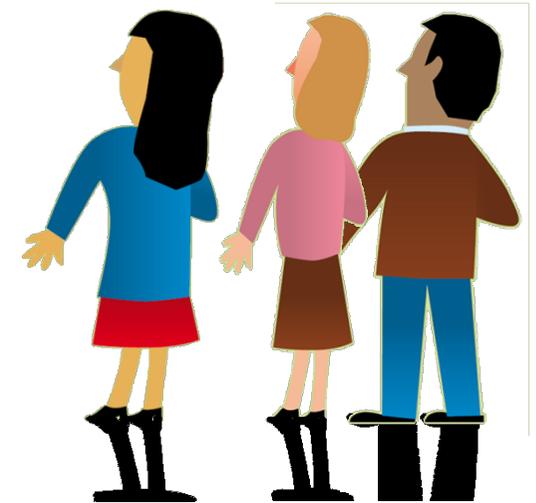
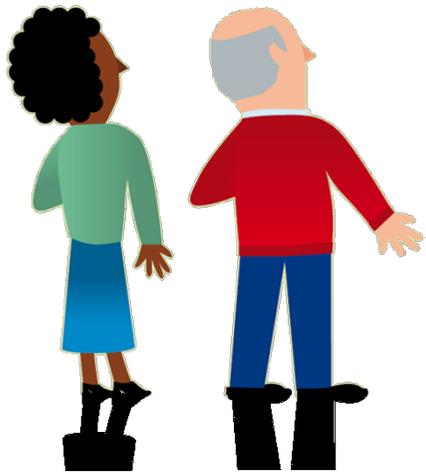


INVOLVEMENT, EXPERIENCE AND VOLUNTEERING STRATEGY 2015-2018



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SECTION 1: EXECUTIVE SUMMARY

We will work in partnership with patients, service users, carers, volunteers and members to:



With the aim of Improving Services, Improving Culture and Improving Lives

Involvement, Experience and Volunteering at Nottinghamshire Healthcare is all about our partnerships with service users, patients, carers, volunteers and members. It is all about how our staff work with people to make a real difference to our services, the culture of the organisation and individual lives. We see Involvement, Experience and Volunteering as a key part of how we work as an organisation and how we deliver services that improve people's health, wellbeing and recovery.

To support this work we have an Involvement, Experience and Volunteering Team and two Involvement Centres which play a key role in supporting people to work with the organisation. We have developed our approach and strategy over a number of years and are proud of our approach which has won national awards and international interest.

However, we are ambitious to build on the foundations we have, to continue to build our on partnerships and importantly, keep our focus on changing services, changing organisational culture and changing the lives of those we work with.

This strategy takes into account things we must do as an NHS organisation, such as involving people in service changes, as well as working towards national aspirations for the NHS around empowering patients and engaging communities. It also recognises that we are a Foundation Trust with a membership of over 18,000 including over 9,500 public members.

This strategy has been built on our involvement, experience and volunteering work to date with regular and evolving discussions with involvement volunteers, staff, other organisations and a survey of our members and staff.

People have told us that they want:

- A focus on involvement, experience and volunteering making a difference to changing services, organisational culture and lives – and being able to evidence it
- A continued emphasis on all parts of the Trust listening and responding to feedback from services users, patients and carers
- Services to be developed in partnership with our service users, patients, carers and communities
- A shift to shaping services by working more closely with the wider health and social care community and to develop Patient and Carer Leaders to work in partnership with us on this

- Volunteers to continue to play an important and valued role in the organisation and the Trust to ensure they are trained and supported effectively and have opportunities to develop
- An increased focus on working with and supporting carers
- The Trust to listen to, involve and communicate with all our communities
- A continuing shift to using social media and digital technology, in addition to more traditional methods, as a key part of our approach
- A continued focus on innovating and leading nationally in this area of work
- Involvement, Experience and Volunteering should remain an important and key part of what Nottinghamshire Healthcare is about

From this we have developed our seven ambitions for our strategy for 2015 - 2018. Within each area we outline how we intend to sustain our position through strengthening work done to date, and also how we intend to move our work forward in ways which we feel will result in real impact.

