

Board of Directors (Public)

SUMMARY REPORT

Meeting Date: 23 March 2022
Agenda Item: 19 (iv)

Report Title:	Service User Engagement and Experience Strategy	
Author(s):	Teresa Clayton, Head of Experience and Engagement	
Accountable Director:	Beverley Murphy, Director of Nursing, Professions and Operations	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	Quality Assurance Committee
	Date:	9 March 2022
Key points/ recommendations from those meetings	Final Draft version of strategy presented to Quality Assurance Committee. Changes were accepted and strategy endorsed. No recommendations made.	

Summary of key points in report

This is the final draft of the Service User Experience and Engagement Strategy for 2022 – 2026 which is an enabling strategy to the Clinical and Social Care Strategy.

This strategy supports other key SHSC strategies and in light of this any service changes should involve people who use SHSC services, their families and carers. Our aim is for this involvement to be a positive and collaborative experience. Our strategy will build on the work completed under the Service User Engagement and Experience Strategy 2016-21, including the revision made in 2018.

Feedback, conversations and information has been gathered utilising previous strategy themes and priority areas of:

- Experts by Experience.
- Communication and Reach.
- Partnership working and innovation.
- An agent for quality improvement and change
- Learning through digital.
- SUSEG roadshows.

This Strategy has been coproduced throughout all stages, and the implantation plan and actions which sit under it will continued to be coproduced and reviewed by service users, staff, our partners and other stakeholders.

The four priorities included within the strategy are:

- 1) **Embedded Lived Experience Voices:** Ensuring expert by experience perspectives are integral at all levels of SHSC decision making, including our governance, policy and practice through robust involvement methodology.
- 2) **Improved Service User Experience:** Improving the experience of people using our services by embedding coproduction throughout SHSC, specifically within transformation and quality improvement projects by engaging with and acting upon feedback.
- 3) **Strong Feedback Mechanisms:** Build upon the foundations of the previous strategy, reviewing and developing mechanisms for feedback to enable a stronger service user voice and presence.
- 4) **Partnership Working:** Pro-actively help to support and engage with independent/ local user-led organisations and initiatives to benefit service user outcomes across Sheffield

Recommendation for the Board/Committee to consider:

Consider for Action		Approval	X	Assurance		Information	
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The Board of Directors are asked to receive the final draft of the Service User Engagement and Experience Strategy and agree the priority areas and goals for achievement.

Please identify which strategic priorities will be impacted by this report:

Covid-19 - Recovering effectively	Yes	X	No	
CQC Getting Back to Good – Continuous improvement	Yes	X	No	
Transformation – Changing things that will make a difference	Yes	X	No	
Partnerships – working together to make a bigger impact	Yes	X	No	

Is this report relevant to compliance with any key standards ? State specific standard

Care Quality Commission Fundamental Standards	Yes	X	No	
Data Security and Protection Toolkit	Yes		No	X
Any other specific standard?				

Have these areas been considered ? YES/NO

If Yes, what are the implications or the impact?
If no, please explain why

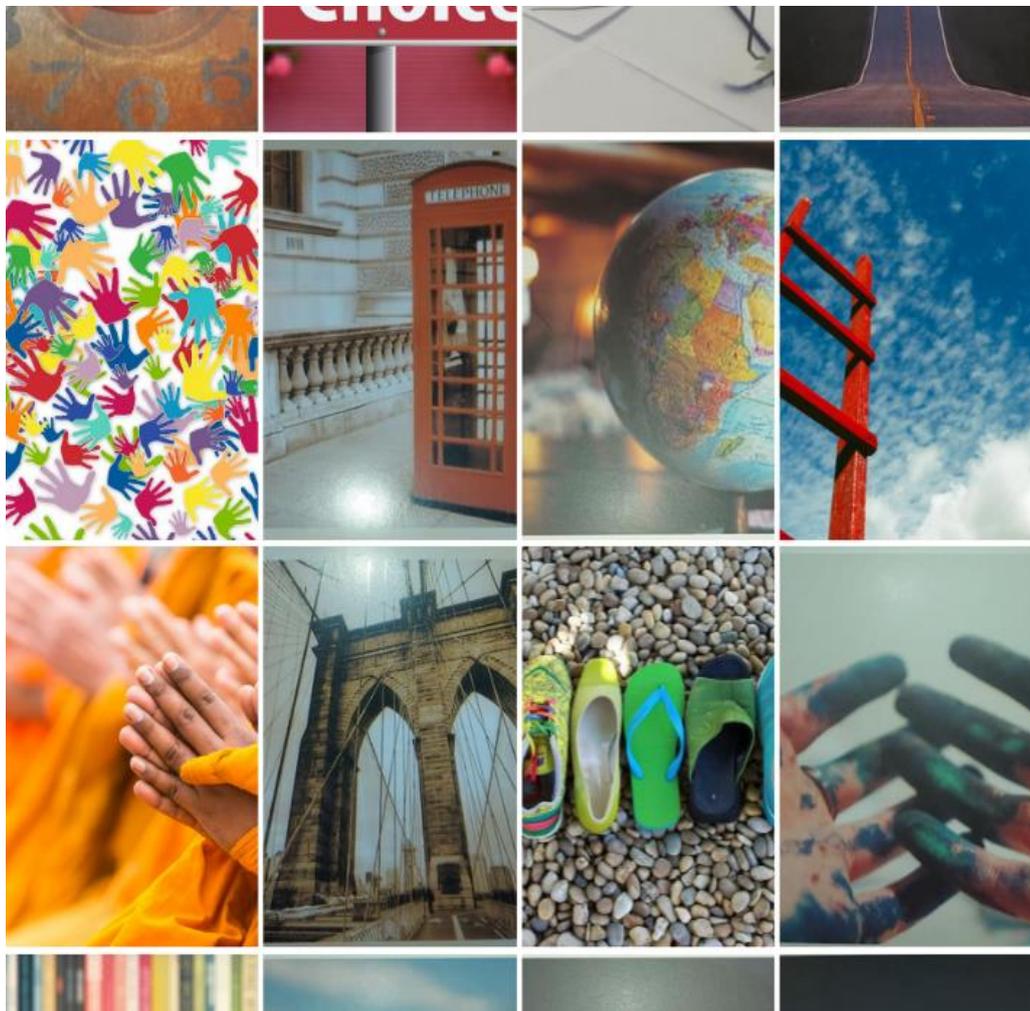
Service User and Carer Safety and Experience	Yes	X	No		Implicit within the strategy
Financial (revenue & capital)	Yes	X	No		NHSEI support will require some financial support
Organisational Development /Workforce	Yes	X	No		Developing the Quality management approach will support organisational development
Equality, Diversity & Inclusion	Yes	X	No		The strategy will seek to support diversity, inclusion and equality
Legal	Yes	X	No		There are no legal implications for the Strategy



