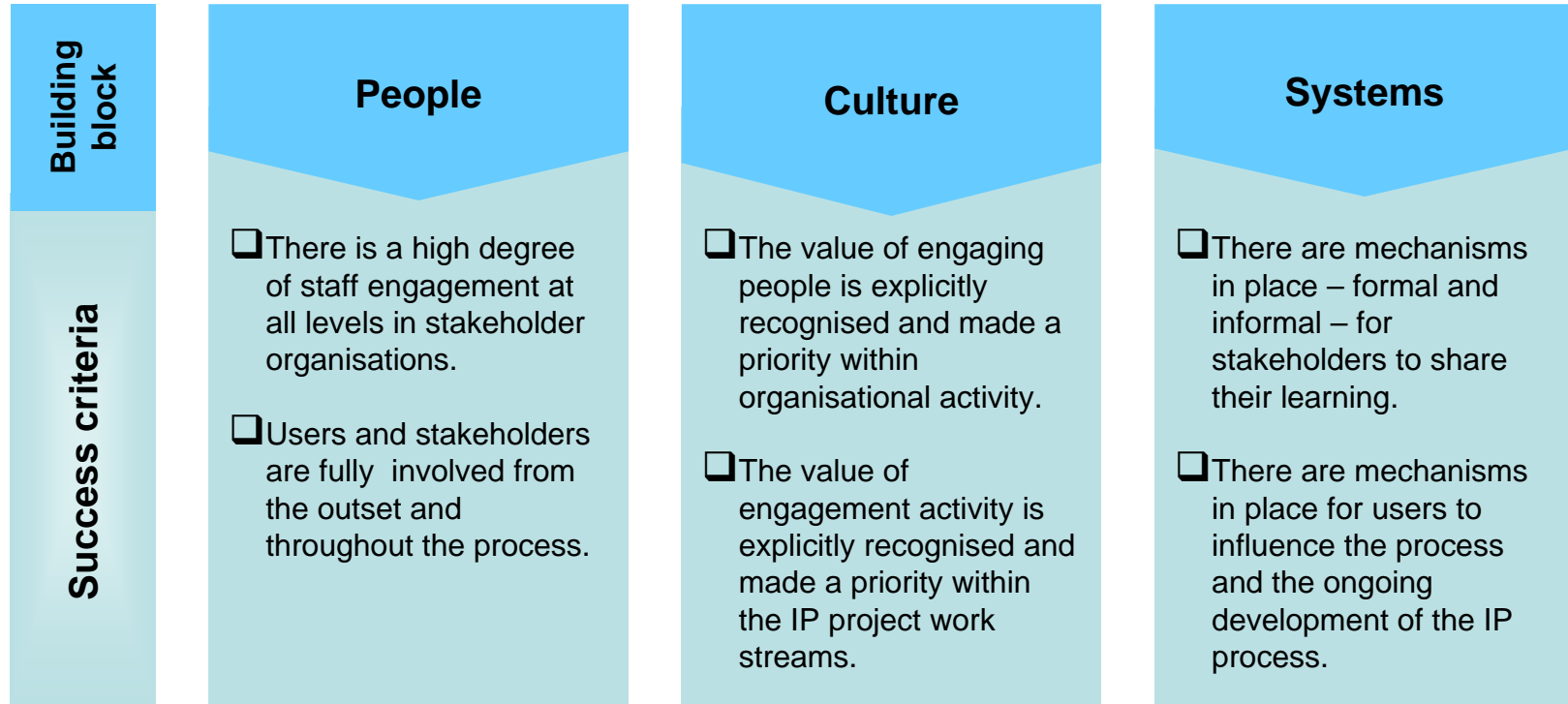


# Engaging people: Building blocks and success criteria

## 1. Overview



## Engaging people: suggested actions (people)

### People

#### STARTING POINT

#### SUCCESS CRITERION

- ❑ There is a high degree of staff engagement at all levels in stakeholder organisations.

- ❑ Users and other stakeholders are fully involved from the outset and throughout the process.

#### NOT WELL-DEVELOPED

- ❑ Map formal and informal links between IP team leads and local clinicians
- ❑ Develop a plan to promote IP to staff at all levels, focusing on the potential for clinical benefit, the benefits to their patients and improved efficiency.

- ❑ Identify those organisations or individuals that have existing user forums, or good links with service users
- ❑ Identify patients and user representatives who can sit on your IP steering group.
- ❑ Identify individuals from organisations representing the interests of service users who can sit on your IP steering group.

