated some large projects which have been supported by pre-engagement with the public as well as full public consultation. Examples of this include the current consultation on proposals to transform maternity services across BSW: Transforming Maternity Services Together. In 2018 we successfully delivered a new integrated urgent care services across BSW and over the next few months we expect to embark on pre-engagement to support the transformation of mental health services across the patch. To date, public engagement activity has been successfully supported by the Communications and Engagement teams of all three CCGs, with input and support from partner organisations and with our respective Healthwatch organisations.

We are very keen to strengthen and enhance the conversations and engagement we have with the diverse population and communities covered by our entire system.

Objectives for our Citizen's Panel

We work with a range of local support groups and third sector organisations and have made some progress in diversifying the communities we engage with. However, we know that in spite of best efforts, the majority of our 'interested public' are self-selecting and volunteer themselves to take part in various engagement groups. There are specific groups who we have struggled to reach out to, or whose involvement is adhoc and difficult for us to sustain. We are keen to develop our system-wide approach to engagement and involvement to ensure that our understanding of people's views and experiences of accessing health and care services is fully representative of our population.

The priority areas we have identified in our STP strategies are:

- Creating locality-based, integrated teams supporting primary care networks in the community .
- Promoting prevention at scale, to help people to stay healthy and avoid getting unwell.
- Developing an efficient infrastructure to help us to work differently to deliver new models of care in an integrated health and care system, most particularly through the development of Primary Care Networks in line with the NHS Long Term Plan, which will require a change of conversation with the public.
- Establishing a flexible and collaborative approach to the primary care workforce, whereby primary care services will be provided by a variety of health care practitioners.
- Enabling better collaboration between acute providers and commissioners: in order to effectively deliver our priorities, our partnership is in the early stages of development to an integrated care alliance which will support outpatient services in the community.
- Reducing health inequalities.
- The Transformation of Mental health services across the BSW system.

We will involve the Panel in developing how we address our priority areas, and identify if there are any other local priorities we should be focusing on, including elements of the NHS

Long Term Plan. We will also seek the advice and input from members to design accessible activities and resources that will allow us to meaningfully engage more widely with different groups and communities.

Stakeholder engagement

It is our intention to involve partner organisations within our **health and care system** (including our three local authorities) in the planning and development of our Citizens' Panel and the Panel will be shared by all partner organisations in order to gain best value from the funding available. This will enable us to manage the ongoing costs, and ensure that our engagement activities remain varied and consistent with the BSWSTP overarching strategy. We envisage that we will share the resource needed to manage the Panel in order to utilise the Panel in the most meaningful way. We will agree evaluation measures and desired outcomes, for example recruitment targets, at the start of the project and monitor progress throughout so we can adjust our approach to maximise the success of the Panel.

We will identify roles and develop a sustainable process and 'team approach' that allows us to engage regularly with members of the Panel, ensuring they have a meaningful experience and can fully access opportunities to share their views.

It is intended that the panel will be an invaluable resource for all our partners whilst assuring compliance with data protection legislation.

We have initiated talks with BNSSG (Bristol, North Somerset and South Gloucestershire) STP to draw on their experience, having set up their Citizen's Panel: Healthier Together.

We have the support of leadership across the STP for the establishment of a Citizen's Panel and understand it will be important to maintain and grow this support for the Panel to be effective and thrive.

Set up and recruitment

We are in the process of procuring a market research agency to support us in recruiting our Citizen's Panel, following established procurement guidelines.

Service specifications and core requirements are being fed into the procurement process, which include:

- mapping our population across BSW with reference to the three JSNAs
- highlighting minority and seldom heard groups from the mapping information
- identifying preferred recruitment methods using shared learnings
- agreeing the role of the agency in set up, recruitment and following the launch of the panel.

Launch

Once panel members are selected we will issue a BSW press release to share the details of the panel, why we set it up, what aims to do, how people were recruited etc.

At the launch of the Panel we need to demonstrate a programme of surveys to show panel members what they will be engaging on and when in the coming year.

We intend to explore a tactic used by Surrey Heartlands STP to encourage and incentivise participation through the donation of 50p to a charity related to the survey subject for each survey completed.

