



**Ymddiriedolaeth GIG Gwasanaethau Ambiwllans Cymru  
Welsh Ambulance Services NHS Trust**

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**Partners in Healthcare  
Strategy 2009 – 2014**

Approved by	Date	Review Date	Target Audience

**Welsh Ambulance Services NHS Trust**  
**Partners in Healthcare (PIH) Strategy 2009 – 2014**

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## **Executive Summary**

This strategy has been written to provide direction for the ongoing advancement of role, function and identity of 'Partners in Healthcare' - PIH (formally Patient & Public Involvement - PPI) across the Trust.

The Trust has developed a new approach to patient involvement and engagement by redesigning and rebranding PPI to PIH to demonstrate a more inclusive and meaningful approach to partnership working with patients, public and external stakeholders. This is the first step in recognising that individuals have different perspectives on how to access and use our services effectively.

PIH works across the entire spectrum of departments and roles within the organisation and reflects a shift in focus to more patient and citizen centred care and inclusiveness. Clear governance processes are at the heart of this work to ensure the value of public and service user feedback is recorded and fed into the work of the Trust.

In developing and directing this strategy, the Trust has engaged and included feedback, comments and involvement from staff, PIH Network Members, public and other stakeholder groups. It builds upon the previous PPI Strategy 2005-09 and progress reports of Health Care Standards (HCS) 2007-08 & 2008-09.

To create an organisation that is transparent and learns from service users it is essential that the Trust engages in meaningful partnership working with staff; Welsh Assembly Government; National Leadership & Innovation Agency for Healthcare; Informing Healthcare and other NHS and voluntary sector colleagues to share ideas, best practice and resources. It is important that different approaches and actions are taken to engage with people both as patients and citizens.

There is still a requirement on the Trust Board to demonstrate its commitment and responsibility against the interim revised NHS Consultation Guidance – Shaping Health Services Locally (Welsh Assembly Government 2008). The Board needs to take ownership of PIH and champion the principles of continued patient involvement and patient centred care by adopting a system-wide strategy for improving the patients experience set out within the Welsh Ambulance Services NHS Trust 'Local Delivery Plan' 2009.

The strategic development plan at the back of this strategy sets out the 'direction of travel' of PIH.

## **1. Introduction**

This is the second strategy produced by the Welsh Ambulance Services NHS Trust (WAST). Its aim is to demonstrate our commitment to ensuring that the people of Wales are actively involved in decisions about their care, are engaged with across Wales and that their involvement is at the heart of service planning and delivery.

The previous 'Patient & Public Involvement' (PPI) strategy provided the framework for WAST to take forward and develop patient involvement and engagement within all aspects of its services. It is intended that this Partners in Healthcare (PIH) strategy and its supporting development plan will encourage a continuous approach to involvement and engagement and extend opportunities for all to be involved in Trust activities that are central to the continued development and delivery of our services.

## **2. Context**

Since the development of Partners in Healthcare within the Trust in April 2008 it has continued to progress to develop a structure that supports meaningful and sustainable inclusion and engagement activities.

Partners in Healthcare is based upon the principle of continuous public engagement/inclusion and the creation of the Partners in Healthcare Network provides the structure for this to develop.

There is a commitment from the organisation to work alongside patients, their families, the public and a broad range of stakeholders, in the planning, development, improvement and monitoring of services. The Partners in Healthcare structure now also includes a remit for informing and educating patients and the public on a broad variety of health issues, including information on conditions, illnesses, signposting, health rights, accessing and using health services appropriately.

Systems and processes need to be embedded at strategic level and through to operational level, to enable a consistent and high quality approach to involvement, engagement, health information and education throughout the Trust.

### **2.1. Drivers for the strategy**

There are a number of key drivers for this strategy which include the following:

- Welsh Assembly Governments' 'Healthcare Standards' (HCS)  
These standards set out a common framework to support NHS and partner organisations in providing effective; timely and quality services across all healthcare settings. Our work particularly relates to the First Domain within the HCS 'Patient Experience', and specific standards 1, 6 and 10 which support the provision of healthcare in partnership with patients, public and

service users with plans and decisions that respect diverse needs and preferences and are patient centred.

In particular, Standard 1 relates to Patient, Public Involvement. The standard requires that:

'The views of patients, service users, their carers and relatives and the public are sought & taken into account in the design, planning, delivery, review and improvement of healthcare services and their integration with social care services'.