Service User Engagement and Experience Strategy

2022 to 2026

Delivering our vision and strategic direction



March 2022



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Strategy approval

Date ratified by Board of Directors:	March 2022 (TBC)
Name of responsible Committee:	Quality Assurance Committee
Name of responsible Director:	Beverly Murphy, Director of Nursing, Professions and Operations
Name of author:	Teresa Clayton, Head of Experience and Engagement
Date issued:	
Review date:	March 2023

Introduction to the strategy

Welcome to our Service User Engagement and Experience Strategy 2022-2026. At SHSC, by 2025 we want to be 'The Best We Can Be', leading person-centred health and social care across Sheffield and supporting delivery of the Integrated Care System mental health and learning disability priorities.

Our Vision is to improve the mental, physical and social wellbeing of the people in our communities.

Our strategic aims are to

- Deliver outstanding care.
- Create a great place to work.
- Make effective use of resources.
- Ensure our services are inclusive.

Our clinical and social care strategy sits at the heart of all our delivery plans. It is focussed on reducing health inequalities, and delivering care that is **Person-Centred, Trauma-Informed, Evidence-Led and Strengths-Based**.

Our Service User Engagement and Experience strategy supports the delivery of our aims and our Clinical and Social Care Strategy. It will:

- **Embed Lived Experience Voices:** Ensuring expert by experience perspectives are integral at all levels of SHSC decision making, including our governance, policy and practice through robust involvement methodology.
- **Improve Service User Experience:** Improving the experience of people using our services by embedding coproduction throughout SHSC, specifically within transformation and quality improvement projects by engaging with and acting upon feedback.
- **Deliver Strong Feedback Mechanisms:** Build upon the foundations of the previous strategy, reviewing and developing mechanisms for feedback to enable a stronger service user voice and presence.
- **Increase Partnership Working:** Pro-actively help to support and engage with independent/ local user-led organisations and initiatives to benefit service user outcomes across Sheffield

Our Service User Engagement and Experience strategy is one of eight enabling strategies working to support the delivery of the Clinical and Social Care Strategy in a coordinated framework.



▶ Our Strategy on a page



Our Service User Engagement and Experience Strategy 2021/22 - 2025/26

OUR VISION: To improve the mental physical and social wellbeing of the people in our communities

STRATEGIC AIMS: Create a great place to work - Effective use of resources - Ensure our services are inclusive
Deliver outstanding care

VALUES: ▶ Working Together for our service users ▶ Respect and Kindness ▶ Everyone Counts ▶ Commitment to Quality ▶ Improving lives

Care that is: **Person Centered - Trauma Informed - Evidence led - Strength Based**

Priority Themes

Embedded Lived Experience Voices
 Improved Service User Experience
 Strong Feedback Mechanisms
 Partnership Working

- Increase the influence of experts by experience (EbE).
- EbE roles are properly inducted, supervised and supported.
- Increase in number and diversity of EbE workers.

- Reach and communicate with groups who are underrepresented.
- Utilise different mechanisms of communication.
- Shine a spotlight on key themes and priority areas.
- Build trusting relationships between leaders, staff and service users.

- Seek out service user experience feedback and use this to embed continuous quality improvement.
- Close the feedback loop.

- Increase dialogue and partnership work with a range of community / voluntary organisations.
- Learn from good practice elsewhere.
- Develop a culture of creativity in service user engagement within and outside the organisation.

Benefits: Embracing Coproduction and Diversity to improve our Quality of Care
 Deliver Outstanding Care Create a great place to work Effective use of resources Ensure our services are inclusive



SHSC and Sheffield

Sheffield Health and Social Care NHS FT (SHSC) employs over 2,500 staff and has an annual income in 2021/22 of over £145m. We provide predominantly secondary care mental health, learning disability and specialist services to the people of Sheffield.

