

Working With People and Communities – Engagement and Insight

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JUCD Engagement Approach



6. Engagement

6.1 JUCD approach to engagement

A key hallmark for the Strategy is:

We will develop a broad and deep engagement approach to inform the further development of the Strategy and relevant implementation plans

Ministerial insight from our diverse population about their experiences of care, their beliefs and expectations for improvement of services, and the wider needs in order to ensure equality of access to services of the highest reputation, of excellence and high performance, alongside the NHS. This is a right, and the Government is committed to ensure that we do not fail to meet it, and to build trust in the NHS and its role in the future of the NHS.

As a result, JUCD has developed a strategic approach to engagement, which includes key principles and framework that will underpin our model of working. It sets out how we will listen, consult, and co-produce with our citizens, and the experiences and expectations of local people will be central to the JUCD. This is a key approach to ensure we are able to deliver the best and most effective services, and to provide the best possible care and support to our citizens, and to ensure that we are continuously improving services.

Our ambition is:

- To embed our work with people and communities at the heart of services, priority setting, and delivery, to ensure that we are able to deliver the best possible care and support to our citizens, and to ensure that we are continuously improving services.
- To recognise that relationship building is important to the way that we deliver services, and needs to be embedded in our practice, systems, and governance, with the support of our citizens.
- To ensure that our engagement with citizens is a key part of our work, and to ensure that we are able to deliver the best possible care and support to our citizens, and to ensure that we are continuously improving services.

In order to ensure that we have a systematic approach to engagement with people and communities, it is supported by several frameworks. These frameworks are in different stages of development and will continue to evolve, including the JUCD framework, and the JUCD framework for the NHS.

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- *People and communities at the heart of planning, priority setting and decision-making*
- *Recognise that **relationship building** is important to increase trust, improve involvement, and needs to be considered on a planned, systematic, and continuous basis, with the required investment of time*
- *Brings people and communities into the discussion rather than talks to them about the decision*

”

10 principles for working with people and communities

1.

Put the voices of people and communities at the centre of decision-making and governance, at every level of the ICS

2.

Start engagement early when developing plans and feed back to people and communities how their engagement has influenced activities and decisions

3.

Understand your community's needs, experience and aspirations for health and care, using engagement to find out if change is having the desired effect

4.

Build relationships with excluded groups, especially those affected by inequalities

5.

Work with Healthwatch and the voluntary, community and social enterprise (VCSE) sector as key partners

6.

Provide clear and accessible public information about vision, plans and progress, to build understanding and trust

7.

Use community development approaches that empower people and communities, making connections to social action

8.

Use co-production, insight, and engagement to achieve accountable health and care services

9.

Co-produce and redesign services and tackle system priorities in partnership with people and communities

10.

Learn from what works and build on the assets of all ICS partners – networks, relationships, activity in local places

Framework	Summary
Governance	The Governance Framework examines, develops and evaluates the structures and processes that provide the interface between people and communities and the ICS at all levels, allowing insight to feed into the system, influence decision-making, and nurture the trust and relationships we aspire to in order to deliver on the 10 principles. It seeks to provide assurance that we are meeting our legal and moral duties around public involvement across all areas of health and care system transformation, and change.
Engagement	Outlines a range of methods and tools available to all our system partners to support involvement of people and communities in work to improve, change and transform the delivery of our health and care provision. For example, Readers Panel, PPG Network, Patient and Public Partners, Derbyshire Dialogue, and Online Engagement Platform.
Evaluation	Developing a model that enables the ICB to continually examine our public involvement practice and the impact this has on our work, people, and communities. The aim is to outline how we will measure and appraise our five frameworks to support ongoing continuous improvement. This in turn will support us to demonstrate how well we are acting on people's needs and lived experience to reduce inequalities in health and care provision.
Co-production	Embedding, supporting, and championing co-production in the culture, behaviour and relationships of the ICS, through a co-designed multi-agency approach.
Insight	<p>The Insight Framework aims to identify and make best use of insight that is readily available in local communities to inform the work of the ICS and promotes the development of reciprocal relationships with people and communities to promote social action and establish mechanisms for continuous involvement.</p> <p>An Insight Toolkit was developed with stakeholders in 2023 to enable partners working in the ICS to build lasting and meaningful relationships with people and communities. 25+ initiatives are currently involved in testing this way of working in many and varied settings.</p>

Community Led Insight

An accurate and deep understanding of community experiences, needs, ideas and ambitions....

