APPENDIX

HEALTHCARE STRATEGY CONSULTATION PROCESS

8 JULY 2016

1. PURPOSE

This paper sets out the key issues relating to the consultation process for NHS Lanarkshire’s Healthcare Strategy “Achieving Excellence – A plan for person-centred, innovative healthcare to help Lanarkshire flourish”. It also outlines the consultation plan for the formal consultation period of 1 August to 31 October 2016.

2. BACKGROUND

NHS Lanarkshire has been involving public/patient/carer representatives and clinical staff in developing the healthcare strategy since the early stages of the development process.

This work has included a stakeholder briefing in January 2016 with the option of providing comments using a feedback form or SurveyMonkey questionnaire.

A record of all communications and engagement activity to date has being collated by the NHS Lanarkshire Communications Team.

NHS Lanarkshire has worked closely with the Scottish Health Council (SHC) to identify the required level of consultation. The advice received from the Scottish Health Council is that the proposal within the Healthcare Strategy relating to the long-term strategic move to move to a two site model with one hospital delivering trauma (emergency) surgery and a separate hospital site for elective (planned) surgery would constitute major service change. This proposal therefore requires a formal three month public consultation.

In addition, NHS Lanarkshire has a requirement to demonstrate public involvement in the development of an Initial Agreement (IA) for the replacement or refurbishment of Monklands Hospital.

NHS Lanarkshire will meet both the consultation requirements in relation to the proposal for Trauma and Orthopaedic, and the Monklands IA through the overall Healthcare Strategy consultation process.
3. NATIONAL GUIDANCE ON MAJOR SERVICE CHANGE

For a major service change NHS Lanarkshire is required to follow national guidance on how health boards must carry out consultation on major service change. This is set out in CEL 4 (2010) Informing, Engaging and Consulting People in Developing Health and Community Care Services.

The guidance states:

The consultation document

33. A consultation document will need to be produced. This should:
   - be easy to understand.
   - be readily available and accessible.
   - outline how the options offered for consultation were developed and agreed.
   - offer balanced information in support of each option, including the financial implications
   - contain sufficient information for the reader to be able to understand the reasons for the proposal(s) and come to an informed conclusion.
   - outline the factors which will be taken into account in arriving at a decision.
   - contain information about contacts for further information or clarification and direct consultees to public access points in libraries, etc.
   - allow sufficient time (at least 3 months for major service changes), for those consulted to consider and respond to the proposal.

34. Innovative and creative methodologies and technologies should be used to enable people who might otherwise be excluded from the consultation process to be involved and provide a response.

35. Where a preferred option is indicated, it must also be clear that all responses to the consultation will be considered. In particular, the Board should give genuine consideration to any alternative suggestions that are put forward as a result of the consultation.

The consultation process

36. Potentially affected people and communities should be consulted on the option(s) for the proposed service development or change. The advice of the Scottish Health Council can be sought about the consultation methodologies to be used in the consultation process.

37. An inclusive process should encourage and stimulate discussion and debate. While it may not result in agreement and support for a proposal from all individuals and groups, it should demonstrate that the NHS listens, is supportive and genuinely takes account of views and suggestions. Ultimately, Boards should demonstrate that there has been a wide ranging consultation, which has taken all reasonable steps to take account of differences of view.

The Scottish Health Council will carry out quality assurance of the consultation process which will include seeking the views of stakeholders on the process itself. A report giving a view on whether NHS Lanarkshire has met the guidance and highlighting good practice and recommendations for future consultations will produced by the Scottish Health Council following the consultation.
4. THE CONSULTATION PROCESS

4.1 Aims

NHS Lanarkshire’s overarching aim for the consultation process is to consult on the draft Healthcare Strategy to receive meaningful feedback from stakeholders that shapes the final strategy.

