



 <p>GIG CYMRU NHS WALES   Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p><b>Name of Meeting</b> Quality, Safety and Improvement Committee</p> <p><b>Date of Meeting</b> 21 February 2024</p> <p style="text-align: right;">3.4</p>
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<b>Engagement of Our Services</b>	
<b>Executive lead:</b>	Claire Birchall, Executive Director, Quality, Nursing and Allied Health Professionals
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<b>Approval/Scrutiny route:</b>	Business Executive Team (BET) 7 February 2024 Quality, Safety and Improvement Committee (QSIC) – 21 February 2024
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<b>Purpose</b>
To provide the Quality, Safety and Improvement Committee with an update on progress re: ' <i>Our Approach to Engagement</i> ' as it nears the end of the current three-year implementation plan.

<b>Recommendation:</b>				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p>The Quality, Safety and Improvement Committee is asked to:</p> <ul style="list-style-type: none"> <li>• <b>Receive assurance</b> that progress has been made in delivering '<i>Our Approach to Engagement</i>' over the last three years.</li> <li>• Note that the Business Executive Team <b>approved</b> the following recommendations: <ul style="list-style-type: none"> <li>• Agreed recommendations set out in section 4.2 on service user experience and the rollout of Civica, most pertinently that QNAHPs work collaboratively with other Directorates and stakeholders to develop an organisational-wide governance system and mandate for use of Civica.</li> <li>• Supported an exploratory session at a Strategic BET to discuss, and plan and gain further organisational clarity on the Executive Team vision of '<i>Our Approach to Engagement</i>.'</li> </ul> </li> </ul>				



**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
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**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	An Equality and Health Impact Assessment is not necessary, as no decision is required.
<b>Risk and Assurance</b>	N/A
<b>Health and Social Care (Quality and Engagement) (Wales) Act</b>	This report sets out recommended next steps for delivery of the next phase of 'Our Approach to Engagement'. It therefore directly supports the implementation of the Health and Social Care (Quality and Engagement) (Wales) Act, in relation to the Duty of Quality and Candour.
<b>Financial implications</b>	To be determined based on agreed approach.
<b>People implications</b>	To be determined based on agreed approach.

## 1. Purpose / situation

The paper provides:

- An update position on the delivery of 'Our Approach to Engagement' as it comes to the end of the 3-year implementation plan in March 2024
- A review of progress to date and an evaluation of how embedded 'Our Approach to Engagement' is across the organisation
- An update on the next steps that were approved by the Business Executive Team (BET), to ensure the development of the next phase of the approach is fit for purpose and aligned with the Long-Term Strategy

## 2. Background

'Our Approach to Engagement' was launched in 2021, with an original aim to:

*Build on good practice to improve how Public Health Wales engages with and involves the public in how we plan and deliver our services, programmes and functions to optimize our role in supporting them to improve their health and well-being.*

Supporting the approach is a comprehensive implementation plan, covering both public facing engagement and service user experience, which runs until the end of March 2024. The plan is managed by the Public Health Wales central engagement team sitting in the Quality, Nursing and Allied Health Professionals (QNAHPs) directorate, and delivery against the plan has been reported on an annual basis at both BET and QSIC.

Given that the current implementation plan is nearing review, the Public Health Wales central engagement team have taken this valuable opportunity to evaluate what has worked well, what needs re-focus and what next steps are required to ensure our next plan is owned in a meaningful way across Public Health Wales and is truly adding value.

## 3. Why our approach to engagement is important

Engaging with people in the delivery and design of services and in how we develop our plans and approaches is vital if we are to meet the needs of the people and communities of Wales and reduce health inequalities. As a public body we need to

ensure we have the processes, systems and working patterns to ensure we are seeking, listening to, acting on and sharing feedback in a consistent way.