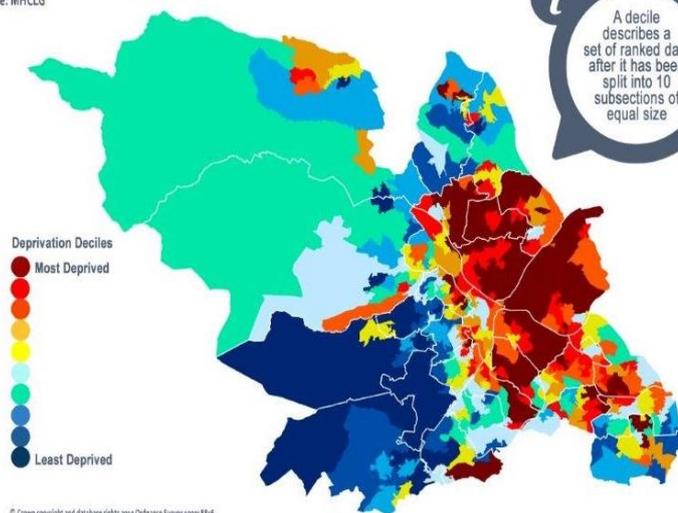
Our strategic direction sets out where we aim to be as an organisation by 2025 and what we need to do to get there, in an increasingly changing world and NHS environment. During the short to medium-term we will be working hard to improve the CQC ratings of our services, whilst also delivering our key strategic transformation projects.

To get there our Clinical and Social Care Strategy and our strategic framework of aligned enabling strategies will build a coherent programme of year upon year of continuous improvement across all our services, departments and partnerships. Our approach will be underpinned by a strong focus on living our values to support our cultural development and truly inclusive behaviours.

About Sheffield

Sheffield is an unequal city with an 8-10year life expectancy gap between areas that fall within the 10% most deprived in the country (Burngreave, Firth Park, Southey, Manor Castle, and Park and Arbourthorne) and areas amongst the 1% most affluent in the UK (Fulwood, Ranmoor and Dore).

Index of Multiple Deprivation 2019 in Sheffield LSOAs
Source: MHCLG



We have a high concentration of people seeking asylum and refugee status living in the North of the city; a high population of people over the age of 65 years living in the South West of the city; and a high population of students living in the City centre.

We know that people in poorer parts of Sheffield live shorter lives and have worse health than those in more affluent areas. We also see similar disparities affecting groups with specific shared characteristics, such as people from BAME backgrounds, or people with learning disabilities. These differences and disparities are the health inequalities that exist in our city, which we see as unacceptable. We recognise that “one size doesn’t fit all” and our population requires different things of our services.

What has informed our strategy

Our Service User Engagement and Experience strategy sets out where we aim to be by 2026 and what we need to do to get there. Our strategy is shaped by the national and local context, our current position and the views of service users, carers, our staff and our partners.

Policy context

It is a key organisational ambition of SHSC to continuously improve our approach to working with people who use our services and learn from their experience of care. The requirement to focus on experience, engagement and coproduction to improve services is a linking thread across SHSC's strategies, working to enable the aims of SHSC's overarching Clinical and Social Care Strategy 2021-2026, which sets out the road map for Sheffield, based on an understanding of local need. The Sheffield strategy works in line with the key deliverables of the NHS Long Term Plan, that sets out the national guidance for improvements in mental health. It will also help implement the Care Quality Commission regulatory framework as part of SHSC's Back to Good programme. Our approach will also reflect upon the 4Pi National Involvement Standards, developed by NSUN (National Survivor User Network), that provides a simple framework to base standards of good practice for meaningful involvement. The NHS Advancing Mental Health Equalities Strategy gives us clear direction to work across racially diverse communities and ensure their voice is heard and acted upon in service delivery. These local and national frameworks will work together to increase meaningful coproduction and help reduce health inequality

This strategy supports other key SHSC strategies and in light of this any service changes should involve people who use SHSC services, their families and carers. Our aim is for this involvement to be a positive and collaborative experience. Our strategy will build on the work completed under the Service User Engagement and Experience Strategy 2016-21, including the revision made in 2018. Feedback, conversations and information has been gathered utilising previous strategy themes and priority areas of:

1. Experts by Experience.
2. Communication and Reach.
3. Partnership working and innovation.
4. An agent for quality improvement and change
5. Learning through digital.
6. SUSEG roadshows.

The vision for Sheffield Health and Social Care NHS Trust is to improve the mental, physical and social wellbeing of the people in our communities.

We will do this by:

- Working with and advocating for the local population
- Refocusing our services towards prevention and early intervention
- Continuous improvement of our services
- Locating services as close to peoples' homes as we can
- Developing a confident and skilled workforce
- Ensuring excellent and sustainable services

The care we want to provide.

The bedrock of our Clinical and Social Care Strategy is based on the values of SHSC and the recovery principle, delivering care that is Person-Centred, Strengths-Based, Evidence-Led and Trauma-Informed. Our development plan focusses on:

- **Understanding What Matters to People:** Improving the experience, safety, and quality of care for service users, carers and families through understanding what matters to people and co-producing systems and models of care.
- **Knowing We Make a Difference:** Seeking to help people to live well and reducing the inequalities associated with mental health problems and learning disability through early intervention, prevention and transformation of mental health care to be closer to communities and capturing impact and outcomes. We will develop systems and clinical practice where outcome measures are routinely used with service users to jointly monitor and share progress. We will develop a person-centred outcomes framework, tailored to what matters to people.
- **Creating Environments for Excellence:** Promoting the development of therapeutic teams through a well-trained workforce, working within with healing built environments. To create environments for excellence and therapeutic environments that support care, we will develop environments that are safe, therapeutic, compassionate, enable best practice and provide the best for service users. These will be environments where people feel valued and listened to, and staff enjoy coming to work because they are supported to learn and develop together.
- **Transforming Care in Sheffield:** Building further and faster the partnerships and transformation with other organisations to become a more integrated health and social care system with improved outcomes, including a Zero Suicide ambition.
- **Leading the System for Outstanding Care:** Developing system quality networks for MHLDA and building an equitable system in South Yorkshire.