The seven ambitions are to:

1. **LISTEN AND RESPOND TO FEEDBACK**
2. **WORKING IN PARTNERSHIP TO PRODUCE FUTURE PLANS AND SERVICES**
3. **INVOLVE, SUPPORT AND COMMUNICATE WITH CARERS**
4. **INVOLVE, SUPPORT AND TRAIN VOLUNTEERS TO PLAY A KEY ROLE IN THE ORGANISATION**
5. **INVOLVE AND COMMUNICATE WITH OUR COMMUNITIES**
6. **USE NEW TECHNOLOGIES TO ENGAGE IN NEW WAYS**
7. **DEMONSTRATE OUR IMPACT, SHARE GOOD PRACTICE AND SHAPE NATIONAL AGENDAS**

The strategy also describes how we will implement and review the work and how we will be held accountable for delivering these changes. We hope that this strategy will help us continue to develop our partnerships and to continue to make a difference to those we work with.

SECTION 2: INTRODUCTION

The Trust views Involvement, Experience and Volunteering as fundamental to developing and delivering high quality services in which our patients, service users, carers and volunteers work in partnership with us and are focused on their recovery and wellbeing.

We have a unique, ambitious and systematic approach which forms the foundation of how we listen and respond to our service users, their carers and families, and how we involve people in our organisation. Our approach has been a signature strength of the Trust, highly commended within recent Care Quality Commission inspections. We have also been recognised in several awards including Patient Experience Network national awards and being one of the winners of the NHS Patient Feedback Challenge. These recognised that we listen and respond well to the people we care for, we adopt new technologies in effective ways and we embrace transparency.

Our approach embodies our core values as an organisation. We want Involvement, Experience and Volunteering to continue to work with patients, services users, carers, members and our communities in ways that enable us to truly listen and respond to them and to develop and shape our services in partnership. We will continue to look for innovative ways of doing this, using both new technologies and more traditional methods, and look to improve in areas where people have said we need to, such as developing services and working with carers.

The Involvement, Experience and Volunteering Team

The Trustwide approach is developed and driven by the Involvement, Experience and Volunteering Team, which supports a range of services including:

- Leading, analysing and reporting on Service User and Carer Experience, including the Trustwide Survey and Patient Opinion
- Running and developing the Trust's pioneering Your Feedback Matters website
- Supporting services and training staff, ensuring that every team captures, responds to and acts on feedback
- Co-ordinating the development and implementation of the Strategy for Carers, Families and Friends
- Modelling and facilitating partnerships with service users, carers and members to shape and review services and future plans
- Managing two Involvement Centres that recruit and support people to contribute to a wide range of activities including interviews, training, audits, service development, developing information for carers, tackling stigma and collecting feedback
- Supporting volunteers and developing opportunities so that they can make a valuable contribution to the organisation, its services and also progress in their personal development
- Developing the strategy for membership engagement and communication

In developing the strategy we have taken into account the ideas and views of people in the many discussions we have had around the plans, national requirements and good practice from elsewhere. It also aligns with the Trust's values and its strategic objectives particularly around always being patient, service user and carer focused.

We have undertaken a range of activity to develop the strategy including:

- Discussions with the Trust Involvement and Experience Group in February, April and June 2015. This includes staff, service users and carers
- A Board Development Session to look at the strategy with the Trust Board in May 2015
- A number of sessions with service users and carer volunteers at the Involvement Centres, as well as a final meeting in August 2015
- An online survey that was sent out to both the Trust's membership and all Trust staff. We had 137 responses to this
- Discussions with carers and staff at the Carers' Strategy Group and the Carers, Families and Friends' Community of Interest to develop the Carers' Strategy that forms part of this strategy
- Ongoing discussions with service users, patients, carers, members, external organisations and staff at meetings, events and the Trust's Annual General Meeting (AGM)/ Annual Members Meeting (AMM)
- Discussions with others in the organisation who are developing other strategies such as the Learning and Development Department, Human Resources and the Communications Team to ensure they are aligned

NHS requirements and guidance

As an NHS organisation there are certain national requirements that we must fulfil in this area and guidance we must take into account.

