

Version Control and Amendment Log

Version No.	Type of Change	Date	Description of change(s)/action
0.1	Draft policy creation	Feb 2016	Creation of policy
1.0	Ratification of policy	July 2016	Policy endorsed by SHSC Board – no change to content
2.0	Review	Dec 2017	Revision of policy format and slight amendment to content following Internal Audit recommendations
2.1	Review	Mar 2018	Slight amendment of content following discussions at SUSEG
3.0	Ratification of policy	April 2018	Submission to Quality Assurance Committee for recommendation to Board for ratification

INTRODUCTION

It is a key organisational ambition of SHSC to continuously improve our approach to working with service users and learning from their experience of care. This ambition applies to the full range of service users we work with and provide services for, including: adults and older people with mental health problems; people with learning disabilities; people with drug and alcohol problems; people living with long term neurological conditions; people who access our primary care and community services; and people who use our wide range of specialist services, such as perinatal mental health services, eating disorders, brain injury services and gender services.

Since the inception of the Service User Engagement Group (SUSEG) in December 2014, SHSC has made significant advances in putting service users' experiences and views at the heart of service change and staff development. Over the last eighteen months a number of strands of work have been led by service users and staff from SUSEG which have furthered this agenda, and created considerable impact.

At the end of 2015, it was felt to be an appropriate time to renew and focus the SHSC strategy for service user engagement. In February 2016, SUSEG held a major event, *'Engage. Transform. Flourish.'* to discuss progress and challenges in service-user engagement, identify priority areas for further work, and consider the basis of a new strategy. 150 staff, service users and carers worked together to produce focused guidance and feedback. In order to produce this strategy, this evidence has been analysed and combined with: findings from the SUSEG workstreams; interviews with service and clinical directors; guidance from the Trust lead for the Service User Engagement and Experience; the insights and knowledge of service-user leaders, with regard to a wide range of initiatives; and good practice from outside SHSC.

This strategy draws on all of the above and represents a bold and achievable plan for the next five years. It positions SHSC as a leader in service user engagement amongst NHS Health and Social Care and Mental Health Trusts. The commitments here build on existing work and assets, direct future action in a coherent and planned way in order to extend and maximise impact, and foster a culture of excellence in service user engagement in which innovation, flexibility, and responsiveness are central.



SHSC VALUES

The Trust Values of Respect, Compassion, Partnership, Accountability, Fairness and Ambition are at the heart of this strategy and inform each of the themes detailed below. Specific values are highlighted within the theme descriptions throughout this document.

- **RESPECT** – We listen to others, valuing their views and contributions
- **COMPASSION** – We show empathy and kindness to others so that they feel supported, understood and safe
- **PARTNERSHIP** – We engage with others on the basis of equality and collaboration
- **ACCOUNTABILITY** – We are open and transparent, acting with honesty and integrity, accepting responsibility for outcomes
- **FAIRNESS** – We ensure equal access to opportunity, support and services
- **AMBITION** – We are committed to making a difference and helping to fulfil aspirations and hopes of our service users and staff



SUSEG REMIT AND SCOPE

SUSEG has strong representation from clinical and corporate directorates and a high service user attendance. The Group is accountable for overseeing two distinct but related workstreams: service user engagement and service user experience. The remit of SUSEG covers the following areas:

- **Service User Engagement**

To reduce stigma and reduce the cultural distance between service users and staff, improving the quality of service user engagement such that service users are meaningfully engaged in all parts and at all levels in the Trust

- **Service User Experience**

To improve the quality of service user experience, ensuring that all services are using service user experience to drive quality improvement

VISION

This strategy aligns with the key objectives of the Trust's 'Quality Improvement and Assurance Strategy', acknowledging identified aims will only be fully achieved through genuine partnership working with service users and carers. It is the intention that successful implementation of both strategies will enable the delivery of high quality person-centred care through empowering staff, service users and carers in the on-going development and improvement of the care and services provided by SHSC. Furthermore, the strategy aims to support the realisation of the Trust's Quality Objective to improve both service user experience and engagement.

Our aims include strengthening a culture of trust and mutual respect between staff, service-users and carers; sharing learning about good practice across the different areas of our work; identifying and changing systemic institutional issues which hinder opportunities for service user engagement and partnership working; and ensuring that staff, service users, and carers are well informed about service user engagement and its benefits. To help us achieve this, we will draw on, learn from, and support key existing assets in service user engagement, including successful and innovative directorate-specific good initiatives and practice, service user feedback and work with partners across the city. Internally we will promote, celebrate, and reward innovation and good practice in service user engagement. We will also seek to learn from work in other NHS Trusts and non-NHS organisations and to share SHSC good practice widely; and will seek to build mutually beneficial partnerships with non-NHS organisations, especially smaller grass roots bodies in which service-user leadership is supported.

