

Lancashire and South Cumbria NHS Joint Forward Plan

Public engagement summary

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Introduction

In line with the other integrated care boards across England, NHS Lancashire and South Cumbria ICB is required to publish a joint forward plan for 2023 onwards.

The draft Lancashire and South Cumbria NHS Joint Forward Plan (2023-2028) was presented to the ICB board on 29 March 2023, however it was recognised that a period of public engagement was required to ensure the plan captures the views of people living across Lancashire and South Cumbria.

In April, the ICB Public Involvement and Engagement Advisory Committee reviewed an engagement plan which set out the elements of the plan which the public would be engaged upon. This mainly included the vision, values, strategic priorities and pledges to the population by the NHS in Lancashire and South Cumbria which are set out in a draft joint forward plan which was presented to the ICB Board in March 2023. The committee advised that greater focus should be spent on speaking to and engaging seldom-heard groups as part of this engagement work.

Engagement on the joint forward plan has run alongside public engagement on the clinical service transformation strategy, with conversations taking place around both of these important policy documents simultaneously up to the 13 June. The clinical service transformation engagement is continuing.

The following report provides a summary of the methods used to capture insight from the public and the feedback received.

Executive summary

A good spread of engagement was carried out over the course of a month regarding the Lancashire and South Cumbria NHS Joint Forward Plan (2023-2028), which included more than 300 survey responses and a number of people providing feedback in a face-to-face setting.

The main purpose of the exercise was to help the ICB in shaping the vision and values contained within the joint forward plan, as well as the public pledges. These have prompted a wide-ranging discussion.

The primary feedback has been that around a quarter of respondents felt the vision and values within the draft plan were appropriate as they were and that almost half were happy with the public pledges.

However, many comments were made that people were more interested in whether we could deliver our vision and pledges under the current climate. A number of other comments both in the survey and face-to-face stated that there was some confusion with the Integrated Care Strategy of the Integrated Care Partnership which had only recently been engaged upon and was a factor in lower responses to the engagement than planned.

The most common comments in regards to suggestions for amendments to the vision and pledges were around communications, providing services in the community, supporting, recruiting and developing staff, and prioritising prevention.

In addition, 89 members of staff contributed to the survey, on top of to more than 300 staff from the ICB who were directly involved in Big Conversation discussions to shape the values.

Method

Engagement on the joint forward plan took the form of both an online survey and targeted face-to-face public engagement sessions with seldom heard groups and groups, and organisations which support people, with protected characteristics. Separate surveys were created – one for the general public and another for NHS frontline staff. The surveys ran from mid-May 2023 until 13 June 2023.

Face-to-face engagement sessions were held in some of the more deprived communities within Lancashire and South Cumbria and attended by people from a number of protected characteristic groups. Sessions took place in the Darwen, in Blackpool and in Chorley. The team also met with the central Lancashire patient advisory group. This was in addition to the two planned ICB listening events which took place in Barrow and Burnley.

Within the survey, respondents were provided with the ICB vision, values, priorities and pledges in their draft form and asked to comment on them. These included:

Vision

We want our population to live longer and healthier lives which will be enabled by:

- Healthy communities
- High-quality and efficient services
- Health and care services that are centred around the needs of our communities and offer high-quality employment opportunities for our workforce

Values

- We are committed to delivering high-quality, patient-centred care which improves people's lives with compassion, humanity, kindness, respect and dignity.
- We will make the most efficient and effective use of the healthcare resources across Lancashire and South Cumbria.

Pledges

- You will have healthy communities.
- You will have high-quality and efficient services.
- A health and care service that works for you.

Priorities

- Strengthen our foundations
- Improve prevention and reduce inequalities
- Integrated and strengthen primary and community care
- Improve quality and outcomes
- World class care

As part of the promotion of the survey the communications and engagement team engaged with people and community organisations to involve them in the conversations and to encourage people to complete the survey.

These included:

- BME communities
- Disabled networks /groups
- LGBTQ
- GRT
- Women's groups
- Maternity
- C&YP
- Low-income groups
- Older people
- Condition specific groups: asthma, diabetes, heart disease, stroke,
- Citizen Panel & Readers
- VCFSE
- Healthwatch
- Listening event attendees
- Large employers
- Parent groups/networks
- Carers
- PPGs and GP Practice Managers

Key contacts and groups were invited to arrange focus groups with us and also given the opportunity to complete the online survey. Conversations have continued with groups unable to attend while the engagement exercise was going and outside of the timescales given to produce this report.

Additional feedback will be used to aid with the ongoing development of the joint forward plan and its implementation. For example, a large engagement listening event with disability groups, and separately with a BME focus group, will take place later in the month.

Response rate

The patient survey received 308 survey responses while the staff survey received 89 responses. A total of 36 people attended the specially organised public engagement sessions, while a further 11 attended the ICB listening event in Barrow and 28 attended the event in Burnley.

A good mix of attendees was spoken to across the various sessions. Attendees included young people, pregnant women, people from low-income families and people with learning disabilities.

A key challenge which was discussed throughout the engagement was the timing of this work following the engagement work to support the Integrated Care Strategy and confusion between these two strategic documents. This is believed to have had a considerable impact on the response rate of the engagement activity and the survey, in addition to the tight timescales.

Feedback from face-to-face engagement sessions

The following focus groups were arranged to present the draft vision and values and public pledges to members of the public, with a focus on speaking to those often considered 'hard to reach'.