- We have legal responsibilities under Section 242(1B) of the NHS Act (2008 onwards). Trusts must make arrangements to involve users, whether directly or through representatives (via consultation, provision of information or other ways)
- We must carry out the Friends and Family Test across all our services
- We must meet Care Quality Commission (CQC) Standards around involvement in care and shaping services, as well as ensuring quality is monitored through feedback
- We must take account of the NHS Constitution which emphasises patients' rights and demands they have greater control over their care. The rights include being involved in decisions about care and the planning and development of services.
- We must undertake PLACE (Patient Led Assessments of the Care Environment) Audits annually and must involve patient assessors

In addition, the NHS Five Year Forward View places a strong emphasis on both empowering patients and engaging communities. Key plans include:

- Improving engagement with citizens and communities including Healthwatch
- Improving information and support to patients particularly around long term conditions
- Better support for carers
- Encouraging community volunteering
- Stronger partnerships with charitable and voluntary sector organisations

We are proud to be in a position which has to date consistently exceeded relevant national minimum standards, and we want to continue to be ambitious. We are in a particularly strong position to make best use of new technologies to widen engagement and give added influence to the voice of our service users, carers and families.

The strategy outlined here will enable us to fulfil the commitment we make as an organisation to service users, carers and their families to listen to them, to learn from what we are told and to involve them in developing our services. This will keep us at the leading edge nationally.

SECTION 3: OUR SEVEN AMBITIONS

This Involvement, Experience and Volunteering Strategy sets out how we will work in partnership to change services, change organisational culture and change individual lives. To do this we have set out seven ambitions that build on what we are doing well and set new ambitions in areas where we feel we could do better.

This strategy sets out our direction and some key actions in each of the seven areas. We will continue to evolve this strategy with service users, patients, carers, volunteers, members, other organisations and our staff.

We expect all our staff to listen and respond to service users, patients and carers as well as all our services to work in partnership with them to develop and improve our services.

In addition to this strategy our services aim to deliver patient-centred co-ordinated care and it is expected that in all our services patients and service users' care will be delivered in partnership with them.

LISTEN AND RESPOND TO FEEDBACK

To listen to our patients, service users and carers in meaningful, comprehensive and varied ways. To use the information we receive intelligently and with understanding so we respond honestly and make changes that improve people's health and wellbeing



We understand that where feedback from patients, carers and families is welcomed, listened to and acted upon services will be better at meeting people's needs and helping people to recover. Our staff need to feel able and empowered to use feedback to make changes to their services. As an organisation, it is crucial that from the Board to the ward we convey our genuine interest in people's experiences and that we consistently demonstrate that when issues are raised, we respond and act quickly and effectively.

KEY ACTIONS:

- All teams will collect and respond to feedback
- All feedback will be collated and analysed. Reports will be published on the Your Feedback Matters website
- Services will be expected to use their feedback to identify key issues, make service improvements and inform service developments
- We will focus on gaining feedback in areas where we have concerns or where teams are struggling to capture feedback
- Service user and carer feedback will be integrated with complaints and staff experience to ensure actions taken reflect a holistic view
- Teams will report on changes made, and the impact these have had on services, culture and lives. Changes will be shared publicly on the Your Feedback Matters website and on Patient Opinion
- Stories from patients, carers and families will be used throughout the organisation – in Trust publications, at Board, in staff meetings etc. - to illustrate the quality of our services, identify areas for improvement and celebrate good practice. This will include written, audio and video stories.
- Continued development of the Your Feedback Matters website will ensure it remains dynamic, relevant and effective as a place to leave feedback, see what people are saying and see how services have responded
- We will ensure that patient and carer experience is a key part of Learning and Development through induction, staff development programmes and support to teams

"Patient voice is an invaluable tool for identifying areas for improvement and ensuring that positive changes are driven forward"

Patient from Perinatal Services

WORKING IN PARTNERSHIPS TO PRODUCE FUTURE PLANS AND SERVICES

To engage patients, service users, carers, members and communities to work in partnership with us and other key health and social care organisations to co-produce future plans and services



Services should always be designed and changed in partnership with our patients, carers and families to ensure that we have their views and their experiences at the forefront of decision making. For these voices to have influence, we must involve people at the very beginning of our planning processes, provide comprehensive and accessible information and make it easy for people to share their views with us. We should always communicate with the people who have been involved to let them know how our proposals have changed as a result of their contribution.

