

Transforming Maternity Services Together

Communications Strategy and Consultation Plan

Introduction:

This communications strategy and consultation plan has been produced to support the Maternity Services Redesign programme to ensure comprehensive communication and widespread consultation over a period of 14 weeks.

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

Purpose

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

Our stakeholders

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

Key messages

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

Overall:

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

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

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

Communications:

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

- Talking heads videos of clinicians setting out the story/case for change/key messages and encouraging feedback to the consultation.
- Posters and info cards to promote the consultation process and feedback opportunities.
- Regular media promotion to highlight consultation feedback opportunities.
- Posters, media and social media to promote consultation events/information.

Engagement and consultation:

The consultation will begin on 12 November 2018 and end on 24 February 2019. This is a period of 14 weeks to allow for the Christmas holiday season. Activity will include:

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

Documents:

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

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

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

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

Key considerations

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

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

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

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

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

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

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

Using existing channels and meetings

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

Timetable, key milestone and action plan

The plan below draws on extensive informal engagement activities that have been undertaken to date and sets out a broad overview of key dates and activity in the immediate lead up to, during and following consultation. The aim is to have one action plan for the consultation that the Local Health Economy Communications Working Group (LHECWG) work together to deliver, to ensure effective and aligned communications and activities.

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

Activity/milestone	Detail	Indicative Timescale	Lead
HOSC engagement (BaNES, Wilts, Swindon and Somerset)	Present findings from informal engagement / outline challenges and describe case for change	Throughout – Sept 18	Wilts/BaNES/ Swindon/ Somerset CCGs
Informal engagement feedback and analysis	Made public	Autumn 18	Wilts CCG
Pre-Consultation Business Case (PCBC)	Made public	Autumn 18	Wilts CCG
Develop Consultation document	Alongside PCBC Incorporate findings from seldom heard/protected characteristics engagement	Summer 18	LHECWG
Submit papers for NHSE assurance stage 2 meeting		24 th July 18	Wilts CCG
NHS E stage 2 assurance meeting	Five tests and conditions applied/best practice checks	31 st July 18	
CCG PPE Leads	Review and input into Consultation document	Aug 18	LHECWG
CCG Lay rep meeting	Review consultation docs and approach/dates	August – September	LHECWG
HOSC meetings	Review and incorporate feedback into consultation document and approach	August-September	LHECWG
Legal review of Consultation Document		September 18	Wilts CCG
Further development of consultation document and materials alongside PCBC	Including key facts development, leaflets, posters, flyers, social media assets, banners, fact packs, roadshow board displays, feedback forms	July – October 18	LHECWG
Further development of consultation plan	Timetable of events finalised	July – October 18	LHECWG

Activity/milestone	Detail	Indicative Timescale	Lead
NHS E Stage 2 Assurance Follow up Meeting		w/c 17 September	
Engagement with families planning for military repatriation	Incorporate feedback into consultation and engagement approach	September	LHECWG
Develop talking heads videos to support consultation		Sept – Oct 18	LHECWG
HOSC meetings (B&NES, Wilts, Swindon and Somerset)	Support for approach to consultation and engagement confirm arrangements for scrutiny assurance	Sept 18	Wilts/BaNES/Swindon/Somerset CCGs
CCG, Trust and STP governing bodies (closed session)	Pre consultation business case and consultation document and plan sign off	Sept – October 18	
Engagement with neighbouring HOSCs BNSSG, West Hampshire, Somerset and Oxfordshire	Write to outline plans and approach to consultation, offer to meet if required	Sept- Oct	
Swindon Health and Wellbeing Board	Provide updates/additional information as required.	4 th Oct 18	SCCG
GWH Executive committee	Provide updates/additional information as required.	16 th Oct	GWH
Wiltshire Health and Wellbeing Board	Provide updates/additional information as required.	17 th Oct 18	Wilts CCG
SCCG Governing Body meeting	Provide updates/additional information as required.	25 Oct	SCCG
RUH Board of Directors	Provide updates/additional information as required.	31 st Oct	RUH
HOSC engagement (BaNES, Wilts, Swindon and Somerset)	Public HOSC meetings	Oct 18	Wilts/BaNES/Swindon/Somerset CCGs