The HCS review of progress against Standard 1 for the period 1<sup>st</sup> April 2007 – 31<sup>st</sup> March 2008 (Sept 2008) acknowledged that "The Trust had demonstrated that over the last 12 months it had taken steps to improve its maturity in relation to this standard"...and that "the Trust was developing at all levels within the standard and that it was working towards ensuring consistency across the organisation".

- Welsh Assembly Governments Interim Revised NHS Consultation Guidance – Shaping Health Services Locally (Oct 2008) –

This sets out the responsibility for organisations to consult and engage with key stakeholders, patients and the public. The emphasis in the guidance is on a new approach to relations between the NHS and the public, based on continuous public engagement, rather than individual consultations around specific proposals. The key aim of this revised document is to ensure the promotion of equality of opportunity of involvement, and that all organisations are responsive to the needs and views of their citizens.

## **2.2. Scope of the strategy**

We recognised that health information; communication and Equality & Diversity are all inter-related and key components in the inclusion and involvement of patients and the public. This strategy is designed to complement and support other Trust strategic plans for communications; Equality & Diversity; Health Information; Consumer web development and the continued development of the Partners in Healthcare Network.

The NHS Direct Wales 'Health Information service' and the Welsh Ambulance Service 'Partners in Healthcare Team' have united to become one central team. The new Partners in Healthcare Team consists of the 'Involvement and Engagement' Department and the 'Multi-channel access' Department.

This new development and alignment of teams aims to ensure more effective relationships between 2 key departments within the Trust.

To ensure services are patient-centred and are driven by service user needs, the Partners in Healthcare Team are embedding systems to feed patient experiences and stories into the work of the Trust, and provide access to information to support people to make decisions and healthier choices.

The Multi-channel access Department consists of Information Specialists, Co-ordinators and Managers who facilitate access to health information and education resources through a wide variety of channels including: web based prescriptions; telephone and postal prescriptions; texting service; and live information surgeries. The team is proactive in working with local and regional partners and stakeholders in raising the profile of the Partners in Healthcare model.

This strategy is for all Trust staff including volunteers and all users (& potential users) of Trust services, and will work towards the continuation of effective and meaningful involvement and interaction with services users across departments, and throughout the Trust.

### **3. Vision**

For us to develop and progress in creating an organisation that is fully inclusive and engaged with its users, we recognised that there has already been some good foundation work and continuous engagement already carried out across the Trust.

There is a well developed Trust wide 'Partners in Healthcare' team that is working with other corporate teams such as Equality & Diversity and Corporate Communications and has laid the foundations for an involvement structure and processes in particular the Partners in Healthcare Network, that supports involvement and has clear reporting channels to internal governance structures and Trust Board.

Our vision is that Partners in Healthcare make a valued contribution at all levels across the Trust, is patient-centred and clinically engaged, and has a culture of care that supports people to make safe, appropriate and informed health care choices.

### **4. Aims & Objectives**

The aims of this strategy are to:

- Set a framework for involvement/engagement that is inclusive of all communities
- Ensure the promotion of equality for involvement/engagement
- Provide & utilise opportunities for involvement/engagement
- Promote a culture of positive patient engagement and inclusiveness
- Ensure the appropriate provision of health information and education to patients/public

The objectives are to:

- Involve patients/public in the design, planning, delivery, review and improvement of Trust services
- Create an environment that is patient-centred

- Work with other healthcare and partner organisations across Wales on involvement/engagement activities and work developments to meet the health needs of local communities
- Promote involvement/engagement across all levels within the Trust
- Dispense tailor made information prescriptions and messages to patients/public and communities across Wales

#### **4.1. Current position and achievements**

Constructive steps have been taken to address the awareness and value of engagement and involvement of patients and public at a strategic level and down throughout the organisation.

The following mechanisms, tools and guidance demonstrate how the Trust is moving forward with the Partners in Healthcare agenda, and how we are working to embed the principles of effective involvement and engagement:

##### **Partners in Healthcare Panel**

At a strategic level the Trust Board have embraced the principles of inclusion and continuous engagement, and evidence of this includes the identification of a dedicated champion at Non-Executive Director Level who chairs the Partners in Healthcare Panel. The Panel assists the Trust in discussing, monitoring and evaluating Partners in Healthcare activity and methods.

##### **Partners in Healthcare Network**

The establishment of a 'Partners in Healthcare Network' provides a model for continuous engagement, and provides us with a register of members of the public who have expressed an interest in working with the Trust to improve and develop services. The Network also includes a virtual network of external organisations, stakeholders, groups and services that are keen to learn more about Trust developments. Information, news and developments in the Trust are regularly distributed to the Network.