KEY ACTIONS:

- Develop a more co-ordinated and strategic approach to working with patients, service users, carers, volunteers and members to shape services in three key areas:
 - Commissioning and system-wide plans
 - Trustwide strategies and plans
 - Service developments
- Directorates to assess and improve how they involve people in service change and redesign, with a particular focus on how they share information and create opportunities for co-production
- Ensure continuation of service user, carer and volunteer involvement in PLACE Audits and the 15 Steps Challenge, and that changes are evidenced
- Ensure the continuation of service user, carer and volunteer involvement in Trustwide initiatives designed to improve how the Trust delivers care, such as staff recruitment, staff induction, No Force First and the Ideal Ward Round

"The Trust is a very complicated organisation and it has taken me a year to understand it sufficiently well to be confident enough to raise questions and try to influence its strategies. I have engaged in some stimulating discussions with senior managers and Directors and I do feel that my input has been welcomed"

Public Governor

INVOLVE, SUPPORT AND COMMUNICATE WITH CARERS

To work in partnership with carers so they are involved, informed and supported to play a key role in both individual care and service planning



We understand that carers can feel side-lined by services and that their unique perspective can go unappreciated. The Trust has had a Carers' Strategy in place since 2012. We feel that a renewed focus on involving and listening to carers would position them even more centrally in the network of people supporting an individual and would ensure that their views are heard, and their own support needs are met. We want to ensure that we communicate appropriately and effectively with carers and support them to care for their loved one and importantly, themselves.

KEY ACTIONS:

- We will implement our Carers' Strategy and the Triangle of Care across our services. We have set out eight aims to do this:
 1. To identify carers, families and friends at first contact or as soon as possible afterwards
 2. To communicate effectively with carers, families and friends including an introduction to the service and staff
 3. To train staff to work with carers, families and friends and be aware of their needs and the contribution they can make
 4. To have a policy in place with clear guidance on information sharing and confidentiality
 5. To ensure that support and information about support is available to carers, families and friends
 6. To ensure that defined posts that are responsible for carers, families and friends are in place
 7. To work in partnership with carers, families and friends on service changes and improvements
 8. To work in partnership with other statutory, voluntary and carer organisations

*"The issues we had as a family are all sorted now,
and we all understand things more clearly"*
Carer, Family Intervention Service



INVOLVE, SUPPORT AND TRAIN VOLUNTEERS TO PLAY A KEY ROLE IN THE ORGANISATION

To enable volunteers to play a key role as partners in the organisation. To provide training, clear roles and support to enable volunteers to have a real impact on the organisation and to develop and take up opportunities. Our Involvement Centres to continue to evolve into places where volunteers are trained, supported and connected to a range of opportunities and where there is a community of peers who support each other and collectively improve the Trust



Volunteers play a specific, unique and valued role within our organisation, supporting the work of our services and often using their lived experience to bridge the gap between staff and service users. The Trust values the contribution of volunteers, and encourages them to contribute their individual and collective skills alongside staff to benefit service users, carers and families. As an organisation, we will widely promote volunteering opportunities, recruit and induct people in a way which makes them feel confident and appreciated, and support them appropriately in their roles.

KEY ACTIONS:

- We will promote volunteering in such a way that it attracts volunteers from our diverse communities, to mirror our patient population
- Offer a wide range of learning and training opportunities to volunteers, to aid them in their roles and to also support their personal development, helping them to realise their goals in areas such as education, training, employment, recovery, well-being and social inclusion
- A co-ordinated approach to volunteering across the organisation with clear recruitment, training, support, role descriptions so that volunteers can play a valuable role safely and effectively across the full breadth of our services; clinical and non-clinical
- Develop Patient/Carer Leaders, creating to a group of trained volunteer patients who can work with us at a strategic level to influence change and improve services
- The Trust's Involvement Centres will continue to provide a base for volunteers with lived experience, to ensure they feel supported, connected, informed and involved
- Volunteer stories will be shared throughout the organisation, and we will ensure that the volunteer workforce is appreciated and their contributions to service users, carers and families' lives are celebrated

"Volunteering has kept me alive; it gave me a purpose in life. I am involved in influencing changes to existing and new services ... You are listened to and things are done."

Volunteer, Horizon Day Services

INVOLVE AND COMMUNICATE WITH OUR COMMUNITIES

To work in partnership with our members, communities and voluntary sector so that the Trust is an engaged and supportive partner to the communities we serve



We understand that the range of people accessing our services is diverse, and that there are many other organisations that provide vital support to our communities. We want to be considered a central and supportive partner to these organisations, and we want to reach into our surrounding communities to learn what we can do to better engage and work in partnership with people. We want to communicate effectively with our significant public membership so that they are able to play an active role in the organisation.