In carrying out the consultation process, NHS Lanarkshire will:

- Consult widely with the people in Lanarkshire to ensure stakeholders have an opportunity to have a say on the future of services
- Carry out the consultation process in line with CEL 4
- Select methods that support effective and meaningful consultation
- Clearly articulate the benefits of the proposals to stakeholders
- Clearly set out what stakeholders have the ability to influence through their participation in the consultation process
- Involve stakeholders in the planning and delivery of the consultation process
- Use insights gained from Equality and Diversity Impact Assessment of the review process to support consultation with hard to reach groups.

4.2 Approach to developing the consultation plan

NHS Lanarkshire’s approach to developing the consultation plan has focused on the following:

- Promoting meaningful involvement by ensuring people understand what feedback is being asked for, why and how it can influence the final decision making process
- Ensuring accessibility by providing information in alternative formats and a range of opportunities for feedback including innovative approaches
- Taking a partnership approach to consultation through close working with the Health and Social Care Partnerships, stakeholders via the Healthcare Strategy Engagement Group, staff side and the Scottish Health Council.
- Building trust by ensuring openness and transparency and a clinically-led approach to the engagement process.

4.3 Methods

The consultation process includes a broad range of methods to ensure people have a range of opportunities to be informed and provide their feedback on the contents of the strategy.

The consultation plan utilises the following methods:

- Consultation materials
  - Consultation document – electronic version with paper copies on request
  - Consultation summary document – electronic version with paper copies distributed to health centres, hospitals and libraries
  - Easy read consultation document
• Core presentation slides
• Consultation video

• Distribution of consultation materials via networks/groups including:
  o Public Partnership Forums (PPF)
  o Community Councils
  o Community Forums
  o Elected members – MSPs, MPs, local councillors
  o Voluntary Action North Lanarkshire
  o Voluntary Action South Lanarkshire
  o South Lanarkshire Carers Network
  o North Lanarkshire Carers Together
  o Lanarkshire Ethnic Minorities Action Group
  o Lanarkshire Disability Group

• Standard consultation questions
  o Within the strategy document
  o Within the summary document
  o Online as a SurveyMonkey questionnaire

• E-Newsletter – to all stakeholders, with members of the public able to subscribe
• Media releases
• NHS Lanarkshire public website consultation section
• NHS Lanarkshire and GP Electronic Display Screens
• Frequently asked questions
• Social media
  o Twitter
  o Facebook
  o YouTube

• Freepost address for consultation responses
• Dedicated email address hcsviews@lanarkshire.scot.nhs.uk

• Meetings
  o Attendance at existing meetings and events – e.g. Public Partnership Forum
  o Clear offer to attend other community meetings, such as community councils, on request
  o South Lanarkshire Health and Social Care Partnership Locality Roadshows
  o Health and Social Care North Lanarkshire Locality Events
  o MSP/MP briefing
  o North Lanarkshire Councillor briefing
  o South Lanarkshire Councillor briefing
  o Ting engagement event

• Vox pops – at hospitals, health centres, town centres
• NHS Lanarkshire Weekly email staff briefing
• Staff newspaper – The Pulse
• Staff news site – The Pulse online
• Staff intranet - FirstPort

5. TIMESCALES

The consultation will launch on 1 August with priority given to circulating the consultation materials during the early stage of the process. A full programme of
communication activity, events and meetings taking place during the consultation process has been developed. The detailed schedule of times, venues and activity is available on request from NHS Lanarkshire Communications Department.

All consultation report will be produced in November following the conclusion of consultation period with consideration of the final outcome planned to take place by the end of 2016.

6. CONCLUSION

The Lanarkshire NHS Board is asked to note the contents of this paper.

7. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

- Calvin Brown, Communications Manager, NHS Lanarkshire. Tel: 01698 858106. Email: calvin.brown@lanarkshire.scot.nhs.uk.
- Colin Lauder, Head of Planning and Development, NHS Lanarkshire. Tel: 01698 858269. Email: colin.lauder@lanarkshire.scot.nhs.uk.