The requirement to engage and why it is important is also underpinned and driven by a number of key legislative drivers which Public Health Wales must adhere to:

- The Health and Social Care (**Quality & Engagement Act**) which outlines the duty to secure improvement in the quality of the services provided and to deliver improved outcomes for the people of Wales. The Act specifically lists patient experience as a core component of the **duty of quality**
- **The Wellbeing of Future Generations Act** and the five ways of working, which include involvement
- **Equality Act 2020** which protects people from discrimination
- **The Socio-economic duty** came into force on 31 March 2021 and requires us to think about how our strategic decisions, such as setting objectives and developing public services, can improve inequality of outcome for people who suffer socio-economic disadvantage

At Public Health Wales this is reflected through our Long-Term Strategy, which sets out our commitment to *'Our Approach to Engagement'*. It is also a key component of the Clinical Governance Framework, with reporting on engagement and service user experience activity required as part of the Duty of Quality.

## 4. Where we are

The implementation plan sitting under *'Our Approach to Engagement'* has a number of components. These include a number of programmes which may require both investment and a change of approach if we are to truly see value.

An update on progress against the milestones of the Year 3 Implementation Plan can be found in Appendix 1.

### 4.1 Engaging with children and young people

In 2019, we established the Young Ambassadors programme, to bring the voices of young people aged between 12 and 21 into Public Health Wales. Residential, where we bring young people together in Cardiff, have been a core part of the programme delivery. Whilst the programme has been a great success, the ability to be able to plan in both a strategic, long term and timely fashion has been hampered by lack of certainty about recurrent funding. Following a review of the programme it has been identified that a long-term development plan and funding stream is required to sustain the Young Ambassadors programme, ensuring we can maximise their support and meaningful influence on the delivery of the Long Term Strategy. A

decision has therefore been made to postpone the next residential, which was due to take place in February, to provide the time and space to put in place a plan for how we would like the programme to work going forward. This will be done through consultation with the young people, and we expect the next residential to take place during the summer holidays.

In Autumn 2022 we partnered with St John Ambulance, Scouts Cymru and the Army Cadets to develop the Public Health Merit Award badge scheme. The scheme aims to equip children and young people with the public health skills and knowledge to make informed decisions to protect and improve their own health. The young people receive a badge when they complete the curriculum. An evaluation is currently being conducted by Public Health Institute, Liverpool John Moores University with the full report due by March 2024. We are developing a web resource in consultation with our partners to promote the scheme and recruit new organisations and will develop an action plan based on the recommendations from the evaluation report.

## 4.2 Service user experience and the rollout of Civica

Significant work is underway to ensure we are developing a consistent, reliable and agile approach to service user (people and communities) experience and feedback.

Civica, an All-Wales system which is designed to collect insight, experience, and feedback, was rolled out across Public Health in 2022. Comprehensive training has been provided to staff but, whilst there is good take-up in some parts of the organisation and pockets of good practice, the system is not used consistently and we know that, following an audit taking a random sample from 150 surveys within the Civica system, that the quality of surveys produced by Public Health Wales is variable and often a lower standard than we should be aspiring to. In addition, the collection of demographic/diversity data through surveys is inconsistent and, in most cases, lacking. We know from consulting with Health Boards that, when used to its full capability with full buy-in organisationally, the system will provide us with high quality insight which can then be benchmarked to build a comprehensive picture of experience across services and programmes. By triangulating insight received through Civica with feedback received via other channels (e.g. compliments and complaints), over time this will provide us with a rich data set.

At its meeting on 7 February, the Business Executive Team considered this report, and an supported the following actions:

- Agree on the development of a robust governance and quality process for surveys.
- Work collaboratively to agree and put in place a mandate for use of Civica and process for gatekeeping of the system, being clear on what this means for staff and supported by a comprehensive training offer

- Agree on the need to develop a service user experience and feedback strategy as an organisation, including the development of metrics and a set of validated survey questions.
- Following a paper being presented to the DDDA on 5 February, support with organisational agreement on the use of SMS messages to request experience and feedback from those who use all services provided by Public Health Wales, aligned to Friends and Family Test ('Feedback in Five')
- Agree that a single set of diversity questions should be included in their entirety within all public-facing surveys.