Activity/milestone	Detail	Indicative Timescale	Lead
Media and social media plan agreed	Encourage and support engagement, manage responses	October 18	LHECWG
Consultation materials and plan finalised (in line with NHS E review and CCG governing body)		October18	Wilts CCG
Consultation document to print		October/Nov 18	Wilts CCG
Briefing clinicians who have responsibilities for/contact with seldom heard stakeholders	Clinicians can support with identifying and sharing engagement opportunities	October - Nov	
Staff engagement	Face-to-Face Briefing sessions ahead of formal consultation. Materials and key messages shared	Early November	RUH, SFT and GWH
Pre consultation briefing activity	MPs, media	November	LHECWG
GP and staff briefings issued in each of the LMS areas		November	LHECWG

The following dates are subject to change depending on the outcome of the above activities. Additional dates will be added for December/January as required.

Activity/milestone	Detail	Indicative Timescale	Lead
Formal S14Z2 statutory consultation begins 12 November 2018			
Rapid HOSC meeting with each of the LMS area HOSCs represented	Outline full proposal for change, share consultation document and materials. Proposal to launch consultation shortly after this meeting	12 November 2018	Wilts CCG
Distribution of consultation document	Maternity services locations and public settings	12 November	Wilts CCG
Consultation	Consultation materials	12 th November	Wilts CCG

Activity/milestone	Detail	Indicative Timescale	Lead
website launched	available online		
Consultation materials / posters distributed	Promoting consultation feedback options and feedback opportunities including event dates/times	12 th November	Wilts CCG
Media release issued	Announce consultation start/end date, information sources and opportunities to engage	12 th November	Wilts CCG
Social media launch	Announce consultation start/end date, information sources and opportunities to engage	12 th November	Wilts CCG
Neighbouring HOSCs – BNSG, Hampshire, Oxford	Outline engagement opportunities, provide update and offer to attend/present at committee meetings if required	12 th November	Wilts CCG
Engagement and/or forums with stakeholders	Mums, families, those with an interest in maternity services, seldom heard groups, wider community, Materials and key messages shared and opportunities to provide feedback	W/C 12 November and throughout consultation period	LHECWG
Targeted face to face engagement and/or forums with strategic/key partners	MPs, GPs, media Materials and key messages shared	W/C 12 November and throughout	LHECWG
Staff side engagement	Face-to-Face Briefing session. Materials and key messages shared	Nov 2018 and throughout	RUH, SFT and GWH
Staff engagement	Staff briefing sessions held in provider organisations.	Nov – Feb 2019	RUH, SFT, GWH

Activity/milestone	Detail	Indicative Timescale	Lead
	Supported through internal channels eg newsletters, existing forums, staff intranet		
Engagement with neighbouring HOSCS BNSSG, West Hampshire, Somerset and Oxfordshire	Write to provide consultation update, add offer additional information as required	Nov 2019	
Programme of consultation events	Core initial programme which will be kept under review during the consultation period and added to as necessary	From Nov to Feb 2019	LHECWG, CCGs
B&NES Primary Care forum and cluster meetings		TBC Nov 18	BaNES CCG
West GP Forum Event		14th Nov	Wilts CCG
B&NES CCG patient engagement group Your Health Your Voice		15 th Nov TBC	BaNES CCG
SCCG GP Commissioning Forum		21 st Nov	SCCG
SCCG Governing Body Meeting		21 st Nov	SCCG
Consultation period ends 24 Feb 2019			
Independent analysis of feedback and completion of consultation outcome report		Feb - April 19	University of Bath
Governing body and HOSC		May – June 2019	Steering Group

Activity/milestone	Detail	Indicative Timescale	Lead
presentation of outcome of consultation report			
Consideration of outcome of consultation report		May – June 2019	CCG and provider governing bodies
CCGs governing body and Trust Board decisions		May- June 2019	CCG and provider governing bodies
Communicate outcome to stakeholders		July 2019	LHECWG

Evaluation

Evaluation will be measured through:

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

Consultation and feedback

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

The outcome of the consultation report will also inform the CCG and Trust governing bodies' decision making.