Addressing climate change to improve health and wellbeing.

It is clear to protect our own health and wellbeing, and to protect the existence of future generations, we need to prevent further harm and adapt to an environment that is changing and the pace of change is accelerating. We can no longer let action on climate change be crowded out by other perceived more immediate concerns. We need to be ambitious if we are to meet this challenge and we have established key aims for our Green Plan:

- For the emissions we control directly (our carbon footprint) to be net zero by 2030 and for the emissions we can influence to be net zero by 2045.
- To provide sustainable services through ensuring value for money, reducing wastage and increasing productivity from our resources
- Continuously developing our approach to improving the mental, physical and social wellbeing of the communities we serve through innovation, partnership and sharing
- We will promote a culture of collaboration, supporting our people and suppliers to work together to make a difference
- We will innovate and transform to provide high quality care and support as early as possible in order to improve physical, mental and social wellbeing

Enjoying being at work

Our People Strategy sets out our ambition to create an environment in which our staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users. Staff who enjoy being at work provide better care, and when staff are more engaged, there is evidence of better service user care and higher levels of service user satisfaction.

Our intention is to build a workforce that is happy, resilient and able to fulfil their potential, as we develop our services and implement our Clinical and Social Care Strategy and our Green Plan. We will ensure our staff experience is a positive one to attract and retain the best people and be able to change and adapt to provide excellent care and meet the needs of our service users. We will do this by:

- offering choices to keep happy and well at work.
- attracting, recruiting and retaining people into roles, with the values and skills required
- providing the right jobs to meet service needs
- providing development and support to reach their potential
- creating a positive workplace culture where staff feel valued and happy, supporting our aim to be an employer of choice.

Where are we now?

In reviewing the Service User Engagement and Experience strategy 2016 - 2021 (including 2018 revision) it is clear that the strategic themes remain relevant as whilst there has been some progress made against the aims and objectives of the Implementation Plan (a positive achievement set against the backdrop of a pandemic);

it is clear that we need to be more ambitious and ensure we achieve our goals as we move forward. The intention of this 2022 – 2026 strategy is to progress and build on the established foundations, working in strong alignment with the clinical and social care strategy to ensure that a commitment to coproduction and continuous improvement is at the heart of everything we do.

We know through feedback from complaints, incidents, safeguarding and other external partners feedback that some service users are dissatisfied with their ability to engage with us and we need to do more to support and enable their voices to be heard.

What is going well?

Key successes that grew out of the Service User Engagement and Experience strategy 2016– 2021 include:

- A Lived Experience Champion is now a formal part of the board appointed as Associate Non-Executive Director. This is key to ensuring that leadership keeps engagement, experience and coproduction on the agenda and guides policy and practice at team SHSC.
- 2021 saw some significant changes to the way we codesign and develop services with the funding of a post through Flourish to focus on Race Equity, hosted by Sheffield African Caribbean Mental Health Association
- A range of posts to ensure lived experience voices are heard across the Trust Governance structures were advertised in late 2021, recruitment is ongoing
- Investment in the patient experience team was strengthened with new Experience Leads who came into post late 2021 to ensure we are listening and acting upon feedback from our inpatient and out of city service users.
- Further investment in the team has been supported for strategy development with dedicated administration and a Head of Experience who is hosted by local voluntary sector partner Sheffield Flourish. This role has provided extra capacity, coproduction oversight and links into a wider, more diverse group of voluntary and community sector partners.
- An enhanced focus has been given to the needs of Peer Workers and those supporting them, with the delivery of the Health Education England Trailblazer Mental Health Peer Support training programme and the recruitment of a Peer Worker lead role.
- The setting up of the SHSC Lived Experience Staff Network values the lived experience and feedback from people who work within SHSC as being equally relevant in the process of co-designing service changes.
- SUSEG Roadshows have provided an opportunity to engage with and amplify the 'less often heard' voices and explore solutions to barriers to engagement and involvement. Previous Roadshows have focused on hearing from service users from SHSC's gender identity clinic, those accessing services at SACMHA, people seeking addiction support and those digitally excluded.

- There is an increasing recognition of the value of feedback and how acting on this can make positive improvements to the way we work.
- Work began to develop service user reference groups for larger service transformation.

What do we need to improve?

Learnings from the Service User Engagement and Experience strategy 2016– 2021 include:

- There is still a need to ensure that seeking feedback from those experiencing services is prioritised in key areas, for example people seeking to access services, those residing on mental health wards and people subject to restrictive practices. This is particularly important considering the repercussions of the Covid-19 pandemic and current service constraints.
- There is a huge opportunity for increasing the range and spread of how 'Care Opinion' is understood and used as a platform to understand experience across SHSC.
- We have developed coproduction standards but need to do more to ensure they are utilized and evidence how we work.
- Ensuring that coproduction principles are embedded and visibly active in teams will support relationships and positive communication. This will stimulate continuous improvement and keep services relevant and 'alive'.
- Though much positive partnership work is ongoing, there is still room to expand and strengthen partnership relationships across the city.
- As part of the engagement work it is important to focus on ways of involving and supporting carers and families, particularly by complimenting and aligning work to the Carer Strategy.
- In order to be truly inclusive, diversity and equality will be central to all our decision making and actions. The new human rights officer will ensure lived experience is central to developing training for staff but also that specific human rights awareness is made available to service users, families, and carers.
- We will also build and develop our volunteer plan to ensure we offer a wide range of volunteer opportunities and give a specific focus to people who have and continue to use services who may want to use volunteering as a means to support future employment.