An Experience and Learning Group will be launched by the end of 2023/24 financial year, which will play a vital role in transforming the organisational culture work towards to one of transparency, learning and continuous improvement when engaging and seeking feedback.

### 4.3 The need for better collaboration and coordination with engagement

It has become evident that, whilst work was carried out across Public Health Wales ahead of the launch of *'Our Approach to Engagement'* in 2020 to gain buy-in, this has not translated into ownership or a collective approach. This is also compounded by a disconnect between multiple engagement teams and functions which are not linked together through any formal arrangement or joint work plans, and subsequently there is no link between engagement teams and the central engagement team.

To try and support a culture shift in the way that engagement functions collaborate, an Engagement Network was re-launched on 31 October 2023. For a revised *'Our Approach to Engagement'* to be meaningful, closer working practices and alignment of work would be required to encourage better collaboration, reduce barriers and silo working practices. Executive level support to influence culture change required.

**It is recommended that an exploratory session at a Strategic BET would be a valuable first step in exploring the Executive Team vision for the future direction of *'Our Approach to Engagement'*, and to identify what actions and support there is for the changes to ensure any future approach is meaningful.**

### 4.4 Equalities and inequalities

The central engagement team already work closely with the People and OD directorate on the Strategic Equality Plan. Further work is required at senior leadership level to agree where work related to our legal obligation under the Equality Act 2020 sits organisationally, and its intrinsic links to this work.

The organisation has also begun to develop an 'Our Approach to Health Inequalities'. It is essential that both the Strategic Equality Plan and an approach to health inequalities play a central role in a revised '*Our Approach To Engagement*'.

## Recommendation

The Quality, Safety and Improvement Committee is asked to:

- Receive assurance that progress has been made in delivering '*Our Approach to Engagement*' over the last three years.
- Note that the Business Executive Team **approved** the following recommendations:
  - Agreed recommendations set out in section 4.2 on service user experience and the rollout of Civica, most pertinently that QNAHPs work collaboratively with other Directorates and stakeholders to develop an organisational-wide governance system and mandate for use of Civica.
  - Supported an exploratory session at a Strategic BET to discuss, and plan and gain further organisational clarity on the Executive Team vision of '*Our Approach to Engagement*.'



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## Appendix 1: Progress against Year 3 Our Approach to Engagement Implementation Plan

Year 3 Implementation Plan Status		Number of milestones
	Milestone completed	5
	All work in relation to this milestone is on track to be completed by the due date	8
	Milestone suspended	3
	Early warning, the milestone is behind schedule but is likely to be completed by the due date without intervention	0
	High risk of not achieving deliverable	1
<b>Total number of milestones</b>		<b>17</b>

Objective	Milestone	Delivery Date	BRAGG	Progress / Actions
Our Approach to Engagement – Relationship Building	Strengthen the Engagement and Experience (E&E) Network by ensuring the meetings celebrate good practice and inspire staff to lead meaningful public engagement	Oct-23		Complete through programme of work across the 3 years
	Map the internal teams/projects that are focusing on 'health inclusion' groups and prioritise them for engagement support	Dec-23		Complete – will be the foundation for the next 3 years of the Programme
	Identify the media format with the highest internal engagement rate and scope the development	Sep-23		Complete – working with the Engagement and Experience (E&E)