31/5/23	Whitegate Manor, Blackpool	Young people
31/5/23	Barrow	Scheduled public listening event
1/6/23	Chorley House	Central Lancashire Patient Advisory Group (PAG) which included attendees with disabilities and sensory impairment.
6/5/23	Church hall, Chorley	Low income families and a church ladies group
7/6/23	Ash Grove, Darwen	Group included people living among high levels of deprivation with a mix of co-morbidities, mental health issues, parents of children on ASD/ADHD pathways and with mental health issues
7/6/23	Burnley	Scheduled public listening event

Outcomes of the engagement

A real challenge for this engagement was that for many people, the practical realities of their lived experience is how they see the NHS and NHS services. This means that documents such as the NHS Joint Forward Plan are recognised as aspirational but need to be framed very practically for them. An example of this can be drawn from the focus group at the foodbank in Darwen, where much of the discussion focused on the concern around centralisation of hospital services. Listening to members of the foodbank, it was clear that for them centralised services would introduce additional and unaffordable costs, consume considerable time in getting to hospitals elsewhere, and a reliance on unreliable and poorly connected public transport. Linking this conversation back to the vision and values means that although the vision, values, priorities and pledges make some sense, it is the delivery and experience of services that has greater meaning. As such, it would be vitally important to ensure that there is adequate engagement on the delivery plans for the NHS Joint Forward Plan as these are where people and communities will see actual impact and change, as well as benefit.

Another key theme arising across the groups was the need for the NHS to write in plain English, simply and clearly. The language still feels very technocratic or bureaucratic and is ambiguous. The key themes for each of the groups are outlined below:

Vision and values

- The vision and values are similar, if not the same, as what has been included in NHS documents consistently for the past five to 10 years.

- The vision and values are aspirational, people are interested in the practicalities, how these aspirations will impact on them in practical ways
- They are ambitious, but that's not necessarily a bad thing.
- 'High quality and efficient services' is ambiguous and could mean different things to different people.
- The vision for services to be centred around the needs of the community contradicts the clinical strategy which plans for some services to be centralised further away.

Pledges

- Pledges are generally good but may need work as could be subjective, for example they need to be explained clearly, and practically
- Pledge 3 mentions collaboration – is this the same as consultation? Needs clarity.
- Need to explain difference between system, place and neighbourhood, as not all will understand this language.
- Healthy community is about more than just physical and mental. Also social, economic and spiritual.
- What works in one part of the area may not work in another. How are we accommodating for differences whether geographical or demographic?
- "We've had this kind of thing before and it's never made any difference to us."

Priorities

The priorities were generally supported, particularly the life course focus which was regarded as logical and clear. There was some discussion about how the priorities need to be reflected into practical examples so people can relate to them and understand what they mean. The use of practical examples, like case studies or worked examples would help people to understand them more.

Other points raised included things that need addressing to have a healthy community – such as housing, lack of parks and green spaces in some areas, lack of and cost of public transport.

Concerns were raised about poor quality of mental health services and difficulties getting appointments at GP practices. A further concern was raised regarding perceptions around services for SEND children where professionals make decisions without taking on board the thoughts of parents.

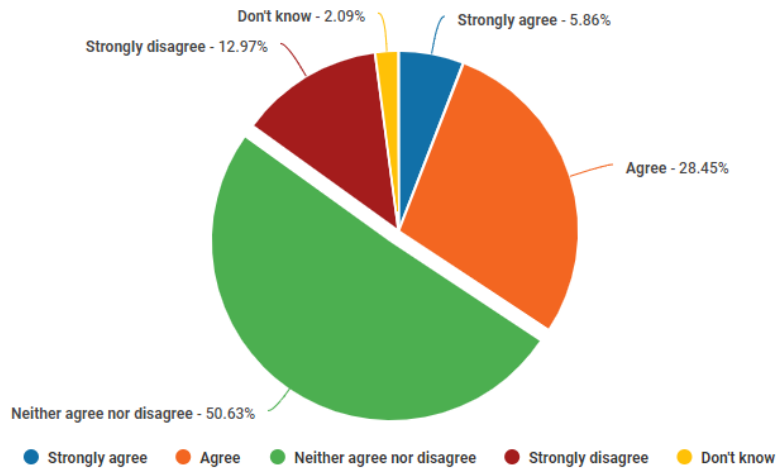
The key theme from the sessions with members of the public was that they were less interested in written values, visions and pledges, and more interested in the ICB delivering improvements to services and taking action to improve health and wellbeing.

Further insights from this work are that engaging with the seldom-heard takes time, requires considerable time for preparation, consideration and sense-making and for feeding back. Many groups require more plain English and 'easy-read' style documents and the complexity of the details can be off-putting. For many, the topic may not appear to have salience to their lives, as their focus is on immediate personal challenges and priorities. Taking time to build relationships and establish trust can mitigate against these challenges.

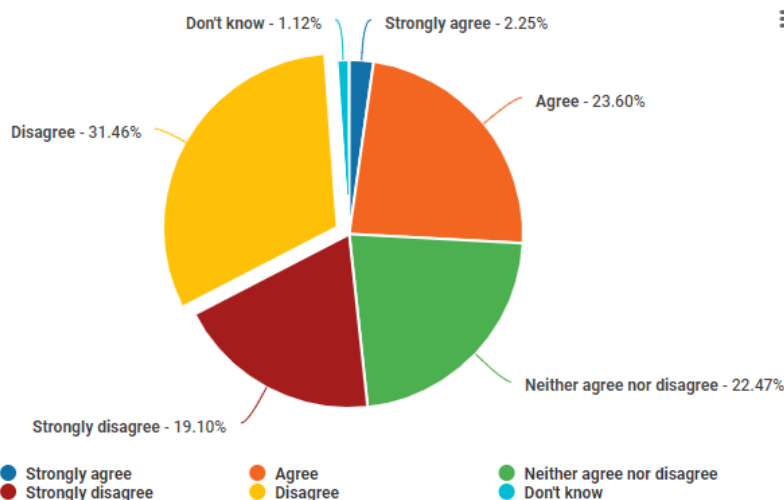
Survey results

To what extent would you agree that you live in a healthy community?

Public survey responses



Staff survey responses



Would you make any changes to these values or are there any important values you feel are missing?