What is happening that can help?

The Quality strategy are being renewed. In this process the aim is to embed the voices of service users through coproduction to support a joined-up approach to enable continuous improvement and break away from 'silo' working.

In recognition of the value of involving Carers and families in supporting service user's wellbeing this strategy will work in alignment with SHSC's Carers and Young Carers Strategy 2016-22(revised in 2019).

The guidance and work of the Lived Experience Coproduction Assurance Group (LECAG) and the Service User Support and Engagement Group (SUSEG) will continue to increase the accountability and effectiveness of our work and keep us on track.

Growing strong partnerships with user-led organisations and groups is an ongoing priority, for example joint projects with Sheffield Flourish, Sheffield Afro Caribbean Mental Health Association (SACMHA), Service User Network: Relevant Inclusive Supportive Exciting (Sun: Rise) and the Staff Lived Experience Network, will increase opportunities to work innovatively and effectively.

The work of the new Experience Leads can help to increase service user engagement, visibility and reach. As a priority they will be maximising the use of existing resources and helping teams to explore creative new ways of gathering and acting upon feedback whilst embedding coproduction.

The launch of the Patient and Carer Race Equality Framework (PCREF) is expected in 2022, this national requirement from NHS England and aligned to the Advancing Mental Health Equalities Strategy(<https://www.england.nhs.uk/wp-content/uploads/2020/10/00159-advancing-mental-health-equalities-strategy.pdf>) will aim to significantly improve the trust and confidence of ethnic minority communities in our services and look to eliminate unacceptable racial disparity.

What do we need to pay attention to?

- 'Getting Back to Good' by working alongside and in alignment with the Quality strategy/being agents for quality improvement.
- All our working practices need to be guided by best practice in coproduction, using a variety of tools including the '4pi's' of the national involvement standards - 'Principles, Purpose, Presence, Process, Impact (NUSM) and the 'ladder of participation'(Arnstein).
- Feedback from partners including Healthwatch, Sheffield Voices, Sheffield Flourish and other community groups who will often hear experiences of people who use our services that we are unable to connect to.
- Initiation of the Patient and Carer Race Equality Framework during 2022
- Our language and commitment to accessibility, for example easy read documents, including feedback forms and 'voice enabled' forms; looking at developing creative ways of presenting documents that maximise opportunities for coproduction.
- People have asked us to develop ways by which they could become more involved in a range of Trust activities and processes – optimising opportunities to contribute.
- Equality, diversity and rights-based care need to be incorporated within all the Service User Engagement and Experience strategy themes, and at all levels.

'We [The Trust] do things because we care!'

- *SHSC Coproduction workshop, July 2020*

The views of service users, carers, our staff and our partners

The approach we took in creating our Engagement and Experience strategy was to engage as widely as possible with service users, carers, staff and partners to listen to experiences, gather ideas about improvements and priorities and bring people on board. We were supported by Sheffield Flourish to run workshops during 2021.

What is important to our service users?

Our service users continue to emphasise the need to see a diverse range of Experts by Experience and staff. It is important to see 'people like me' represented through all levels of team SHSC.

They value being able to contribute through a wide range of opportunities at different levels and degrees of participation; both in terms of giving feedback and of being involved in services. It is important that we understand that a 'one size fits all' approach could limit effective coproduction.

The need for a variety of different communication approaches has been identified, for example using accessible language for easier understanding. It is a recurrent theme that it matters that 'we are being heard, listened to, and seen'; and can feed into the activities of team SHSC.

Service users want to know that feedback has been followed up and acted upon where possible. Where actions are not possible, it is equally important that the reasons for this are given.

What is important to our staff?

Feedback from staff has indicated that giving the best possible service to patients is vitally important and the reason they work within SHSC. Feeling part of a strong, supportive team is imperative; that they are able to use their skills and expertise to provide the best possible care to patients, and their achievements and challenges are recognised.

Opportunities to input their ideas and be an active part of coproducing and developing changes and innovations in practice.

Having the opportunity and space to be supported in developing and growing, being recognised as a 'whole person,' Recognising their lived experience and really valuing this.

What is important to our partners?

"Sheffield Flourish have worked alongside SHSC for many years and truly understand the importance and value of working in partnership to provide effective mental health support and care. We have been involved with the service user engagement and experience strategy from the start and have seen how far the Trust have come in terms of their ambition and commitment to coproduction and engaging with experts by

experience. We are excited to support this new strategy and look forward to bringing the approach of the voluntary sector to compliment strategy activity.”

Josie Soutar, Managing Director of Sheffield Flourish

“SACMHA Health and Social Care has a long involvement with the Trust. We have an ‘Appointed’ seat on the Trust’s Board of Governors and service users from this organisation led with the training, implementation ad the roll-out of the RESPECT strategy and training.

The lived voice of service users is critical to our work and the work of the Trust so we are heartened by the real effort the Trust are putting in with regard to the issues of service user engagement.