KEY ACTIONS:

- Improve communication and engagement with our members and between our Governors and members
- Create and encourage opportunities for our Public Governors and volunteers to engage with their local communities to support us to share information about service developments and capture their views
- Ensure that we promote volunteering and involvement opportunities widely, including through our Involvement Centres, to specific under-represented community groups to diversify our group of volunteers
- Develop and maintain a network of voluntary, community and support organisations that link with us, are involved and informed and work with us to support our service users and carers

USE NEW TECHNOLOGIES TO ENGAGE IN NEW WAYS

To explore and use the most effective new methods and technologies including our website and social media to reach out to and engage with our service users, carers, members and communities



New technology, both hardware (such as tablets) and software (such as mobile applications and social media platforms), offers us new opportunities to engage and involve service users, carers, families, members and the public in developing our services and in individual care. These new channels of communication can be quicker and easier, and are certainly more public, which gives volume and power to these voices. Service users, carers and families are now better informed and are able to network with others in similar positions – and importantly, are able to connect with the Trust in helpful and constructive ways.

KEY ACTIONS:

- To make best use of new technology to capture people's feedback and their stories – in whichever form suits them (video, audio, written etc.)
- To position social media and the Trust and Your Feedback Matters websites as a key part of how we communicate and engage with service users, carers, members and or communities to enable us to engage with more people around co-producing future plans, listening to feedback and letting people know how to get involved
- To explore online tools which could support more accessible feedback capturing, including feedback from those with learning disabilities and feedback from children and young people

DEMONSTRATE OUR IMPACT, SHARE GOOD PRACTICE AND SHAPE NATIONAL AGENDAS

To have clear ways of demonstrating our impact, to share good practice internally and externally and to shape national and local agendas around involvement, experience and volunteering



We want to understand more about how involving people and listening to their feedback improves the quality of our services and shapes the services of the future as well as measuring the benefit and impact of being involved and listened as a volunteer. We want to share examples of where involvement and experience is having a real impact on our services, culture and on people's lives. We also want to share some of the great work in the organisation with others and to involve people in shaping national agendas

KEY ACTIONS:

- Develop a range of quantitative and qualitative measures to demonstrate the impact of involvement, experience and volunteering
- Connect our service users, carers and families, our volunteers, our Governors and members to opportunities outside of the Trust where their voices can have an influence on national commissioning and decision making
- Share good practice internally and externally via our Feedback Website, the Annual Involvement Report, social media, and meetings and events
- Connect with national initiatives, learning from others and sharing our successes and the impact these have had on our services, our culture and on people's lives

SECTION 4: IMPACT

Successful delivery of this strategy will enable the Trust to fulfil its commitment to work in partnership with patients, service users, carers and members to change services, change culture and change lives.

We will measure the success of the strategy both quantitatively and qualitatively to evidence that

- Feedback has led to changes in services
- Involvement has helped shape future services or our policies, practice or strategies
- Carers feel there has been an improvement in how they are involved, communicated with and supported
- Our communities feel there has been an improvement in how they are involved and communicated with
- Volunteers feel their contribution has made a difference to the Trust's services and their lives
- New technologies have widened our engagement
- Staff feel involvement, experience and volunteering has made a difference to services, organisational culture and individual lives

SECTION 5: HOW IS THIS IMPLEMENTED, REVIEWED AND MONITORED?

We will undertake the following actions to ensure that this refreshed Strategy is effectively implemented, reviewed and monitored.

- This strategy will be delivered through an Annual Delivery Plan that will be agreed with the Divisions and the Trust Involvement and Experience Group.
- The strategy will be reviewed and monitored by service users, patients, carers and Directorate Involvement and Experience Leads through the Trust Involvement, Experience and Volunteering Group. This group meets bi-monthly and reports to the Trust Board's Quality and Risk Committee.
- Updates on progress of the implementation of the strategy will be provided to the Trust Board quarterly.
- Updates on progress of the implementation of the strategy will be provided to each Division's Management Group every six months.
- Progress will be published every six months on the Trust website.