Of the people who completed the public survey, 23 per cent said they felt the proposed values were appropriate as they were and would not suggest any changes. In the staff survey this figure was 30 per cent. Other respondents had suggestions for additional or amended values, although none were vehemently opposed to them in their current state.

Of those who said they would not make any changes, some did comment that action was more important than the written values, and it remained to be seen whether the ICB could deliver on the values being presented. Several also commented that budget restrictions would limit the extent to which it was possible for the values to be met in practice.

A number of respondents commented that the values were not actually values, but statements. And a number said they were too 'woolly' or vague, and didn't say anything specific.

Comments also suggested using 'people-centred' rather than 'patient-centred', as we should support people all the time, not just when they are using services.

Suggested additions included:

- Communication – ensuring communications is effective, timely and understandable, and supporting the education of patients.
 - Embrace technology to improve communication.
- Services closer to home and the community.
- Values to support patient care such as empathy, compassion, developing trust and being respectful.
- Treatment of staff, positive working environment, opportunities for development.
- Working in partnership with other organisations to improve focus on prevention.
- Currently no mention of 'safe and sustainable' services.
- Accessibility and inclusion/equity – everybody should receive same level of care regardless of their circumstances or where they live.

Are the pledges the right ones for NHS organisations in Lancashire and South Cumbria? Is there anything missing from them?

Of the people who completed the public survey, 46 per cent said they felt the proposed pledges were appropriate and would not suggest any changes. In the staff survey this figure was 44 per cent per cent. As with the values, other respondents had suggestions for additional or amended pledges but none expressed any major unhappiness with those proposed.

Much like the vision and values, those surveyed were most interested in how deliverable the pledges were under current budgetary and staffing constraints.

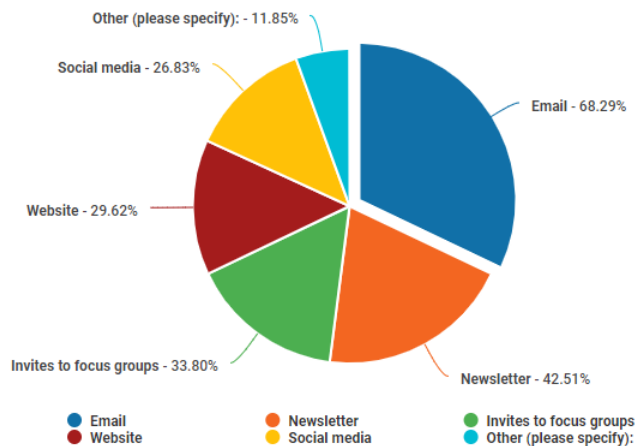
As above, comments also suggested using 'people-centred' rather than 'patient-centred', as we should support people all the time, not just when they are using services.

A number of respondents suggested additions, similar in many ways to those suggested regarding the vision and values. These included:

- Robust communications to patients.
- Strengthening services in the community.
- Treating staff and patients with the respect they deserve.
- More emphasis on mental health.
- Prioritise prevention.

How do you want us to show you we have met our pledges to you?

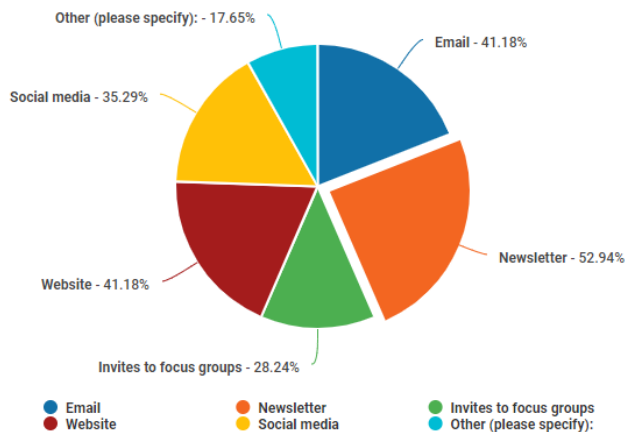
Public survey responses



Some of those who selected 'other' suggested:

- Local media
- Board meetings
- Annual report
- Information in surgeries and pharmacies
- Word of mouth – if the pledges are met, the proof will be evident

Staff survey responses



Some of those who selected 'other' suggested:

- Intranet
- Word of mouth – if the pledges are met, the proof will be evident

Please rank our priorities in order of how important they are to you (1 being the most important)

Public survey responses

Item	Total Score ¹	Overall Rank
Improve the quality of services	1071	1
Work to join up primary and community care	971	2
Improve prevention and reducing inequalities	884	3
Deliver world-class care	742	4
Strengthen our foundations	607	5

Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

Staff survey responses

Item	Total Score ¹	Overall Rank
Improve the quality of services	321	1
Improve prevention and reducing inequalities	284	2
Work to join up primary and community care	262	3
Strengthen our foundations	236	4
Deliver world-class care	217	5

A low ranking for the priority of 'strengthen our foundations' suggests more work needs to be done to support the public to understand the importance of this requirement and to possibly reword the priority so it resonates more clearly with the public.

While it may be surprising to see 'deliver world-class care' score so low, this demonstrates a wish among the public and staff to improve services, prevention and cooperation between partner organisations.

About you questions

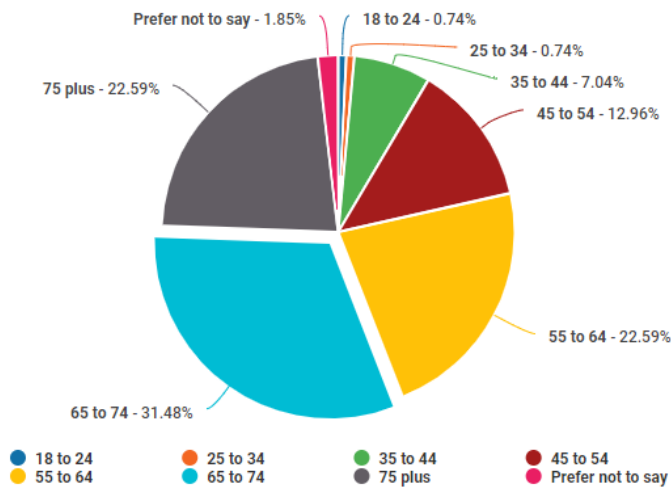
The below data relates only to responses to the online survey, not face-to-face engagement sessions. Some of the below questions were not asked within the staff survey. Where only one set of data is reported, this is from the public survey.