Our challenge to the Trust and other partners is that there is a critical need to deliver service user engagement without the re- traumatising of people telling their story multiple times in multiple settings”

David Bussue, Service Director, SACMHA Health and Social Care

Feedback from the coproduction workshops with our partners indicates that the accessibility of working together is important and that understanding and removing barriers will enable this. Being involved from the conception of service developments and coproducing them throughout, being ‘equal’ partners in joint work.

Existing partners have commented that there is scope for a larger, more diverse range of partners in order to be better informed and create richer solutions.

‘Wider partners need to be involved and barriers need to be let down. For example, IT barriers and cultural barriers’

- *Strategy Development, Workshop 2*

How has this shaped our strategy?

Service user consultation was undertaken first and was the lead priority. This identified the key themes which staff and partners then fed into.

The process valued a coproduced approach and embedded a culture that welcomes the contributions of service users, staff and partners working together as ‘equal partners’ to inform service changes and development. The goal was to inspire innovation and nurture internal and external partnerships; aiming to integrate the voices of Experts by Experience. This methodology is critical as the basis for identifying ‘small steps’ that lead to big differences.

Areas identified by service users, staff and partners are the basis for the priorities and goals set within the strategy.



Our priorities

Through the development of the Service User Engagement and Experience strategy we have focused on themes that will act as our priorities. These will support us to make lasting improvements to the care we provide and support the delivery of our clinical and social care strategy.

The key themes are as follows:

- **Embedded Lived Experience Voices:** Ensuring expert by experience perspectives are integral at all levels of SHSC decision making, including our governance, policy and practice through robust involvement methodology.
- **Improved Service User Experience:** Improving the experience of people using our services by embedding coproduction throughout SHSC, specifically within transformation and quality improvement projects by engaging with and acting upon feedback.
- **Strong Feedback Mechanisms:** Build upon the foundations of the previous strategy, reviewing and developing mechanisms for feedback to enable a stronger service user voice and presence.
- **Partnership Working:** Pro-actively help to support and engage with independent/ local user-led organisations and initiatives to benefit service user outcomes across Sheffield

"[We] Need to support and nurture each other and not lose sight of the traditional things as well as developing new. People develop at different rates and to different levels – like plants growing. A little investment makes a big difference"

Strategy Development, Workshop 2

"Listen to the spectrum of all voices and not just those that don't seem too mad or too angry."

Actions workshop 2



Priority 1: Embedded Lived Experience Voices

Why have we prioritised this?

We want to ensure SHSC is **a great place to work** in any lived experience role. At the heart of our coproduction is the involvement of Expert by Experience workers and volunteers. We are committed to ensure roles are properly inducted, supervised and supported and that job profiles are scrupulously focused. Also, there needs to be a commitment to ensure that work done by Experts by Experience is appreciated and

embedded in strategic decision making and planning processes throughout all team SHSC.

Our aim is to increase the number and ensure diversity of Experts by Experience workers by ensuring recruitment processes will be values based, flexible and imaginative in their design.

We have set the following goals

1. Increased influence of experts by experience and carers, in the development and delivery of SHSC services.
2. Expert by experience roles are properly inducted, supervised and supported and job profiles are scrupulously focused.
3. Increased number and diversity of Experts by Experience workers.



Priority 2: Improved Service User Experience

Why have we prioritised this?

We want to facilitate ongoing **coproduction** and ensure our **services are inclusive** by developing better, more diverse methods of communication, opportunities for engagement and dialogue. Our aim is to attune to the needs of service users, families and carers; striving to reach and communicate with groups who are currently underrepresented. In enhancing and utilising different mechanisms of communication we want to extend our reach. This will widen opportunities for service users to contribute in different ways and at different levels.

This priority supports the need to facilitate ongoing coproduction across SHSC about the engagement and experience of current and previous service users. Moving forwards, we will take a strategic approach to the services and teams we are supporting through mechanisms such as the SUSEG Spotlight - shining a spotlight on key themes and priorities that have been identified during coproduction. This will form an active part of continuous quality improvements and offer an opportunity to build trusting relationships between leaders, staff and service users and act as a forum for celebrating areas of success.

We have set the following goals

1. Reach and communicate with groups who are currently underrepresented.
2. Utilise different mechanisms of communication to act as an enabler for inclusion and extending our reach.
3. Shine a spotlight on key themes and priority areas that have been identified through coproduction
4. Build trusting relationships between leaders, staff and service users.

Priority 3: Strong Feedback Mechanisms



Why have we prioritised this?

Alongside contributing to the **delivery of outstanding care**, this priority will also ensure our **services are inclusive**. The aim is to recognise the important link between proactively seeking out service user experience feedback and then using this to embed the process of continuous quality improvement.

We also recognise that it is important to close the 'feedback loop,' ensuring that service user feedback and questions are followed up with actions and that outcomes are reported on. Closing the loop allows for joint reflection and future planning, it ensures we are accountable to those who use our services, their carers, partners and staff.

We have set the following goals

1. Seek out service user experience feedback and use this to embed the process of continuous quality improvement.
2. Close the feedback loop.

Priority 4: Partnership Working



Why have we prioritised this?

We want to support the **delivery of outstanding care** and therefore this priority 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 creativity in service user engagement within and outside the organisation.

We have set the following goals

1. Increase dialogue and partnership work with a range of community/voluntary sector organisations
2. Learning from good practice elsewhere
3. Developing a culture of creativity in service user engagement within and outside the organisation

What will be different

Across our organisation, every day that passes in every service we provide, there exists a rich tapestry of experiences of care received and delivered. We believe that the learning from the experiences from our services users, staff and carers gives essential insight into the good care that is provided but also the gaps that sometimes exists between care as intended and care as experienced. We will use this insight to evaluate and understand the impact of our Service User Engagement and Experience strategy.