Planned survey areas

Initial planned survey areas will relate to the current health and care system issues facing our BSW population. We will identify these survey areas by working collaboratively, keeping in mind that the Panel should be used to test attitudes and behaviours so areas for survey need to reflect that and be relevant across the region.

The first survey will include more in-depth demographic questions to help us understand our Panel and enable us to target population segments in future surveys.

We will have a mechanism in place for people or groups within our organisations to request a survey on an identified topic to be submitted to the Panel. This will involve working with them to understand the research objectives and to create themes which will lead to the production of the survey.

We understand that for some of our population English is not their first language and the Citizens' Panel might not be the best ways to gather their views. Where this is the case we will use other approaches to augment the panel approach such as workshops and group conversations.

We will ensure each survey is checked and tested thoroughly and once issued we will set a reasonable fieldwork period and send out reminders to panel members during this period.

The findings from surveys undertaken will be reported back to each panel member.

We will use the Healthwatch Toolkit to help us to understand what any Long Term Plan-related surveys might look like, so that we can develop this understanding through future surveys.

Expectation of membership

We will be clear at the recruitment stage about what is expected of our Citizen's Panel members and what they can expect from their membership, including frequency of involvement and type of interaction. We expect our recruited participants to be invited to a rolling and varied programme of involvement, including regular surveys, in-depth focus groups, workshops and other activities, which we will evaluate regularly through members' feedback. We will ensure the Panel remains representative of our population by renewing it frequently.

Review and evaluation

We plan that the review and evaluation of the data gathered from Panel surveys and activities will be included in the contract deliverables for our appointed agency.

We will identify a function within our Communications teams to take responsibility for review and evaluation of the effectiveness of our Citizen's Panel.

Resourcing the panel

We anticipate the funding will allow us to:

- Dedicate initial staff time to agree the parameters of the Citizen's Panel, the cross-STP processes for establishing and maintaining the Panel and the procurement process and information required to recruit a market research agency to establish and run the Panel.
- Commission a recruitment agency to recruit Panel members, with demographically representative postal, online and face-to-face recruitment methods throughout the BSW area.
- With the agency develop an engaging and impactful visual identity for the Citizen's Panel, cover printing/digital costs and recruitment materials and potentially to commission some paid-for local advertising (online/offline) to support recruitment.
- Determine a varied programme of activities and involvement over the course of 2019/20.
- Develop a programme of development and training for members to help ensure they/we get the most out of their involvement.
- Cover venue costs for Panel meetings and member travel expenses.

Risks and mitigations

Risk	Mitigation
Purdah is approximately six weeks leading up to Thursday 2 May	Do not launch or issue a survey during the Purdah period.
Lack of engagement from the public when recruiting the panel	Have a clear, meaningful narrative around why B&NES, Swindon and Wiltshire are working together and our future vision/priorities across the STP in line with the Long Term Plan.
Lack of engagement from those who are recruited to the panel	Make information accessible and our approach clear and meaningful.
Engagement fatigue	Make sure we are clear with panel members from the outset about their expected involvement. Talk with other health organisations such as Healthwatch who are likely to engage with

	our population to avoid crossover of survey periods.
In-house capacity to maintain the panel once the one-off funding has been spent	<p>Advance planning to understand the resource required to maintain the panel</p> <p>Ensure senior leadership support for ongoing funding if necessary</p>

Additional support

Particular training needs are expected to be identified and we will address these needs once they are fully understood.

We envisage utilising the writing, design and formatting skills in our existing communications and engagement teams to establish a regular newsletter to engage with Panel members and the wider public, and to share how their involvement has made a difference. Additionally, we have existing subscriptions and licences with survey software, and will utilise free software where necessary and as appropriate. We will aim to provide an induction pack for Panel members once they are recruited, and to introduce a ‘buddy system’ as part of a supportive induction programme so that they are clear about what is required of them and can liaise with other members for support and collaboration.

Conclusion

Once established, we believe the Citizen’s Panel will allow us gain greater understanding and insight into the ways in which our populations access health and care services, so that we are able to create solutions, strategies and policies together with them. Their thoughts and recommendations will allow us to strengthen our health and care offer, based on the requirements, values and cultures of the communities within B&NES, Swindon and Wiltshire STP.