

NHS ENGLAND BOARD MEETING

Title: Improving the quality of customer insight through NHS Citizen
Lead Director: Jane Cummings, Chief Nursing Officer
Purpose of Paper: To summarise the changes to NHS Citizen since the November 2015 Citizens Assembly, and set out the proposed new approach for delivery.
The Board invited to: Consider and support the new approach for NHS Citizen.

Improving the quality of customer insight through NHS Citizen

Purpose

1. This paper provides a summary of the changes to NHS Citizen since the November 2015 Citizens Assembly, and the proposed new approach for delivery. The programme objective is to improve the quality of customer insight within our business plan priority areas. The new approach will ensure we use a much more comprehensive picture of citizen insight than previously. In line with meeting the triple aim set up in the Five Year Forward View, this will support efficient and effective business planning and policy development. It will also help us to discharge our duty to involve the public (Section 13Q of the NHS Act, 2006 as amended) to a high standard.
2. The Board is asked to note the potential to develop a cross Arm's Length Body (ALB) approach, with the potential to include a shared interactive online repository of patient and public views and feedback for national ALB partners.

Background

3. Between April 2013 and November 2015 a model for the participation of citizens in the work of the NHS England was designed. Called NHS Citizen, this model was co-produced with thousands of individual citizens, organisations and NHS England.
4. The NHS Citizen programme achieved an impressive degree of public engagement, and 'NHS Citizen' has developed into a valued brand. The model has influenced how we have mainstreamed public and patient involvement across NHS England; there are now more than 800 patient representatives in governance or steering group roles across the organisation, and different programmes have adopted NHS Citizen approaches in their own work resulting in widespread involvement in both commissioning and in programme development. However, there will always be more we can do to ensure that public voice is meaningfully engaged and influences our work.
5. Between November 2015 and April 2016, a revised model of NHS Citizen was developed to ensure that we maximise the impact of citizen voice within the work of NHS England. In May 2106, a [learning report](#), produced by externally commissioned partners, found that there were clear opportunities for improving the approach to better meet the needs of the public and of the health system and this was cross referenced with the revised NHS Citizen approach.
6. The review recommended that the strong 'brand' of NHS Citizen is retained and that:
 - i. the activity concentrates on providing a much more comprehensive picture of citizen views, covering insight from a wider range of sources including surveys, complaints, and social media, as well as from direct public involvement;
 - ii. there is a greater focus on understanding and acting upon customer insight within business priority areas;
 - iii. there is closer working with partners across the health and care system to coordinate and simplify the citizen's experience of involvement in health. This will become increasingly important as we enter into the delivery phase of local care redesign. Work has been done to lay the foundations of this across the five ALBs.

More specific partnership work has been progressed with Healthwatch England to develop a single approach.

Objectives of the comprehensive approach

7. The new approach is a clearer way of operating, where citizens have influence and a voice in NHS England's priority programmes, with the potential to bring these together through a single digital platform.
8. Policy and commissioning teams across NHS England can now receive intelligence from the public on their work from a variety of sources including from face to face engagement on specific topics, feedback from social media, patient experience, patient surveys and many more.
9. However, these have traditionally been received in a piecemeal fashion, which can make forming an informed view of public feedback, and ensuring that this intelligence takes into account the views of a diverse range of people, difficult. In addition, the NHS has often asked the public to "come to us" to give us their thoughts rather than us going to where people are already having discussions about their views. The new NHS Citizen approach will ensure that a more comprehensive analysis can be provided, both of patient and public intelligence that we receive direct, and also through sourcing information from conversations where people are, on issues that are important to them in their lives.
10. The new approach for NHS Citizen aims to:
 - i. Strengthen public participation in NHS England in line with our new [participation policy](#), and to meet the requirements of the duty to involve;
 - ii. Support NHS England commissioners, policy and programme leads nationally and within the regions to have the tools to engage patients and the public and learn from existing insight;
 - iii. Enable citizen input through a single, simplified approach which is easy to access, and meets the needs of different patient groups without generating significant labour intensive approaches for citizens or for teams;
 - iv. Manage the public's expectation around where their feedback will lead; and
 - v. Explore further an initial partnership between NHS England and Healthwatch England to provide more of a one-stop shop for the public (with the potential to increase the reach of the partnership further as the approach develops and following discussion with other ALBs).
12. It is proposed that the new programme will contain:
 - i. **NHS Citizen online:** A repository for feedback from a variety of data and engagement, including surveys and insight from the local Healthwatch network. This will be structured around national NHS England priority areas;
 - ii. **NHS Citizen outreach:** Dedicated engagement and co-production with specific communities of interest, linking into national priority areas to ensure that we are reaching out to and hearing from all populations e.g. through the youth forum, voluntary sector strategic partners and health inequalities networks.
 - iii. **Citizen representatives** (bringing together the c800 Patient and Public Voice partners) on relevant governance groups across NHS England, building on the

existing participation infrastructure of having lay representation in governance (eg on Clinical Reference Groups etc) to bring all representatives within a single repository supported by a Customer Relationship Management (CRM) system called People Bank.