.....and making them known



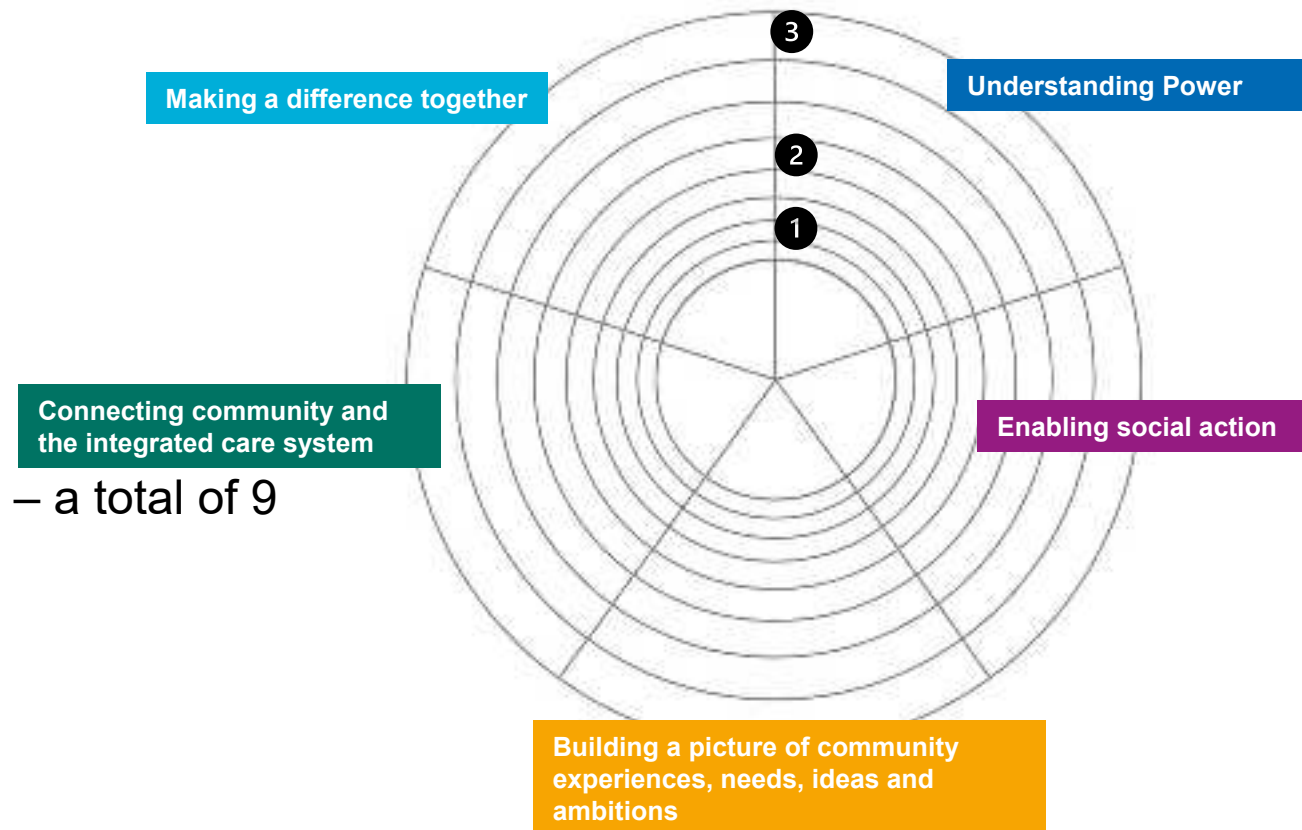
Insight Framework

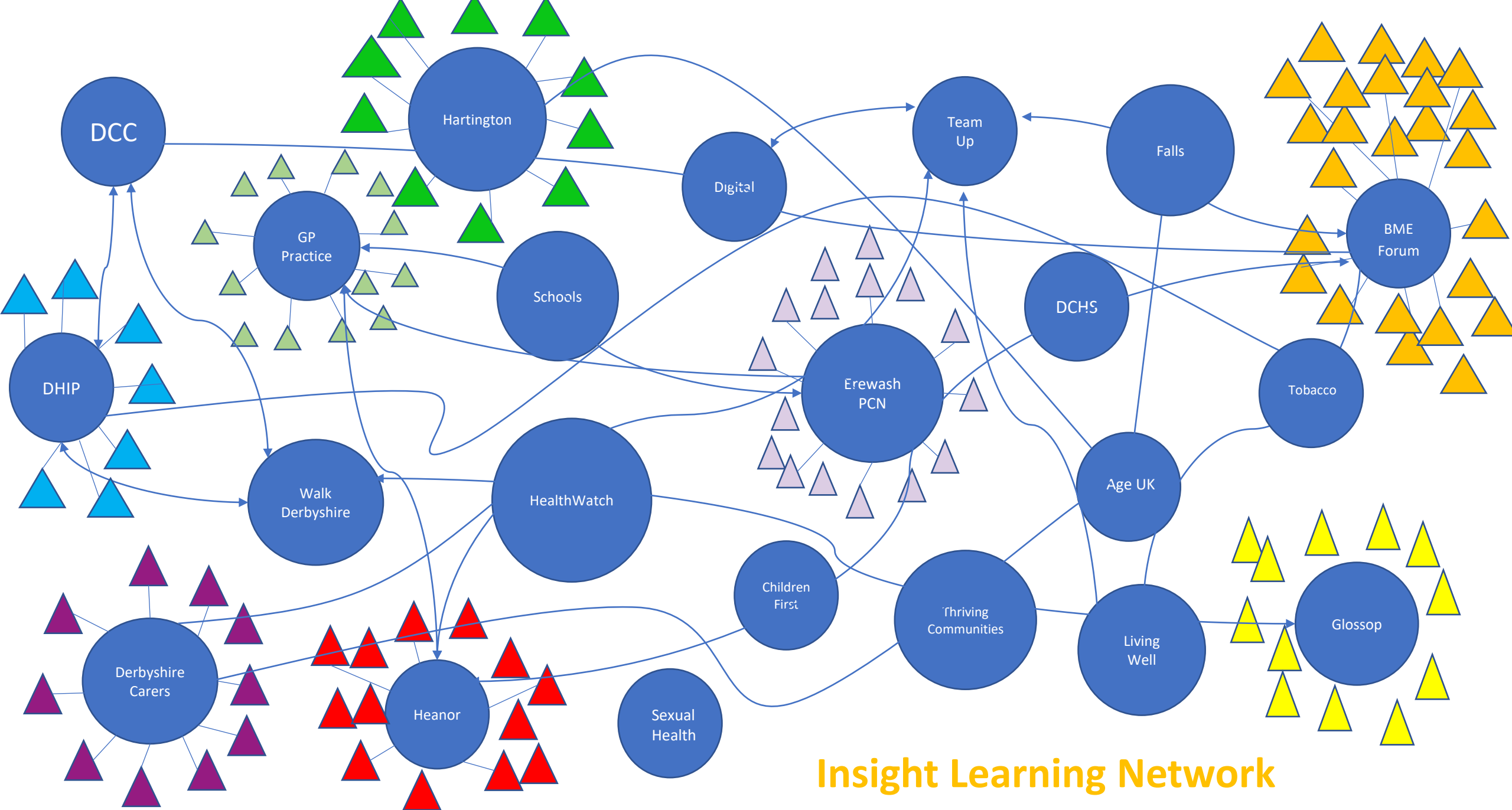
- Why Insight? Making sense of data.
- Move away from transactional ways of working.
- Aim one 'front door' for insight – rather than multiple doors, causing duplication.
- Co-produced the approach, and its implementation.
- Integrated Place Executive championed
- Public Partnership Committee reviews

Using the tool

The Listening, Learning and Taking Action Together, development and support tool is a way to take an overview of how things are going in each of 5 areas of community led insight, to create an easy to use, visual image of areas of strength and development.

- There are 5 areas
- Each area is accompanied by a prompt card
- Within each prompt card there are 3 levels
 - Level 1 – ‘I have considered’
 - Level 2 – ‘I am / We are’
 - Level 3 – ‘We have’
- Within each of the 3 levels there are 3 prompts – a total of 9 prompts for each phase





Insight Learning Network

Understanding Power

Services under pressure find it hard to share power with patients in key moments eg Discharge Pathway

To achieve meaningful relationships with the community, to build trust and develop and share the importance of an accurate and deep understanding of community experiences, needs, ideas and ambitions.

Level 0 needed?
Hierarchical power in some settings makes it difficult for leaders to step aside and notice imbalance

No agenda
No lanyard
No job title
No fix
No intervention

Community led action in Hartington village demonstrating the power of local relationships

