

SERVICE SPECIFICATION COMMUNICATIONS AND ENGAGEMENT

Please ensure that you have reviewed this specification and returned it by:

Please select one of the following options []:

The service specification is agreed:

The service specification requires revisions:

A service specification meeting is required:

Name of Client Reviewer: Sue Lacey-Bryant, MK CCG

Date: 21st November 2012

SERVICE SPECIFICATION

Service:	Communications and Engagement (National Service Reference 1, 2 & 3)
Client Lead:	
GEM Lead:	
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Service Specification: Communications and Engagement

Version Control Sheet

Version	Description of Amendments	Date	Author/Amended By
0.1	Document created, first draft		
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Service Specification: Communications and Engagement

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1. Purpose

GEM Communications and Engagement draws on decades of experience, expertise and relationships within the NHS and the private sector. We have first-hand knowledge of working within the NHS and are passionate about what we do – listening to and responding to patients, their carers the public and communities in a meaningful way.

We offer a bespoke blend of communications and engagement expertise that is tailored to the relevant population characteristics and flexible to support specific priorities and projects. We focus on insight, ideas and innovation: developing meaningful connections, creating content that sticks; and enabling conversation and participation that lead to results.

We deliver a variety of communications and engagement solutions to meet your needs, including direct local support that can be boosted when you need it by specialist and flexible expertise. In this way, our customers are able to combine 'at scale' cost efficiencies with high quality and experienced expertise.

We offer

- Local knowledge and a track record of delivery
- Wide-ranging health communications and engagement expertise
- Local contacts, networks and relationships

2. Scope

2.1 In Scope

GEM offers a complete end-to-end, one stop shop communications and engagement service to commissioners covering the following service areas:

- Engagement
 - Engagement with public, patients, carers, communities and stakeholders, and patient experience
 - Customer insight
 - Formal consultation
- Corporate
 - Strategic advice and counsel
 - Clinical/staff engagement and internal communications
 - Reputation management
 - Media management
 - Intelligence gathering and briefing
 - Brand and corporate identity management
 - Emergency communications planning and preparedness
 - Crisis and issues management
- Campaigns and Products
 - Behaviour change, corporate and public campaigns
 - Event management
 - Editorial and publishing services

- Digital and web communications and social media
- Commissioning specialist services including graphic design, photography, web design and video production
- Information provision/production

2.2 Out of Scope – (subject to negotiation)

- Commissioning specialist services including graphic design, photography, web design and video production
- Production costs for materials eg flyers, leaflets, posters, banners etc., printing of surveys, postage
- Bespoke engagement training
- Bespoke media training
- Venue costs and materials e.g. delegate packs, invite/confirmation letter, postage, labels, pre-paid envelopes etc., printing of reports
- Independent evaluation of consultation responses e.g. University of Lincoln (CHILL reports/presentations)
- Advertising and marketing costs

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3. Service Delivery

Each service line in the following table is rated in level of importance:

- Statutory/legal obligation
- Core business critical to organisational success
- Ad-hoc activity

The frequency column has been added to the table to provide a guide to customers.

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
3.1.1 Engagement Engagement and Patient Experience			Y	Y	
Patient Engagement advice and support offered on the design of best practice approaches - ones that will withstand external scrutiny (based on spectrum and scale of activity).	Core	Monthly/quarterly reporting of performance and achievement against Communications & Engagement Action Plan Objectives/GEM CSU KPIs	Y	Y	
Support with the design of a forward work programme of Engagement aligned to the CCG commissioning cycle, business planning and decision making to better coordinate activity and evidence compliance to statutory/best practice requirements.	Core	3 stakeholder events per annum (minimum)	Y	Y	
Support with design of programmes of quantitative and/or qualitative activity e.g. local surveys (satisfaction, topic specific), polls, briefs for focus groups, interviews, content and scripts for deliberative events that improve health care outcomes for patients and carers.	Core	Linked to CCG priorities	Y	Y	