#### SOME WORK DONE

- ❑ Identify clinical 'champions' for IP – early adopters who express their willingness to be involved – and ensure there is regular liaison with them, e.g. steering group membership
- ❑ Use any existing opportunities for staff engagement to promote IP, e.g. through 'lunchtime learning' sessions, use of intranet space or e-bulletins.

- ❑ Use existing networks in voluntary and community sector – and both formal and informal meetings – as opportunities to build in information sharing about, or training on IP rather than imposing new arrangements.
- ❑ Mapping the key steps in the IP process, identify how users and stakeholders ought to be involved at each stage. Then go on to look for the most meaningful and appropriate ways of doing so.

#### WELL-DEVELOPED

- ❑ Develop a plan to 'cascade' IP learning down from the clinical champion through the wider clinical network
- ❑ Allocate time during condition-specific network group sessions to look at the IP programme of work
- ❑ Work regularly with internal communication teams to promote IP, using a wide range of communication methods.

- ❑ Consider whether it would be feasible to formalise the involvement of stakeholders in IP, for instance by including IP within the established partnership agreements, terms of reference and protocols.

## Engaging people: suggested actions (culture)

### Culture

#### STARTING POINT

##### SUCCESS CRITERION

- ❑ The value of engaging people is explicitly recognised and made a priority within organisational activity.

- ❑ The value of engaging people is explicitly recognised and made a priority throughout the IP project work streams.

#### NOT WELL-DEVELOPED

- ❑ Working with communication leads, map current opportunities for users to give feedback on their service.
- ❑ Identify existing ways that feedback from users is used in service development.

- ❑ Identify a senior lead for each strand of work within IP, responsible for championing the work with his or her peers.

#### SOME WORK DONE

- ❑ Review and revise existing methods so that they include IP questions. Consider establishing condition-specific user forums to inform service development.
- ❑ Use clinical and executive 'champions' (see *People*) to raise awareness of the importance of information-giving across the organisation and how IP could help.

- ❑ After mapping the IP process in your organisation or partnership, identify where feedback from different stakeholders can add the most value, and how this can be obtained at each stage. For example, the pilots found that voluntary and community sector organisations were particularly helpful when developing and/or submitting information for the directory.

#### WELL-DEVELOPED

- ❑ Make explicit reference to IP user involvement in organisational engagement strategies and operational plans.
- ❑ Consider the feasibility of formalising arrangements for engaging users in IP, to make it part of day-to-day practice. For example, make reference to user engagement about IP within clinical protocols.

- ❑ Make it clear how stakeholder engagement will be sustained throughout the IP process. For example:
  - Who will take overall responsibility for engagement?
  - How can each organisation maximise user involvement in IP?
  - How will you collate and use feedback from stakeholders collected by different agencies?

## Engaging people: suggested actions (systems)

### Systems

#### STARTING POINT

##### SUCCESS CRITERION

- ❑ There are mechanisms in place for stakeholders to share learning, formally and informally, on a regular basis.

- ❑ There are mechanisms in place for users to feed their ideas into the process and for this to support ongoing IP development.

#### NOT WELL-DEVELOPED

- ❑ Map formal and informal links between the IP team leads and local clinicians (also a *'People'* action).

- ❑ Identify the range of service users' needs and the implications of these for user engagement. For example, how will you hear from service users with special educational needs? Map the IP pathway, and identify when different methods of engagement – e.g. focus groups, interviews, feedback forms etc - may be most useful.

#### SOME WORK DONE

- ❑ Use existing networks in voluntary and community sector – and both formal and informal meetings – as opportunities to build in information sharing about, or training on IP rather than imposing new arrangements (also a *'People'* action).

- ❑ By mapping the steps in the IP process, identify how users and stakeholders ought to be involved at each stage, moving on to address the most meaningful and appropriate way of doing so (also a *'People'* action).
- ❑ Identify ways of ensuring user feedback reaches professionals; they will be more motivated to use and promote IP if they see evidence that users want it and are benefiting from it

#### WELL-DEVELOPED

- ❑ If feasible, establish local cross-boundary learning networks – e.g 'virtual reference groups' or online 'blogs' – as a way of sharing information and learning..

- ❑ Consider formalising arrangements for user feedback to be reviewed, analysed and fed up to senior managers. For example, assess whether it is feasible to link IP with service development strategies and/or organisational-level engagement strategies.