In addition, this strategy demonstrates a commitment to learn from and build upon the work of other organisations, including those outside the NHS, reflecting on the briefing document '[Service User Involvement in the delivery of mental health services](#)' produced by NSUN (National Survivor User Network), an independent, service user led charity. In that spirit, we have adapted the following vision statements from the aforementioned local Strategies, Quality Objectives and national briefing document:

SHSC will work towards the following outcomes:

- Increasing the influence of service users and staff members in the on-going development of SHSC services
- Improving service user experience through actively engaging with and acting on feedback from staff, service users and carers
- Supporting front-line teams with the collection and use of service user feedback to understand and continually improve user and carer experience

- Ensuring service user perspectives are heard at all levels of SHSC
- Enabling service users to influence, and sometimes lead, the development, governance, policy and practice in SHSC
- Supporting service users to originate and lead some SHSC initiatives through to completion
- Pro-actively helping to build and support independent local service user led organisations and initiatives



STRATEGY THEMES

Key themes for the strategy are as follows:

- **Service User Engagement Workstream:**
 - Experts by experience
 - Communication and reach
 - Partnership working and innovation

- **Service User Experience Workstream:**
 - An agent for quality improvement and change
 - Learning through digital feedback
 - SUSEG roadshows

Service User Engagement Workstream

- **Experts By Experience**

This theme draws on and develops the findings and recommendations from the SUSEG Paid Peer Support work and its comprehensive report produced in January 2016. Pertinent findings from the work include the necessity for Experts by Experience (EbEs) workers/volunteers to be properly inducted, supervised and supported; that teams are properly trained and briefed about the role and expertise of EbE workers; that awareness- raising work is conducted in corporate departments such as Human Resources, Occupational Health, etc; that recruitment processes are values based, flexibly and imaginatively designed, and that job profiles are scrupulously focused and clear.

We will seek to adhere to best practice guidelines for working with EbEs, especially those produced by and with service users, including the National Institute for Health Research (NIHR)/Mental Health Research Network (MHRN) guide 'Good Practice Guidance for Involving People with Experience of Mental Health Problems in Research', produced by the Service User Research Group for England (SURGE) and key publications produced by the National Survivor User Network and others.

The Trust value of **Ambition and Respect** are central to this theme.

Actions:

1. We will increase the participation of EbEs in the work of all services across the organisation through developing further opportunities for volunteering, paid work and a range of salaried positions.
2. We will work to raise awareness of EbE workers and identify and surmount barriers to service user engagement in corporate departments, especially Human Resources and Occupational Health.
3. In partnership with EbEs, we will urgently review the system of reward for EbE workers to ensure it is fair, flexible, and transparent.
4. We will review and improve databases for volunteers/EBEs, review recruitment processes and the ways in which volunteering/work opportunities are publicised, with this information made widely available.
5. We will develop career pathways for EbE workers and ensure that proper support, supervision and training is in place.
6. We will continue to scope out and develop a business case for supporting an independent service-user led enterprise in which expertise by experience and consultancy can be delivered.

7. We will seek to ensure that EbE workers are a diverse body which better reflect the demographic of SHSC service users. We will actively seek to involve underrepresented groups and individuals through SU engagement.
8. We will encourage and support EbEs to take leadership roles in developing initiatives and will be responsive to initiatives originated by EbEs.
9. We will seek to have EbE representation at the highest levels of the organisation and support the provision of regular honest feedback sessions to the Board, with subsequent actions agreed, monitored and reported on.
10. We will monitor and report openly on the experience of EbE participation and work to resolve difficulties. We will develop a clear process through which difficulties can be raised, dealt with and reported on.
11. We will seek actively to resolve conflicts and difficulties which arise when EbEs have dual roles within SHSC as service users and workers.



- **Communication And Reach**

The aims of this theme include developing better and more diverse methods of communication and dialogue which are attuned to the needs of service users / carers; striving to reach and communicate with groups who are underrepresented; and increasing transparency about all aspects of SHSC business. We will strive to 'close the feedback loop' by ensuring that service user feedback and questions are followed up with actions and that outcomes are reported on.

The Trust values of **Accountability**, **Partnership** and **Fairness** are central to this theme.

Actions:

1. We will ensure service users and carers are included in all Trust wide events and developments.
2. We will encourage and support directorate-specific forums in which service users and carers can meet and talk with managers and other staff about key issues.
3. We will advise on and offer support to the commitments for increasing service user engagement made across all clinical services.
4. We will ensure that information is easily accessible through a variety of formats, both online and offline.
5. We will incorporate plans for communication and dialogue with service users into all plans for significant changes to services.
6. We will increase the number of forums at which service users and carers can regularly meet with and question managers and directors.
7. We will collaborate with Sheffield Flourish in order to improve our reach beyond SHSC throughout the city and region.
8. We will use the members list more effectively to improve communication, dialogue and reach.
9. We will promote digital communication to regularly report to service users, carers and partners on key initiatives and ideas



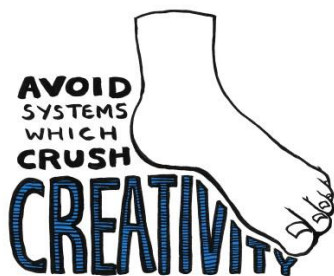
- **Partnership Working And Innovation**

This theme recognises the potential for partnership work to catalyse innovation, increase flexibility and responsiveness. The aims are to increase dialogue and partnership work with a range of community/voluntary sector organisations, especially smaller grass roots organisations, to learn from good practice elsewhere and to actively develop a culture of entrepreneurship and creativity in service user engagement within and outside the organisation.