Please tell us the first three or four characters of your home postcode

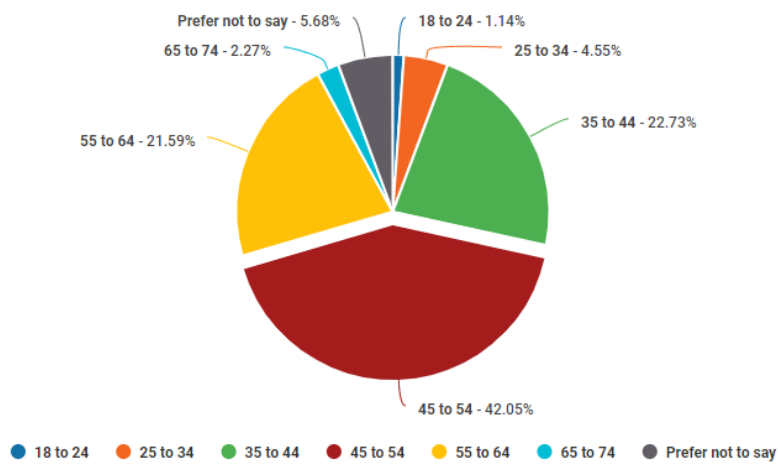


Age

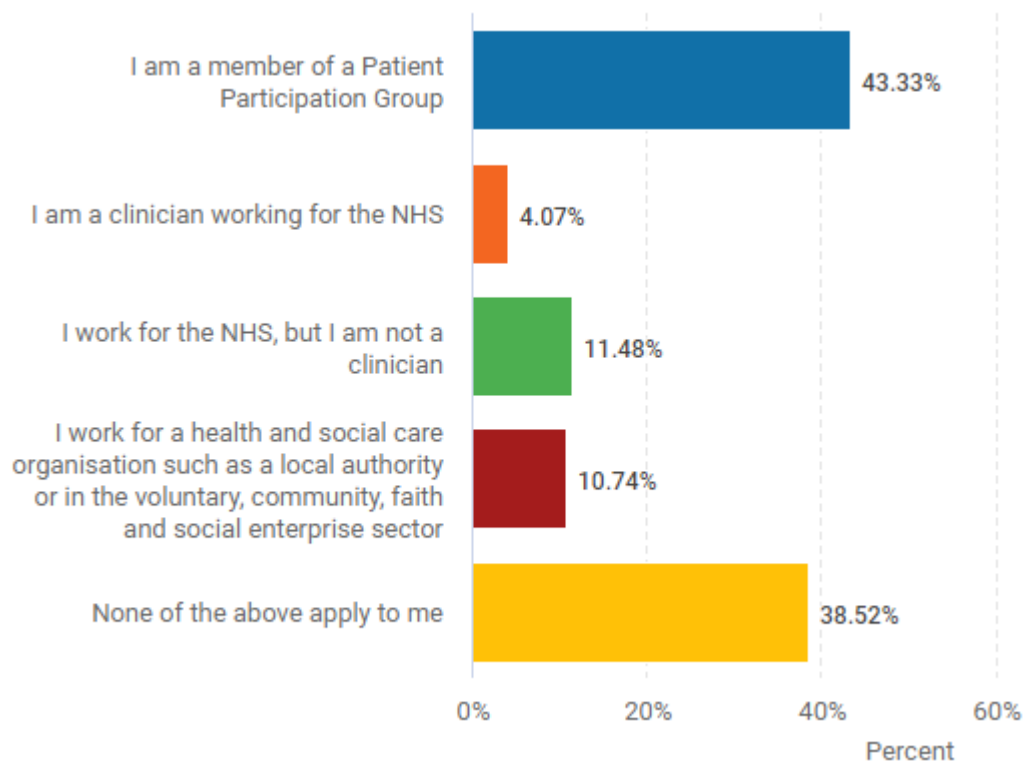
Public survey responses



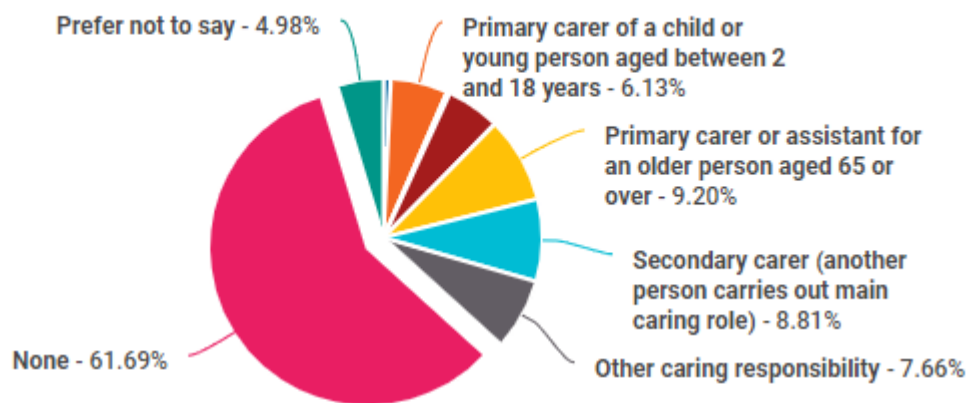
Staff survey responses



Which of the following apply to you?