- iv. **Involvement hub:** A web-based [involvement hub](#) providing on-line resources and signposting training opportunities. This will be launched in in the autumn to support patients and the public to develop the skills and confidence to influence NHS England's work, and to support NHS England's staff to develop the skills and confidence to work effectively with patients and the public.
- v. **An NHS Citizen campaign:** An underpinning communications plan. This allows a means of maximising the successful brand to simplify the many engagement routes and approaches across the ALBs. It is expected that this will be developed as part of the plans to support implementation of Sustainability and Transformation Plans (STPs).

Implications

13. The changes proposed for NHS Citizen require clarity within the planning, development and delivery processes on how consumer insight is routinely included and planned for. The public participation policy, published in November 2015, provides the basis for this change in operating culture and a programme of staff training is now being rolled out across the organisation.
14. The expansion of the NHS Citizen brand into more comprehensive data sets will require new relationships with corporate colleagues, e.g. survey teams and the contact centre. A programme board is being established with representation from across the organisation to ensure the programme brings these different elements together and can be monitored appropriately.
15. Implementation of the changes will also create the potential to work in a different way with the other ALBs and system partners. A partnership agreement is being proposed with Healthwatch England as the basis of the new approach, and this will be explored further with other ALBs.
16. The programme will be delivered through existing resources. It will be delivered by existing staff from the public participation team with input from NHS Citizen policy leads. These are the main point of contact for the development and application of citizen insight for their area of business. This is designed to build on, coordinate and support the existing public participation approaches that different areas of the business are already undertaking to meet the existing NHS England public participation policy.

Next steps

17. On 12 September 2016 an event was held to present the proposed new approach to a group of c80 citizens, organisations, partners, and NHS England staff to ensure that it meets both the engagement needs of NHS England, and the requirements of citizens. Many more also engaged with the event through a live webcast and twitter feed. There was a lot of support for the refresh of NHS Citizen and for working with system partner stakeholders. Linking in with existing insight and activity was also strongly supported. There was, however, a note of caution expressed in the feedback in ensuring that the programme reaches a diverse range of communities and the need to work with a

range of partners and networks. Specific feedback from the digital workshop identified that, although the NHS Citizen approach has an enormous amount of potential, first steps need to focus on doing a small number of things well, developing the programme over time.

18. Further work includes:

- i. The establishment of an NHS Citizen programme board which will meet for the first time in October to oversee delivery incorporating representatives from across NHS England, Healthwatch England and citizens.
- ii. Board-level oversight which will be provided through the Empowering People and Communities Taskforce, chaired by Lord Victor Adebawale. This provides oversight of NHS England's delivery of the commitments in Chapter 2 of the Five Year Forward View.
- iii. Ensuring that the programme continues to be a partnership with patients and the public, there will be regular opportunities to contribute to the design through representatives on the programme board, in the steering group, and through wider engagement opportunities posted through the In Touch bulletin and hosted on the NHS England website.
- iv. Developing digital specifications in the autumn with a plan agreed at the first programme board to ensure delivery is manageable, and considers the needs of additional partners.
- v. Formal discussion with Healthwatch England and other ALBs to take forward partnership arrangements following Board approval. Board level conversations are simultaneously taking place at Healthwatch England.
- vi. Working with the Strategic Programme Office for the FYFV and NHS England regional teams to develop a coordinated STP support offer. Overarching guidance was published on 15 September 2016. Work will include engagement and public consultation, working with local government to build effective dialogue with communities, and embedding empowering and people centred approaches in transformation.
- vii. The implementation of a monthly learning and sharing network across the NHS England regional teams which will help to meet regional and local needs. Plans are progressing with Healthwatch England to ensure that local Healthwatch is central to the application of local participation approaches.

Recommendation

22. The Board is asked to:

- Consider and support the new approach for NHS Citizen.