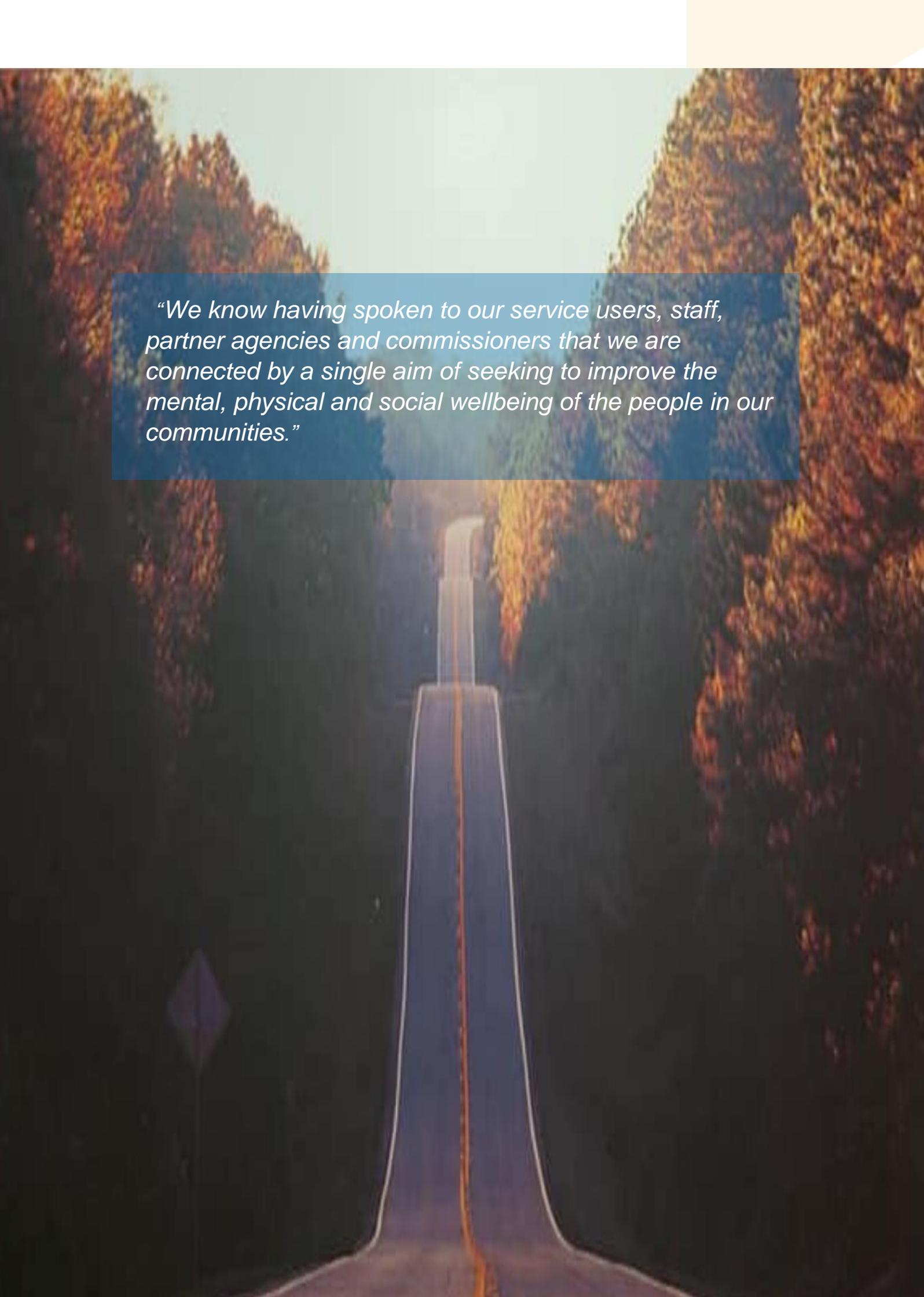
From listening to our service users, carers, our staff and key partners we are clear about the benefits we aim to achieve from this strategy.

“If this strategy works it will mean that many different groups of people have been brave enough to come together and have used different ways of talking, explaining, listening and understanding to improve services. Recognising that different perspectives mean we all have valuable contributions to make to how decisions are reached, and care is provided seems so obvious and we now have the opportunity to bring these differences together in a positive way.

I will receive care, I will contribute to care, I am recognised as valuable. My heart sings.”

Trust strategic aims	Intended benefits
Deliver outstanding care.	<ul style="list-style-type: none"> • Services user experience feedback is embedded in service design planning and changes, leading to more innovative and effective practice • Increased partnership working with a diverse range of partners
Create a great place to work.	<ul style="list-style-type: none"> • Increased number of Peer Workers across SHSC teams • A more diverse pool of Experts by Experience workers • values based, flexible and imaginative recruitment processes embedded • Increased staff satisfaction and retention by feeling part of the process and working with feedback to improve ways of working

<p>Make effective use of resources.</p>	<ul style="list-style-type: none"> • More effective use of feedback systems that result in a closed feedback loop • Wider opportunities for service users to contribute in different ways and at different levels. • Confidence that our resources are going into the 'right things' issues that matter most to those who use our services and their carers
<p>Ensure our services are inclusive.</p>	<ul style="list-style-type: none"> • A wider spread of voices inputting into services, including those communities and groups which are marginalised and have been excluded over time • More diverse methods of communication and dialogue utilised to reach wider service user audiences.