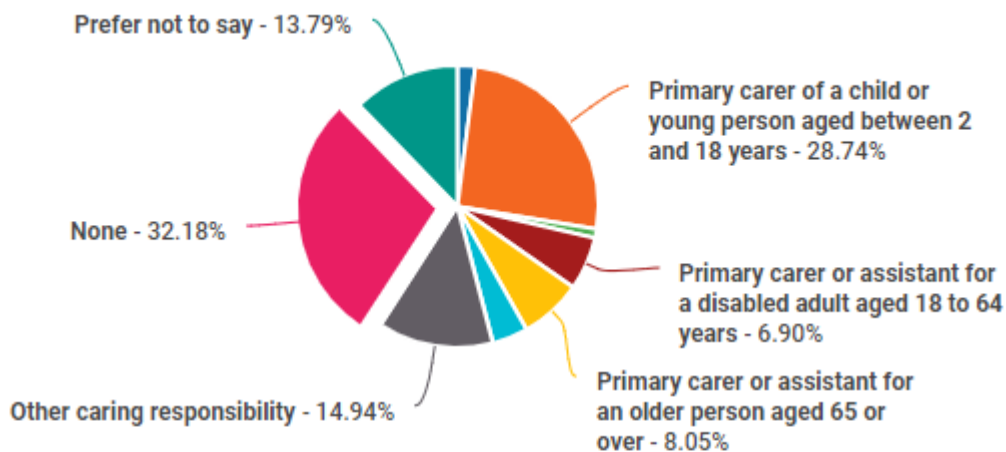


Do you have any caring responsibilities Public survey responses



- Primary carer of a child aged under 2 years
- Primary carer of a child or young person aged between 2 and 18 years
- Primary carer of a disabled child or young person aged up to 18 years
- Primary carer or assistant for a disabled adult aged 18 to 64 years
- Primary carer or assistant for an older person aged 65 or over
- Secondary carer (another person carries out main caring role)
- Other caring responsibility
- None
- Prefer not to say

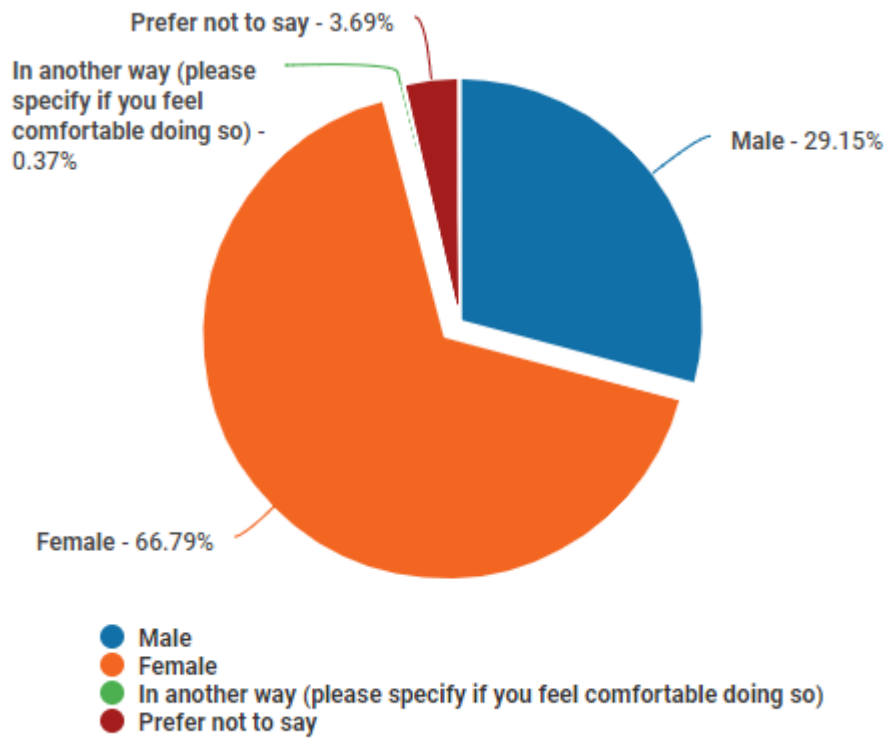
Staff survey responses



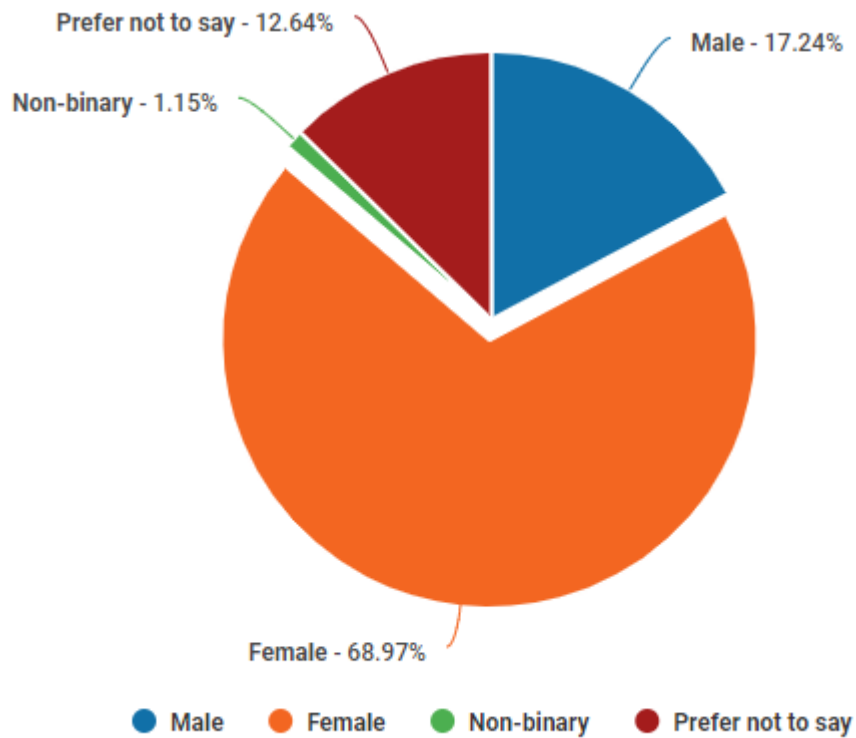
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- Secondary carer (another person carries out main caring role)
- Other caring responsibility
- None
- Prefer not to say