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
Support with tailoring engagement and patient experience to segmented audiences advising on appropriate methods and distribution channels.	Core	Linked to CCG priorities	Y	Y	
Stakeholder relationship management Supporting relationship management with key stakeholders e.g. local authorities, Overview and Scrutiny Committees, Health & Wellbeing Boards, LINKs/HealthWatch as well as the voluntary and third sector.	Core	Ongoing monthly stakeholder mapping report and relationship check on top 10 stakeholders	Y	Y	
Community stakeholder profiling e.g. stakeholders and interested parties, condition specific, equality & human rights, children & young people, local businesses, voluntary/charity groups	Ad hoc	Attendance at selected partnership meetings/boards	Y	Y	
Seeking opportunities for collaborative working e.g. to enhance the experience of the end user, improve local engagement infrastructure, reduce consultation fatigue, build confidence and trust.	Core	Annual Refresh	Y	Y	
Supporting development of local engagement and patient experience structures and processes e.g. Patient Participation/Reference Groups	Core	Linked to monthly/quarterly reports	Y	Y	
Support on the development and implementation of the CCG System Revolution Patient Experience Action Plan.	Core	Linked to CCG priorities	Y	Y	
Capturing data, analysis and production of high level reports e.g. East Midlands Patient Experience (EMPES), CQC, DOH, Organisational, NHS Choices, and Patient Opinions to support and inform the commissioning cycle and decision making.	Ad hoc	Linked to health system developments	Y	Y	
Supporting improvement of patient experience; triangulation of local intelligence on patient experience and supporting CCGs in holding providers to account e.g. Quality & Patient Experience Committee.			N	N	Not currently in spec

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
Customer Insight (both internal and external)					
Capturing and analysing direct feedback from patients, public and stakeholders.	Core	Linked to monthly/quarterly reports	Y	Y	
Advising and providing guidance on gathering patient insight, for example, methods, approaches, data gathering and analysis at a local level.	Core	Attendance at key meetings monthly	Y	Y	
Support with Formal Consultation					
Advice and support with the coordination of, and response to National Consultations e.g. NHS Reforms, White Papers	Statutory	Upon request	Y	Y	
Working with clinical reviews (National Clinical Action Team/Clinical Senates), Cabinet Office Code of Practice on Consultation	Statutory	Upon request	Y	Y	
Advice and support with the coordination of, and response to Regional Consultations e.g. Next Stage Review programmes, Children Congenital Heart Review	Statutory	Upon request	Y	Y	
Advice and support with Local Consultations <ul style="list-style-type: none"> • emerging ideas and themes • Designing and developing the consultation e.g. early Board proposal to ensure robust plans are in place, ones that are compliant with statutory requirements and best practice (set budget, resources, timescales, approach) • Support and advise on delivery of the 'Shaping Health' consultation brand and principles • Seek new innovative ways of consulting to ensure the consultation is far reaching and inclusive of those voices seldom heard e.g. stakeholder profiling, collaborative partnership approach (see above) • Production of project plan, audit trails and assurance processes • Stakeholder deliberative events, as part of a phased 	Statutory	Advice only	N	N	

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
<p>approach e.g. pre-engagement, post consultation</p> <ul style="list-style-type: none"> - Invite/confirmation letter - Agenda - Delegate packs (presentations, delegate list, evaluation etc) - Scripts and briefs - Pre-engagement qualitative report <ul style="list-style-type: none"> • Support with the organisation of local Information sharing events for the general public • Arrangement of independent evaluation of consultation responses, presentation • Post implementation support e.g. reporting of feedback once service model is implemented 					
<p>Advice and support with Office of Government Commerce Gateway Reconfiguration process and reporting, four tests, production and administration of service reconfiguration templates with the LAT. Includes production of audit trails and assurance processes that withstand external scrutiny.</p> <p>Attendance at OCG Reviews for confirm and challenge on aspects of the Shaping Health Programme Communications and Engagement activity</p>	Statutory	Linked to 2 projects per year	Y	Y	
3.1.2 Corporate					
Strategic Advice and Counsel					
Board level guidance and advice on communications and engagement	Core	As required	Y	Y	
Developing specific communications and engagement strategies to tackle particular business objectives or programmes of work.	Core	Linked to monthly/quarterly reporting	Y	Y	
Interpreting national/regional policy directives/guidance and ensuring delivery on this.	Core	Activity reports compiled in line with	Y	Y	