##### **Network News**

The Partners in Healthcare Team have developed a bi-annual newsletter which is disseminated to Network members and relevant organisations, highlighting activities undertaken, and outcomes achieved from involving and engaging with different communities across Wales.

##### **Headline News**

A newsletter called 'Headline News' is circulated monthly to internal staff to raise awareness of activities within the Partners in Healthcare Team.

##### **PPI Planning and Evaluation Toolkit**

The Trust has approved a PPI Planning and Evaluation Toolkit to measure and evaluate activity across the Trust. This has been identified as a valuable resource across PPI Teams in Wales, and in Ambulance Trusts in England.

### **Partners in Healthcare Directory**

The Partners in Healthcare Team have created a Directory to record involvement and engagement activity and outcomes across the Trust. The Team are keen to promote this Directory to staff, and encourage wider use and ownership of this resource.

### **Patient Stories**

The launch of an Online Patient Story facility on the Trust website has enabled service users to provide us with their experiences of using Trust services. This work is extending to include capturing stories face to face in the community, as well as exploring the potential of using Digital Storytelling as a tool to share patient's stories, as well as promoting Trust messages. This work is also extending to capture stakeholder and partner stories, as well as staff stories.

### **Consultation and Engagement**

The Partners in Healthcare Team have attended various events and forums across Wales, to involve and educate communities on accessing and using Trust services. For example, Focus groups have been undertaken with the Deaf and Hard of Hearing community and the Minority Ethnic community. We have received valuable feedback and input from these groups, and are working towards producing information, resources and services which are appropriate to meet the needs of these different communities.

### **Collaboration and Partnership working**

The Team have built relationships with a broad variety of groups, facilitators and stakeholders across Wales and the UK. The Trust is now represented on the National PPI Ambulance Network, where we have the opportunity to share best practice and resources, and benchmark Trust activity. Relationships continue to develop with local and regional PPI Networks, and joint working is encouraged in order to share resources.

### **Information Prescription Model**

The Multi-channel access Department delivers information prescriptions through different channels, and work is underway to develop the Model in order to ensure it meets the needs of a broad variety of communities.

## **4.2. Future direction**

We have laid good foundations to carry out a broad range of involvement and engagement activity, and through the Partners in Healthcare Network, we have embedded a model for continuous engagement.

Our future work will involve:

- Strengthening relationships with Trust staff to ensure the principles of involvement and engagement are achieved and delivered across the service
- Ensuring a broad representation of communities on the Partners in Healthcare Network
- Enabling service users to have a stronger voice in the direction of the Trust, by building on the methods in which they can become involved

- Increasing awareness of the Multi-channel access department and its role within NHS Direct Wales, and work with Trust staff to ensure effective use and promotion of information systems and resources.

## 5. Conclusion

Whilst the Trust is committed to Partners in Healthcare, work needs to be carried out to further embed quality systems and processes to capture experiences, stories and feedback. The Partners in Healthcare Team is keen to prove the value of information, involvement and engagement work across the Trust, in particular the changes that the Trust has incorporated in its service delivery, as an outcome of patient involvement.

The team continue to build on the work already been carried out, and will ensure that Trust staff are engaged in future development work.

As patient and public involvement evolves over the coming years and sits more at the forefront of service design and delivery, this strategy will be fluid and adopt any guidance and principles which are appropriate to its development.

## 6. Next Steps

- Board to be clear on strategic direction of PIH within the Trust
  - PIH to be an ongoing agenda item at meetings
  - Director/s to identify and report involvement & engagement activities within their respective departments
  - Have clear plans to utilise PIH
  - Identify ways in which directorates engage with external stakeholders and demonstrate how they are going to embed involvement within their work
- Reporting & performance (KPIs) to be fed into wider Trust reporting structures
  - Measure PIH activity and involvement across the Trust
  - Capture changes made/implemented as results of 'lessons learnt'
- PIH Strategy to be reviewed annually
  - Ensure it continues to deliver & reflect patient needs and support the development plans and progress to ensure synergy with Trusts' HCS annual reporting.
- Embed the benefits of the PIH Network with wider Trust development plans in respect of patient engagement, stories and consultation
  - Aligned with WAG NHS Consultation Guidance; 1000 Lives Campaign; Designed for Life; DEC's

- Communicate the variety of involvement opportunities and activities that the network can influence and contribute within the Trust
  - Ensure internal promotion/communications carried out
  - Showcase tangible outcomes/changes as a result of network

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## 7. Development Plan

### Objective

#### Healthcare Standard 1

The views of patients, service users, their carers and relatives and the public are sought & taken into account in the design, planning, delivery, review and improvement of healthcare services and their integration with social care services.