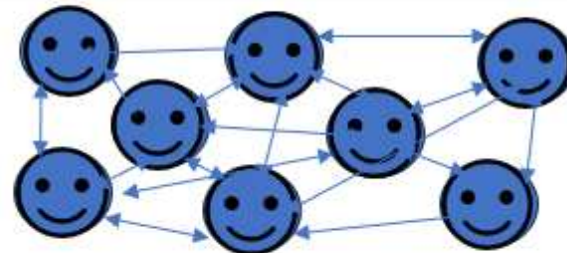
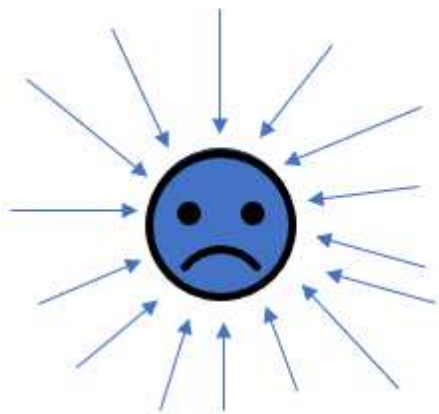
Level 1	Level 2	Level 3
I am aware of my own position and power.	Taken steps to address any power imbalance.	Power has been distributed to communities
Prompts - I have considered:	Prompts - I am / we are:	Prompts - we have:
<ul style="list-style-type: none"> How my role and status will be perceived and whether an imbalance of power will have an impact on levels of trust. Inequalities and disadvantage that might impact on whether and how communities can get involved. Who is in control of the conversation and whether I am the right person to lead this work. 	<ul style="list-style-type: none"> Actively discussing with the community what might be required to create an environment where people want to share. Taking extra time to connect with those who are marginalised and easy to ignore. Working with community connectors to understand and to reach in to understand the needs and ambitions of communities. 	<ul style="list-style-type: none"> An established and on-going equal relationship with communities. A full and shared understanding of the strengths and assets within the community. Passed power to communities to self organise around the issues that matter to them.

Enable Social Action

So that change can be led by the community. Exploring what people want to talk about, change and influence, and understanding how they want to do this.

Belief in the value of community engagement.
Intention.
Time, skills, behaviours, commitment to build long term relationships.

Mass targeting of priority communities



Level 1	Level 2	Level 3
I am aware of the value of community led social action	Taken steps to support community led social action	Community led social action is accepted as the norm.
Prompts - I have considered:	Prompts - I am / we are:	Prompts - we have:
<ul style="list-style-type: none"> What resources might be required to support active community engagement. Whether the language I am using is accessible and inclusive. The issues, needs and ambitions that matter to the community. 	<ul style="list-style-type: none"> Resourcing the community to deliver specific projects or pieces of work. Engaging people through ongoing conversations in their time, in their way, in their place. Resourcing opportunities for people to learn and develop. 	<ul style="list-style-type: none"> Agreements in place for on-going funding for community action. Community led mechanisms in place to understand a problem and co-design a solution. Evidence of community led action.

Building a picture of community experiences, needs, ideas and ambitions

So that accurate and deep community led insights can be understood and shared.

Level 1	Level 2	Level 3
I am aware of what is needed to support community led insight.	Taken steps to hear directly from communities.	Community led insights are valued and seen as integral to decision making.
Prompts - I have considered:	Prompts - I am / we are:	Prompts - we have:
<ul style="list-style-type: none"> Whether the community identifies to a place, interest or experience. Whether I have the right skills and experience to undertake the work. What methods to use so everyone who wants to, can get involved. 	<ul style="list-style-type: none"> Building on information and knowledge that is already available from within communities. Working with communities, partners and colleagues to avoid duplication and share information. Clear about what we want to understand together with the community and the difference we collectively want to see. 	<ul style="list-style-type: none"> Supported communities to capture and articulate their own insights and problems. Worked side by side with the community to get beyond the 'data' to connect with real lives, experiences and feelings. Created fertile ground on which community led insight is valued across the system.

Huge gaps in confidence and methods to do this work well and at scale

Danger of front-line staff and volunteers feeling isolated and vulnerable if they are not supported by action across the system



**Gail Bird, Practice Manager,
Ripley Medical Centre**



We're gonna need a bigger boat



**Liz Broomhead,
Hartington Alive**

FOR LONGER

Ageing well in Derbyshire

Join a local activity session to improve your strength and balance

Benefits include:

- Improved physical ability
- Reduced risk of hip fractures
- Improved strength and balance
- Raised falls awareness
- Improved confidence & social connections



SCHOOL & PARISH COUNCIL

Represented by: Howard Tice-Kramer

What would help?

- Safe spaces to build trust.
- Less large group consultation, more 1:1 conversations and intimacy.
- Experimenting together to overcome the fear of doing it wrong.
- Learn from communities, involve people and share power.
- Bridge the gap between authority and citizens / communities.
More system leaders to directly participate in community engagement.

Discussion/Next Steps

- **Modelling Insight** – CQC's framework to measure performance of ICSs in relation to their people and communities' strategies.
- **Supporting Insight** – continue to support and promote the testing initiatives. Mobilise where possible and encourage peer support
- **Using Insight** – Feedback Loops, System Insight Group, Insight Library, Socialising Research and Reports
- **Building Capacity for Insight** – Young Foundation Participatory Research Training, Insight Learning Network

Appendix – Insight Tool

- [Joined Up Care Derbyshire Development and Support Tool inc Information and Guidance](#)