“We know having spoken to our service users, staff, partner agencies and commissioners that we are connected by a single aim of seeking to improve the mental, physical and social wellbeing of the people in our communities.”



Our delivery plan

We recognise that the changes we will implement need to follow the key deliverables outlined within the NHS LTP, meet the needs of service users and carers, commissioners and partners to deliver on the goal of improving quality and reducing health inequalities. We will focus on incremental change, progressively strengthening our partnerships and delivering tangible improvements in health and wellbeing.

Workstream 1

- Work done by Experts by Experience appreciated and embedded in strategic decision making and planning processes throughout all team SHSC, this is clearly mapped and visible.
- Expert by Experience workers and volunteers have been properly inducted, supervised and supported and that job profiles are scrupulously focused. Increased influence of experts by experience and carers, in the development and delivery of SHSC services.
- Increased numbers and diversity of Experts by Experience workers.

Workstream 2

- Service User experience and feedback is sought out through all levels of the Trust and used to consistently embed the process of continuous quality improvement.
- Strong robust pathways are in place closing the feedback loop, reporting actions.

Workstream 3

- Increased productive partnership work with a range of community/voluntary sector organisations, sharing practice and experience.
- Incorporated learning from good practice elsewhere, leading on sharing standards for good practice.

Workstream 4

- Developing a culture of creativity in service user engagement within and outside the organisation

Resource plan

Resources	What is required to support delivery of our strategy
Workforce plan	<ul style="list-style-type: none"> • Effective recruitment, support and supervision for an expanded range of peer support workers and experts by experience across the trust. • Importance and benefits of working positively with diversity and coproduction to support the delivery of outstanding care embedded within our values-based recruitment approach, professional and leadership development programmes.
Digital plan	<ul style="list-style-type: none"> • Flexible, responsive and accessible methods of gathering feedback supported by effective use of information to provide insight.
Estates plan	<ul style="list-style-type: none"> • Developing ways of working and resource allocations to improve responsiveness to feedback and identification of improvement needs. • Therapeutic Environment Programme and Community Facilities Programme to benefit from effective engagement in line with the principles and direction of this strategy
Research & innovation	<ul style="list-style-type: none"> • Evidence base and best practice to inform our range of approaches to effective service user engagement • Coproduction, embedding lived experience voices, service user engagement and continual feedback loops
Quality plan	<ul style="list-style-type: none"> • Coproduction, embedding lived experience voices, service user engagement and continual feedback loops will underpin our approach to quality improvement.
Finance plan	<ul style="list-style-type: none"> • Need to ensure the leadership and capacity is in place to support the development of our engagement approaches and the development and support of new peer support workers and expert by experience roles. • Funding to support partnership working and innovative practice ensuring coproduction internally and externally is properly funded and resourced, to ensure that there is a rich mix of diverse views, feedback and participants in our work.



Milestones

Service User Engagement and Experience Strategy 2022-2026



Care that is:	Person-centred	Trauma informed	Evidence based	Strengths based
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Delivered in:	Primary care	Across the city	The wider system
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A close-up photograph of a map showing the Sheffield region. A large green pushpin is stuck into the map, with its tip pointing to the city of Sheffield. The map is color-coded with various shades of green, yellow, and orange, representing different geographical features and administrative boundaries. Several city names are visible, including Sheffield, Rotherham, Gainsborough, and Chesterfield. The text is overlaid on a semi-transparent blue rectangular background.

“We're all on a transformation journey and we need to act as one to achieve the outcomes for the people of Sheffield. We don't just want people in communities to be seen, we want people to thrive, and this includes the community mental health teams, voluntary, community and social enterprise and social care services working together in unison to hear and respond to the voices of service user voices in order to radically change how we provide care support and treatment services.”

James Sutherland - CCG



Monitoring progress

Monitoring progress

We will review our performance in delivering this strategy. We will monitor the implementation of our delivery plan; evaluate the impact this has and adjust our plans when necessary as we move forward.

We will ensure that our program of strategy implementation is triangulated, aligned and embedded in our annual operational planning process and linked to regular performance reviews. Effective governance arrangements will be important to our success. The delivery and success of our Service User Engagement and Experience Strategy will be reviewed by the Quality Assurance Committee.

Each year we will set out in our Annual Operational Plan those activities that we will be delivering as part of our strategy delivery. The Annual Operational Plan is monitored through our governance arrangements and progress reports are provided to our Finance and Performance Committee, each quarter.

Any risks relating to the delivery of our Strategic Direction will be escalated from our Corporate Risk Register to our Board Assurance Framework and discussed at Board subcommittees and the Board.

Continuing to develop our plans with our service users, carers and staff

Making effective use of feedback and coproduction is central to the delivery plan, all aspects of the plan are intended to be coproduced. Best use will be made of existing feedback systems i.e., Care Opinion and Family and Friends Test, staff feedback and the work of the Experience and Engagement Officers. In addition, we will actively seek feedback from groups central to the oversight and delivery, LEGAC, SUSEG, Sun: Rise, Staff Lived Experience Group, partners and community groups including Sheffield Flourish, SACMHA.

We will monitor the implementation of the delivery plan, evaluate the impact and continue to make improvements and adjustments as coproduction with all involved is an ongoing process and vital to the success of implementation.