No.	Recommendation	Action to be taken	By whom	By when
1	Involvement and engagement	<ul style="list-style-type: none"> <li>• Continue to engage with a broad variety of communities</li> <li>• Undertake a variety of involvement, engagement and consultation activities to seek feedback, stories and experiences of patients/public and stakeholders, including:               <ul style="list-style-type: none"> <li>- Attending Open events and presentations to different groups/forums</li> <li>- Involving a broad range of communities, for e.g. ME Community, Gypsy &amp; Travellers, Deaf &amp; Hard of hearing</li> <li>- Carrying out surveys on a local, regional and national level</li> </ul> </li> <li>• Continue to develop links with Trust staff to embed a culture for continuous engagement</li> <li>• Identify opportunities for collaborative consultation between departments, divisions and organisations</li> <li>• Improve the structures of involvement and engagement activities, including:               <ul style="list-style-type: none"> <li>- Travel reimbursement process</li> </ul> </li> </ul>	PIH Lead PIH Managers  With support from: PIH Team	2014 2010   2010 2011 2011

		<ul style="list-style-type: none"> <li>- Governance processes are in place for each engagement method</li> <li>- Ensure systems are in place to record, capture, evaluate, and feedback to service users, the outcomes of activities</li> <li>- More robust process to demonstrate improvements</li> <li>• Develop an engagement strategy for the Trust</li> <li>• Develop the Partners in Healthcare Directory to promote across the Trust</li> </ul>		2011 2010
2	Partners in Healthcare Network	<ul style="list-style-type: none"> <li>• Implement an ongoing Recruitment programme for more network members</li> <li>• Ensure a wider representation of network members</li> <li>• Ensure regular communication with Network members regarding Trust messages, PIH and Network developments, through Network News</li> <li>• Ensure support is available to involved members (in the form of training, guidance, mentorship, buddying)</li> <li>• Develop a Network Micro-site, for information, Trust messages, directory of activity and consultation exercises</li> <li>• Ensure new activities are incorporated within the Network, and members are being used effectively for involvement and engagement work</li> <li>• Implement a Children and Young Persons Network</li> <li>• Promote the benefits of PIH Network across the Trust</li> </ul>	PIH Managers  With support from: PIH Team	2010  2010 2010  2011  2011  2011  2011 2010
3	Equality & Diversity	<ul style="list-style-type: none"> <li>• Continue to liaise with the Equality &amp; Development Officer and ensure issues regarding equality and diversity are being considered in all PIH work</li> <li>• Assess work programmes, processes and strategies against the Equality Impact Assessment</li> <li>• Ensure regular communication and networking with a</li> </ul>	PIH Lead PIH Managers  With support from: Equality &	2009  2009  2010

		broad range of different communities across Wales	Development Officer	
4	Communication	<ul style="list-style-type: none"> <li>• Continue to liaise with Trust Corporate Communications Team in order to share key information and work collaboratively on projects</li> <li>• Improve communications with patients/public around appropriate and safe access and use of Trust services</li> <li>• Continue to distribute Network News, press releases, abstracts, and updates to Network members and relevant stakeholders</li> <li>• Utilise WAST website 'Get Involved' page as a web tool to provide information and messages</li> <li>• Continue to build links with relevant Trust staff and departments, including EMS, PCS, Community First Responders, Volunteer Car Driver Scheme</li> </ul>	PIH Lead PIH Managers  With support from: Corporate Communication Manager & Regional Communication Officers	2009  2009 2009 2010 2010
5	Leadership	<ul style="list-style-type: none"> <li>• Establish a culture of Partners in Healthcare at all levels of the Trust</li> <li>• Initiate a call for PIH champions across the Trust, who can inform and educate staff and public alike, of the work of the team</li> <li>• Ensure information and resources produced by the PIH Team are disseminated through WAST and to patients/public:               <ul style="list-style-type: none"> <li>- PPI Planning and Activity Evaluation Toolkit</li> <li>- Corporate Guidelines for Involvement</li> <li>- PIH Directory</li> <li>- WAST service information (including unscheduled care messages)</li> <li>- Public education messages</li> </ul> </li> </ul>	PIH Lead PIH Managers  With support from: PIH Team	2011  2010  2010