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
		monthly reporting framework			
Ability to escalate for additional advice and support on complex issues.	Ad hoc	On demand	Y	Y	
Creation of protocols and guidance e.g. media handling/social media guidance.	Core	Annual	Y	Y	
Clinical/staff engagement and internal communications					
Supporting CCGs to involve and engage efficiently and effectively with their constituent practices and wider practice team through a range of methods	Core	Linked to reporting 4 staff/CCG events per year	Y	Y	
Advising and providing guidance on gathering staff/member practice insights and feedback to inform the CCG strategic plans and priorities	Ad hoc	As and when required	Y	Y	
Supporting production of staff briefings, newsletters, events & feedback.	Core	Linked to monthly reporting	Y	Y	
Reputation Management					
Encouraging fair and accurate reporting, rebuttal of inaccurate media, briefings, supporting delivery of public accountability.	Core	Daily management	Y	Y	
Developing productive relationships with key partners and stakeholders to enhance organisation's local/regional/national reputation.	Core	Ongoing monthly stakeholder mapping report and relationship check on top 10 stakeholders	Y	Y	
Proactively identifying and delivering positive PR opportunities to enhance reputation.	Core	Aligned with strategic priorities	Y	Y	
Development of a range of mechanisms to monitor patient/public perception eg forward plan of communication, engagement/experience.	Core	Monthly reporting Annual planning	Y	Y	

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
Media Management					
Proactive and reactive media handling including 24/7 on call, press conferences and briefings, interview preparation, media monitoring, forward planning, actively rebutting inaccuracies, co-ordination of local responses to national issues and joint working with key partners.	Core	24/7 on call Weekly media reporting 48 proactive news releases per year 48 statements per year 100+ enquiries per year	Y	Y	
Building effective working relationships with local, regional, national and professional/trade media.	Core	Quarterly briefing meetings with local journalists	Y	Y	
Management of media monitoring and evaluation services	Core	Linked to weekly/monthly reporting	Y	Y	
Media coaching and support for key spokespeople, and facilitation of external media training.	Core	Weekly/monthly Ad-hoc external training	Y	Y	
Intelligence Gathering and Briefing					
Ministerial briefings, adjournment debates and parliamentary questions.	Core	4 per quarter (minimum)	Y	Y	
Brand and Corporate Identity Management					
Upholding the NHS brand in line with NHS identity and quality assurance e.g. creation of branded templates/style guide, policing use of the brand, providing advice and guidance and proofing materials.	Core	Linked to monthly reporting Annual review of guidelines	Y	Y	
Emergency Communications Planning and Preparedness					

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
Initial (first 24 hours) emergency communications delivery – public and stakeholder briefing, 24/7 communications support, coordination of messages, coaching individuals, advise on other communication opportunities.	Core	On demand	Y	Y	
Carry out the role of Warning & Informing with key partners in line with the Civil Contingencies Act.	Statutory	On demand	Y	Y	
Creating communications plans (including media handling protocols, comms toolkits and emergency press office arrangements) for major incidents, communications support for emergency planning exercises.	Core	Monthly/quarterly attendance at local meetings Annual review of processes/arrangements	Y	Y	
Additional/specialist resource to support emergency communications delivery beyond initial 24 hours – public and stakeholder briefing, 24/7 communications support, coordination of messages, supporting return to normality.	Core	On demand – escalate to provide resilience in peak periods	Y	Y	
Crisis and Issues Management					
Horizon scanning and issues awareness, briefing and handling advice, avoiding and planning for crises	Core	Weekly/monthly	Y	Y	
Organising and executing communication elements of crisis management, briefing and media handling, coordinating communications, staff and stakeholder engagement eg dealing with an untoward incident such as an IG breach or managing the fallout when pressure group become vocal due to rumours around downgrading of services'	Core	On demand	Y	Y	
Organising additional/specialist resource to support crisis communications delivery beyond initial 24 hours – organising and executing communication elements of crisis management, briefing and media handling, coordinating communications, staff and stakeholder management.	Core	On demand	N	N	

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
3.1.2 Campaigns and Products					
Behaviour Change, Corporate and Public Campaigns					
Support local roll-out of national/regional campaigns eg Winter/Flu.	Core	2 projects per year	Y	Y	
Design and delivery of local campaigns including insight, segmentation of audiences, internal behaviour change, marketing pilots, promoting best practice, buying media space.	Core	1 project per year – (Currently Urgent Care)	Y	Y	Additional Social Marketing campaigns
Event Management					
Project management of events, including planning, design, organisation, delegate facilitation, evaluation and reporting e.g. Parliamentary, VIP, MP, stakeholder events	Core	4 per year	Y	Y	
Editorial and Publishing Services					
Creating, editing and proofing publications and materials	Ad-hoc	Weekly/monthly	Y	Y	
Management of contracts with external providers e.g. for the production of campaign materials	Ad-hoc	Linked to campaigns/engagement/communications activity plans	Y	Y	
Digital and Web Communications and Social Media					
Management and monitoring of web presence (external and internal) including day-to-day social media activity e.g. Facebook and twitter.	Core	Daily	Y	Y	
Supporting and facilitating website development and on-going maintenance.	Core	Daily/weekly	Y	Y	
Creating and uploading content for the website	Core	Daily	Y	Y	
Targeted social media and networking campaigns	Core	4 projects per year (minimum)	Y	Y	