Gender

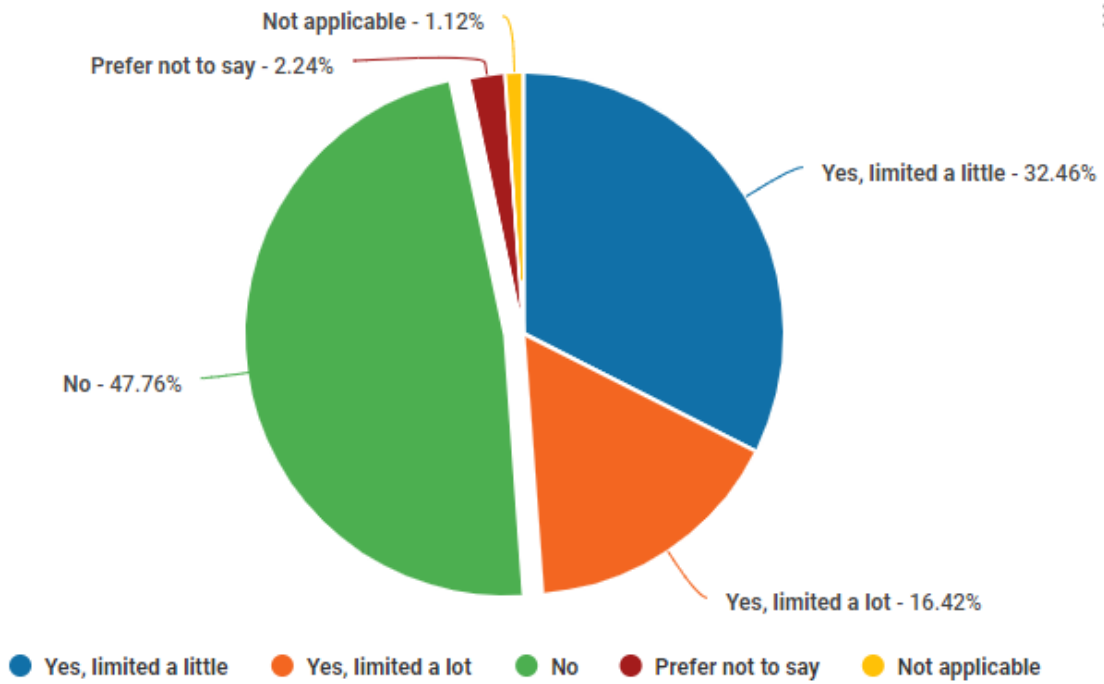
Public survey responses



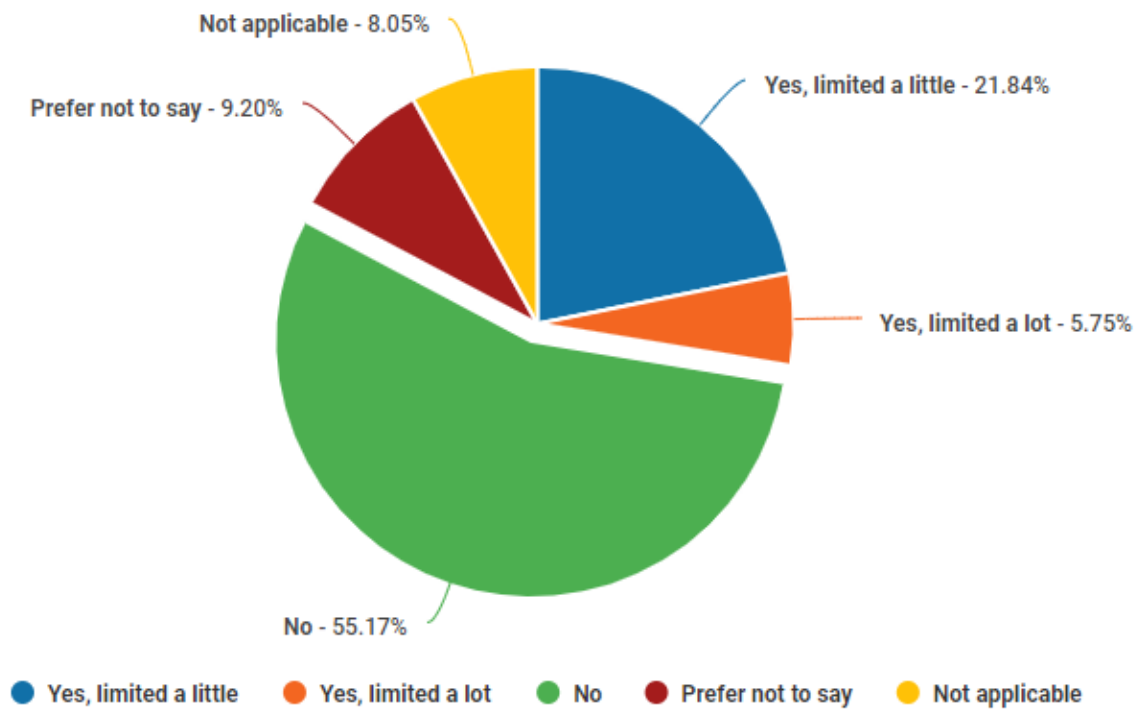
Staff survey responses



Disability or health problem Public survey responses

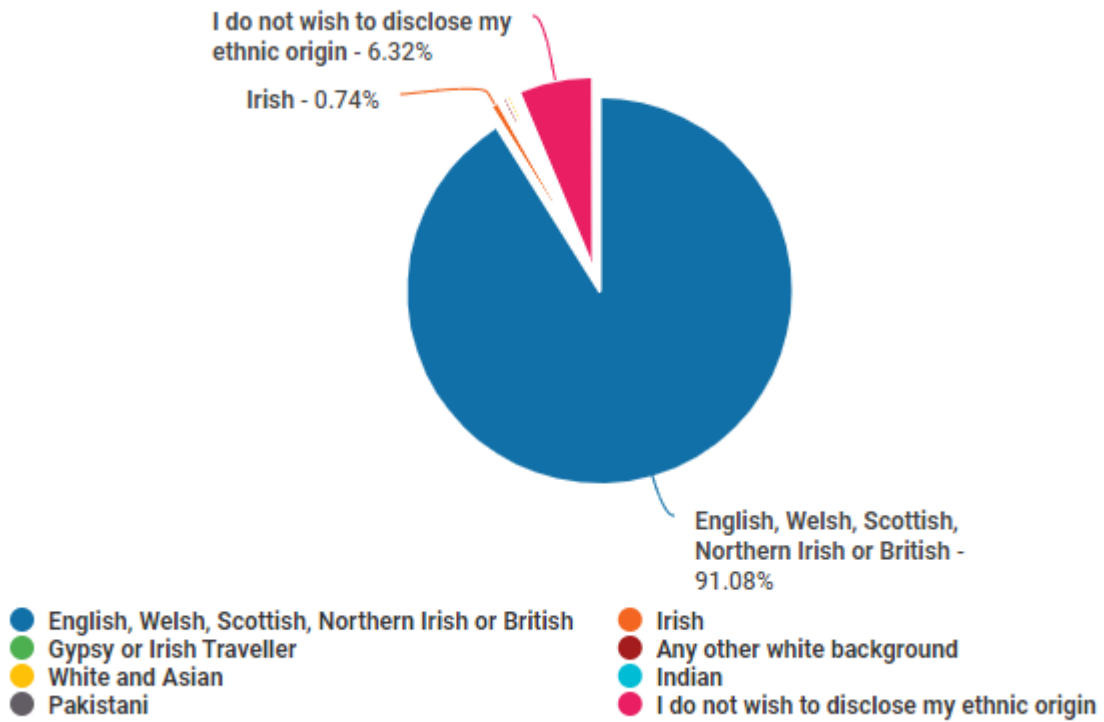


Staff survey responses

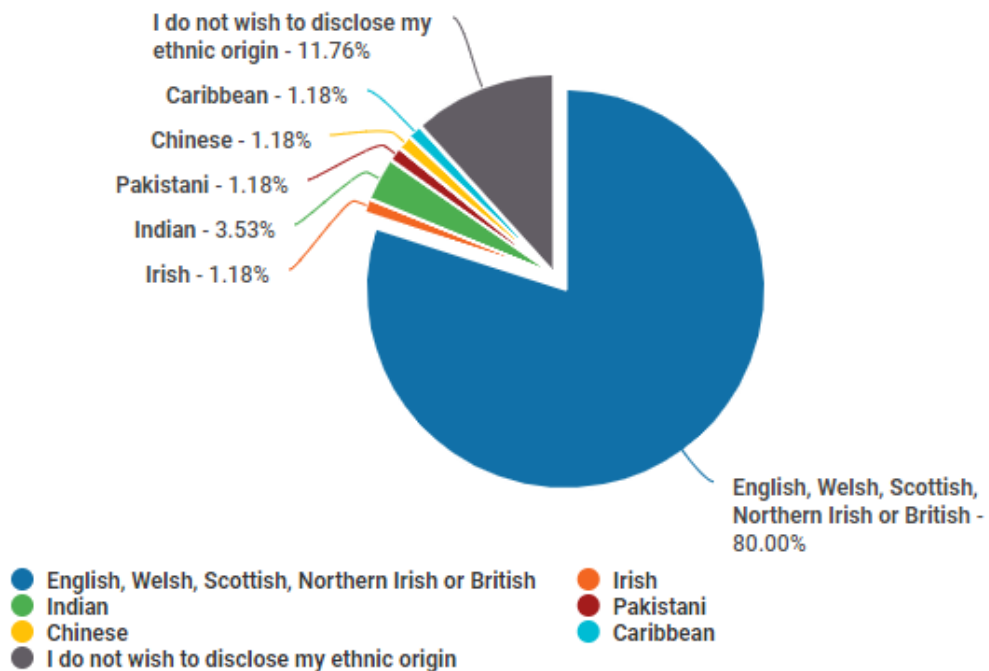


Ethnicity

Public survey responses

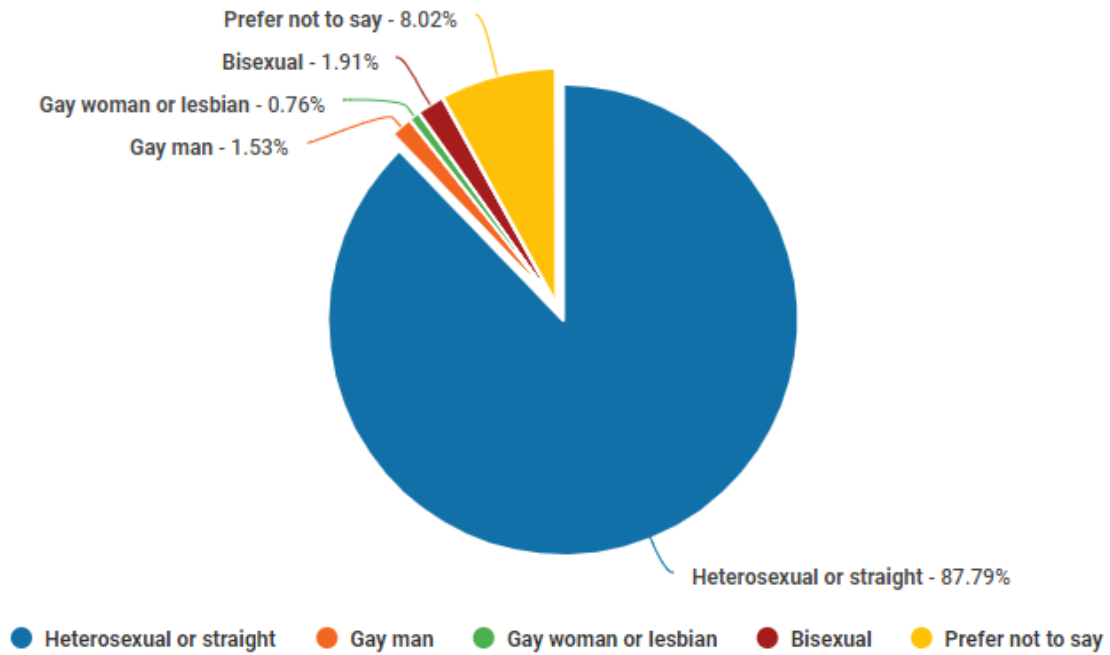


Staff survey responses

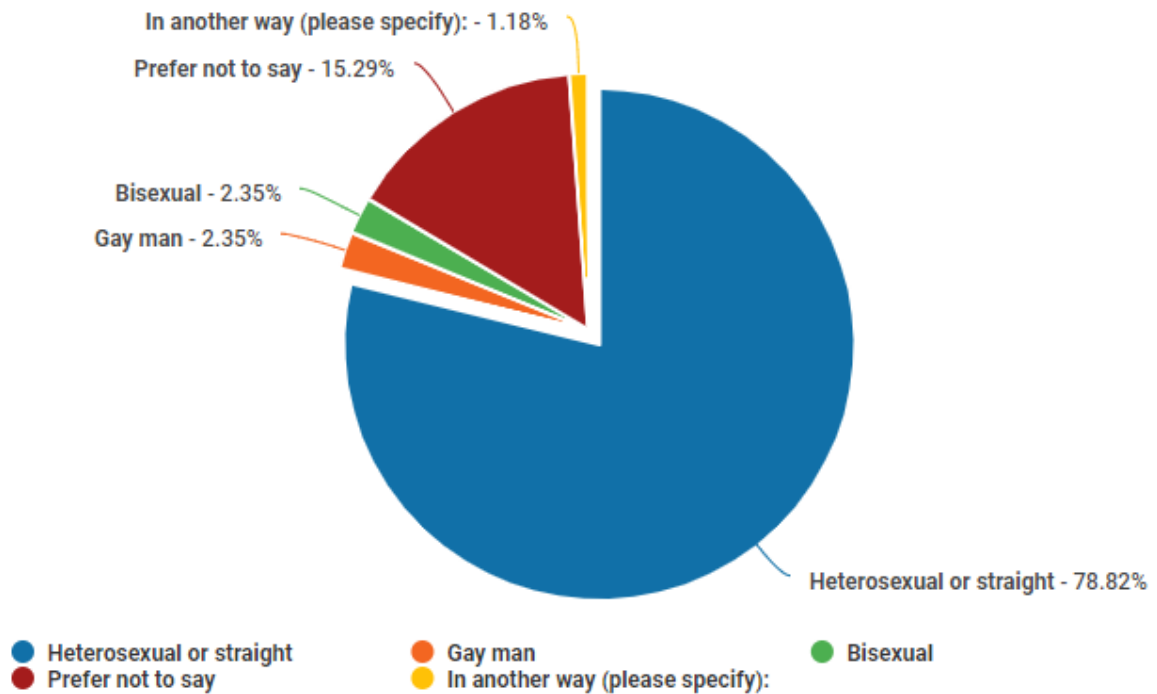


Sexuality

Public survey responses



Staff survey responses



Next steps

This engagement report will be used to make amendments to the NHS Joint Forward Plan for Lancashire and South Cumbria, in addition to engagement which has been captured concurrently from partners – in particular shaping the vision, values and pledges for the population – recognising key themes which have been heard from members of the public including the need for a focus on delivery and the importance of involving local people and their experiences of health and care in improving services.