		<ul style="list-style-type: none"> <li>• Encourage staff representation on PIH Panel meetings</li> </ul>		2010
6	Governance	<ul style="list-style-type: none"> <li>• Benchmark, share information and ensure continuous relationships with relevant PPI Leads, forums and networks, including: <ul style="list-style-type: none"> <li>- PPI Regional Meetings</li> <li>- National Ambulance Network for PPI Leads</li> <li>- NHS Centre for Equality &amp; Human Rights</li> <li>- Welsh Assembly Government Patient Experience Unit</li> </ul> </li> <li>• Build upon the Healthcare Standards Improvement Plan</li> </ul>	PIH Lead PIH Managers	2009  2010
7	Collaborations and Partnerships	<ul style="list-style-type: none"> <li>• Undertake involvement and engagement work in collaboration with external stakeholders, where appropriate, to share information, messages and resources</li> <li>• Continue to liaise with Community Health Councils and the proposed new structure, including Area Associations</li> </ul>	PIH Lead PIH Managers  With support from: PIH Team	2009  2009

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## Objective

### Healthcare Standard 6

Healthcare organisations, in recognising different language, communication, physical and cultural needs:

- a) Make information available and accessible to patients, service users, their carers and relatives and the public on their services
- b) Provide patients and service users with timely information on their condition, the care and treatment they will receive as well as after-care and support arrangements: and
- c) Provide patients and service users with opportunities to discuss and agree options relating to their care.

1	Multi-channel access	<ul style="list-style-type: none"> <li>• Ensure that service users are provided with different channels to access information (web, postal, SMS, phone) and are provided with a choice of format and language</li> <li>• Write, develop and implement objectives set out in the NHS Direct Wales Web Development Strategy and The Room Web Development Strategy</li> <li>• Ensure effective Information and Knowledge Management systems and resources are in place to support the delivery of a multi-channel access information service</li> </ul>	PIH Lead MCAT Managers  With support from: MCAT Team	2009  2014  2011
2	Governance	<ul style="list-style-type: none"> <li>• Ensure all Trust staff, where appropriate, are competent in delivering health information</li> <li>• Ensure effective governance structures are in place to support the delivery of an evidence based information service (including: Standards &amp; Guidelines, Quality Improvement Team, Audits, capturing service user</li> </ul>	PIH Lead MCAT Managers  With support from:	2014  2011

		feedback)	MCAT Team	
3	Collaborations and Partnerships	<ul style="list-style-type: none"> <li>• Ensure appropriate links with other information services and stakeholders (NHS 24, Choices, NHS Direct) in order to share best practice, resources and benchmark</li> <li>• Develop and maintain relationships with other health, social well-being stakeholders ensuring a collaborative approach to local, regional and national information developments</li> <li>• Contribute to local health improvement targets and promote healthy lifestyles</li> </ul>	PIH Lead MCAT Managers  With support from: MCAT Team	2010  2014  2011

The work requirements and responsibilities of the Partners in Healthcare Team also contribute towards Standards 7, 24, 29 and 30. The following examples and evidence demonstrate the broad range of work and activities that support the delivery of the Healthcare Standards:

- The development of interactive and educational tools and resources to support patients and the public to make informed decisions
- The delivery of an Information Prescription Model, where information can be dispensed through different mediums and in different formats
- Collaborations and partnerships with local, regional and national groups and organisations to share information, messages and best practice
- Contribute towards local health needs assessments and subsequent development plans within communities
- Links with national/local networks and groups to support the delivery of Health, Social and Well-being Strategies, and supporting these strategies through the promotion of public health messages

**Standard 7**

Patients, service users and their carers, including those with long term conditions, are encouraged to contribute to their care plan and are provided with opportunities and resources to develop competence in self-care.

**Standard 24**

Healthcare organisations work together with social care and other partners to meet the health needs of their population by:

- having an appropriately constituted workforce with appropriate skill mix across the community; and
- ensuring the continuous improvement of services through better ways of working.

**Standard 29**

Healthcare organisations promote, protect and demonstrably improve the health of the community served and reduce health inequalities by:

- collaborating and working in partnership with local authorities and other agencies in the development, implementation and evaluation of health, social care and well-being strategies; and
- ensuring that needs assessment and sound public health advice informs their policies and practice.

**Standard 30**

Healthcare organisations:

- have systematic and managed disease prevention and health promotion programmes, which include staff, which meet the requirements of the National Service Frameworks, national plans and health promotion and prevention priorities; and
- take fully into account current and emerging policies and knowledge on public health issues in the development of their public health programmes, health promotion and prevention services, and the commissioning and provision of services.