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
Access to digital/online specialist expertise	Core	Daily	Y	Y	
Development of web/e-communications strategy and protocols including Search Engine Optimisation	Core	Annual	Y	Y	
Development of other digital channels including podcasts and electronic publications/magazines etc	Core	Linked to communications and engagement activity plans/reporting	Y	Y	
Information Provision/Production					
<p>Management and co-ordination of Freedom of Information Act requests in accordance with relevant legislation including;</p> <ul style="list-style-type: none"> - Receiving, assessing and subsequently disclosing information in response to requests made to the organisation under the Freedom of Information Act - Ensuring that these requests are handled in accordance with the relevant legislation, with appropriate consideration of business risks to the organisation and the service as a whole, and other factors such as guidance from the Information Commissioner. - Providing advice on the issues, such as the public interest factors, affecting the disclosure or non-disclosure of requested information to appropriate business area managers, staff, partner agencies, members of the public, politicians and the media. - On going evaluation and regular reporting processes 	Statutory	<p>20 per quarter (minimum)</p> <p>Monthly reporting</p>	Y	Y	
Annual report production.	Statutory	Annual (6 weeks to produce)	Y	Y	
Duty to Report on Consultations	Statutory	Annual	Y	Y	

3.1 Service Description	Level of importance	Frequency	2012/13	2013/14	Develop
PPI Annual Report	Core	Annual. Linked to Duty to Report on Consultations Report	Y	Y	
Policy production e.g. Reimbursement Policy, Public and Patient Information	Core	Annual/Refresh	Y	Y	
Management of patient representatives and coordination and maintenance of local citizen panels and readers panels	Core	Annual Refresh Ongoing maintenance	N	N	
Designing Communications and Engagement templates eg forward work programmes, procedure templates etc	Core	Bi annually	Y	Y	

The service will be delivered using a mix of a centralised core team of experts and dedicated local account managers. A GEM senior manager will be identified to work with the customer's Communications lead to provide oversight and professional support and advice on how the organisation is delivering Communications and Engagement. The GEM senior manager will then be able to tailor the operational input from GEM to ensure added value in the overall offering. The offering includes quarterly review meetings at which the customer's systems and processes will be reviewed and tested to ensure they continue to be fit for purpose.

The central core experienced GEM team of Communications and Engagement professionals will deliver work where the in house skill set fits with the client needs. It is anticipated that supporting the in house team will be a network of external associates who can be drawn upon to deliver defined expertise. In these instances the Communications and Engagement team will scope the work, identify the correct associate and quality check the work throughout. All contractual agreements will be between GEM and the associate.

4. Quality and Performance Standards

The following Key Performance Indicator descriptions apply to the service levels detailed in Section 3.

These are currently in draft and further work will be undertaken around the specific measures.

Reference	Performance Area	Performance Indicator & Measure
	1. Engagement	
CE1	Stakeholders have a positive view of the organisation and feel that they are informed, engaged and can influence commissioning decisions	Feedback/surveys from stakeholder/engagement events
CE2	Public are informed, engaged and can influence commissioning decisions	Sample survey 1% of the population eg survey monkey
	2. Corporate	
CE3	Profile is raised and reputation is enhanced and protected	Media analysis and sample surveys
	3. Campaigns and Products	
CE4	Behaviour change accomplished/health outcomes achieved	Audience response metrics met (positive health indicators)
CE5	Client satisfaction	Tailored measures for each project

5. Continuous Service Improvement Plan

We will work with our clients to continuously improve our products and services. We will set up planning sessions, led by client account managers, to keep our customers informed of completed and planned improvements and provide information as to how these improvements will lead to efficiency savings.

Will be investing to standardise and transform our people, processes, infrastructure, systems and services to provide service improvements and cost savings to our client.

Meetings will be arranged on a quarterly basis with clients to provide detail on our development plans and timeline for implementation.

6. Prices and Costs

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