Additionally, the engagement described in this report has already contributed to the development of a set of ICB and joint NHS in Lancashire and South Cumbria values statements along with engagement of more than 300 staff across the organisation.

In relation to the pledges, it is recommended that the following are considered for incorporation into the updated version of the NHS Joint Forward Plan:

- You will have healthy communities
- You will have high-quality and efficient services
- A health and care service that works for you
- Staff and members of the public will be treated with the respect they deserve
- You will be well informed and involved in decisions
- A commitment to deliver improvements
- Your experiences of health and care will be valued and listened to
- Your communities and places will be valued for what makes them unique

These changes are expected to be implemented by 28 June 2023 and will be published as part of the papers for the ICB Board on 5 July 2023.

There are considerable learnings which have been captured as part of the engagement activity. These include:

- Positive connections which have been made with seldom heard and vulnerable groups and the need for relationship building in order to fully involve individuals in engagement programmes in the future. This is an important priority for the engagement team.
- Challenges which have been captured around the restrictions of the national timetable for submitting the NHS Joint Forward Plan which has not given sufficient time to undertake the level of engagement which would have been preferred
- Undertaking this work during an organisational restructure provided challenging for individuals.
- The timing of this work being close to the Integrated Care Strategy and the public desire for delivery and improvements rather than conversations on strategies and plans.
- This engagement work has laid an important foundation for future engagement and involvement in the delivery of the strategic priorities of the ICB in relation to system recovery and transformation programmes.

These learnings will be captured going forward by the communications and engagement team in planning future projects.