				Network to develop messaging/engagement across a multi-channel approach
Our Approach to Engagement – Capacity and Capability	Quality, Engagement and Collaboration Team develop capability from a recognised training supplier (funding dependent)	Mar-24	●	Team is currently on a development programme with a recognised training supplier to develop the capability and 'offer' to the organisation
	Develop and deliver training sessions across PHW on how to develop a co-production approach	Mar-24	●	1. Cause: Require greater organisational clarity on the vision of 'Our Approach to Engagement' so capability across the organisation can be developed appropriately 2. Impact: No direct urgent service impact 3. Next Steps: Suspend for 2023/24, roll forward into 2024/25 4. Timescales: TBC
	Develop tools, techniques and best practice to promote with teams across the organisation to support colleagues to develop consistent standards of engagement with the people we work with and for	Mar-24	●	Digital tools (eg 'Tips for engaging online with underserved communities') developed and available on the PHW SharePoint. The development of tools, techniques and best practice will be ongoing
	Development of Equality & Human Rights web pages	Mar-24	●	Complete and in place, but ongoing discussion with WG as to the utility of this page

Young Ambassadors Programme	Scope and implement further developments of the Young Ambassadors (YA) Programme, including the Young Ambassadors Partnership Forum	Mar-24		Evaluation of Programme underway, including governance. Presentation to BET around review planned for March.
	Raise the profile of the Young Ambassadors programme by creating positive engagement between residential with the young people themselves, our Directorates, the Board and potential recruits to the programme, in such a way that showcases the impact of the programme	Jul-23		Evaluation demonstrates the benefit of the programme for the YAs, Youth Workers and PHW. Work to strengthen programme going forward is in train.
	Organise and deliver two Young Ambassador's residential events (dependent on funding being available)	Mar-24		<p>1. Cause: Feb-24 Residential event postponed because of the governance infrastructure; second residential will now take place in 2024/25 (Q2)</p> <p>2. Impact: No second residential to take place within the 2023/24 financial year</p> <p>3. Next Steps: Next residential planned for Q2 2024/25</p> <p>4. Timescales: Date of Q2 2024/25 and move into next year's Work Plan</p>
	Support the implementation of the Young Ambassadors' accredited programme. Provide internal quality assurance to the Young Ambassador's Accredited Programme as prescribed by Agored	Mar-24		<p>1. Cause: Delay in available funding to develop and sustain the YA Programme (now in place)</p> <p>2. Impact: No direct service impact, but young people will not be able to gain an additional qualification in year</p>

				<p>3. Next Steps: Negotiations started with Agored and Panda late 2023/24, will roll forward into 2024/25 (financial situation allowing)</p> <p>4. Timescales: TBC</p>
Public Health Merit Award Scheme	Scope an approach to growing and improving the Public Health Merit Award scheme	Mar-24	●	Complete and in place
	Develop the Public Health Merit Award scheme digital platform to be an information resource for partners and to support the long-term growth of the scheme	Mar-24	●	Complete and in place
	Scope a Long-term evaluation for the Public Health Merit Award (funding dependent)	Mar-24	●	In progress with Liverpool John Moores University
	Scope and implement the Agored accreditation of the Public Health Merit Award scheme curriculum	Oct-23	●	<p>1. Cause: Decision not to prioritise funding for this aspect of the programme this year due to costs involved re specialised curriculum writing and accreditation</p> <p>2. Impact: No Service or Programme impact, but unable to move forward with accreditation at this stage</p> <p>3. Next Steps: Suspend for 2023/24, possibly roll forward into 2024/25 (financial situation allowing)</p> <p>4. Timescales: TBC</p>
Service User Experience	Scope the development of a Service User Framework to ensure our systems provide for the amplification of citizen voice and capturing learning and improvements in line with the requirements of the Quality & Engagement Act	Mar-24		Initial scoping in progress. An All-Wales refresh of National Service User Experience Framework is in planning. Welsh Government have commissioned the Service User



				Experience Network to refresh the National Framework (Q1-Q2 2024/25). PHW is part of this All-Wales work. The output of the national work will drive alignment to a PHW Framework
	Preparation for the delivery of a high-quality public-facing report in line with the requirements of the Quality & Engagement Act on steps to secure quality of services, responding to service user feedback	Dec-23		Completed as part of the Duty of Quality SRO Programme