The Trust values of **Partnership**, **Ambition** and **Respect** are central to this theme.

Actions:

1. We will work with local and national charities and social enterprises, including Sheffield Flourish, we will develop, support, and share good practice and innovation.
2. We will identify and challenge hurdles to innovation.
3. We will raise awareness and support service user engagement in corporate departments and clinical services.
4. We will support staff to have time in which to develop initiatives in service user engagement.
5. We will strengthen links with the Service User and Carer Governors and help them develop skills and experience to shape the delivery of services.
6. We will scrutinise corporate processes to ensure that service users' concerns and views are represented.
7. We will develop widely accessible resources which advise on best practice in service user engagement and in institutional change processes.
8. We will seek to build partnership work with the universities in Sheffield and develop research and educational opportunities around Service User Engagement



Service User Experience Workstream

- **An Agent For Quality Improvement And Change**

This theme recognises the important link between proactively seeking out service user experience of the service they have had in SHSC and using this to inform the processes of continuous quality improvement which is embedded through our participation in the Sheffield Microsystems Academy. There will be active encouragement of meaningful involvement of service users and carers in all quality improvement work in SHSC and in developments related to commissioning and transformational change programmes.

Accountability and **Compassion** are Trust values that run through this theme.

Actions

1. New staff members will be appointed to promote collection, analysis and feedback of service user experience during summer 2018.
2. We will continue to prioritise the employment of staff in the Engagement and Experience Team who have lived experience in either user or carer roles.
3. The Engagement and Experience Team will steer new developments and action plans, supported by the Continuous Improvement Manager, who leads on QI and SUSEG work.
4. The Engagement and Experience Team will be rigorous in measuring progress, outcomes and impact, and will work proactively with directorates to record, monitor and utilise the experience of people using SHSC services.
5. Data will be reviewed regularly by SUSEG, QAC and reports provided to Board, with appropriate actions agreed and reported on.
6. Directorates will be supported to respond to service user experience, implement change and report back on their learning.



- **Learning Through Digital Feedback**

We will promote and encourage the expansion of existing and new methods to collate, monitor, analyse and learn from service user experience and feedback in order to continually improve services. Information will be collected as a matter of routine, collated and presented to all levels of the organisation, including team, directorate and Board level.

The Trust values of **Ambition** and **Fairness** are central to this theme.

Actions

1. We will significantly enhance the use of appropriate digital technologies for efficient monitoring and measurement of service user experience.
2. The Quality & Dignity questionnaire, along with additional service user surveys, will continue to be developed across Trust services to enable prompt collection of service user experience through digital methods.
3. Care Opinion will be actively promoted amongst all front line teams and will create a rapid and transparent loop between service users and people in the services they are using.
4. Timely and accurate service user experience feedback will be made readily available via the SHSC intranet, including Friends and Family Test (FFT), Quality & Dignity etc
5. The Engagement and Experience Team will support the development of processes to ensure service user and carer experience is collated and managed through systematic digital processes.
6. A central online resource will be developed to enable all services to access service user feedback provided about their service and feed into QI processes.
7. We will share digitally and via social media when service user and carer experience has influenced developments across the Trust.



SUSEG Roadshows

SUSEG will continue to develop the bi-monthly roadshows, which commenced in 2016, as a method of receiving timely and honest feedback from our service users' experience. Commitment will be placed on engaging with service users in settings convenient and comfortable to them. Roadshows will focus on eliciting the experience of current and previous service users and promoting discussions about ideas and suggestions for improvement as well as celebrating areas of success.

Respect, Compassion and Partnership are Trust values that run through this theme.

Actions

1. SUSEG will support the sharing of learning and good practice across the different areas of the Trust's work by going out into the community to communicate with services.
2. A culture of trust and mutual respect between staff, service users and carers will be strengthened through experiencing the environments in which they receive their care.
3. We will seek to engage with less easily reached service users and services though a principal of "we will come to you" rather than expecting them to come to us.
4. We will use roadshows to engage with areas of the organisation which are particularly important to influence in order to drive aspects of the policy forward.
5. The SUSEG roadshow initiative will continue to be progressed in order to extend and learn from experiences from all areas of the organisation to influence successful implementation of the strategy, with specific focus on underrepresented service user and staff groups.

