

Stakeholder Engagement Framework

Connecting | Caring | Collaborating
2019 – 2021

Pre-Design Approved Version

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Stakeholder Engagement

As a public body in Scotland, NHS 24 is committed to achieving inclusive and meaningful engagement as the cornerstone of the design, development and delivery of services. Every day, across NHS 24, we engage with people who have an **interest or concern** in what we do and who **can affect or be affected** by our objectives, policies and actions. How we engage, will determine how well we deliver on our **corporate strategic objectives**. It is about building awareness, relationships and trust in who we are, what we do now and where we need to be in the future.



NHS 24's Annual Operating Plan 2019/20 also outlines 6 key operational objectives including 'Engagement'. **This framework sets out the stakeholder engagement principles which will support the delivery of both the organisations strategic and operational objectives.** It is underpinned by cross directorate working and a toolkit of guiding methodologies in achieving effective stakeholder engagement. Whilst facilitating delivery of strategic objectives, benefits in applying these principles will generate:

- Learning and understanding
- Effective decision making
- Services that are fit for purpose and accessible for all
- Opportunities for collaboration
- Trust and strengthened brand reputation

Our Stakeholders



Principles for Engagement

NHS 24 has adopted 6 key principles, identified through best practice and continuous engagement and feedback, which set the standards to which we aspire in building consistent, open and respectful relationships in line with our organisational values.

Awareness

Stakeholder Engagement can only be effective if our stakeholders have a baseline **awareness** of who we are and what we offer both now and by way of opportunity. We must also understand **who our stakeholders are** and importantly those who **currently engage with us** and those who **do not** or **cannot** for whatever reason.

Aligned to the NHS 24's Communication Strategy, we will:

- Work across geographical and equality led communities to increase awareness, understanding and access to our range of services
- Work with our partners to increase awareness of who we are, what we do and associated parameters to identify opportunities to improve services and career paths together
- Explain our purpose and priorities, opening up opportunities for involvement.
- Expand the ways in which people and our partners can provide feedback
- Expand our activities to better understand who is using the services that we provide and who are not.

NHS 24's investment in a developing a User Research function will embed a practice of understanding stakeholder behaviours, needs and motivations. This will sit at the heart of service design resulting in the delivery of services which are fit-for-purpose and accessible to all, and more broadly contribute to reform across the health and care system.

Purpose

Whilst our engagement will be driven by our strategic priorities, NHS 24 will:

- Set out with a clear understanding that the engagement must **be purposeful** and meet desired objectives
- Be aware of and take account of our **stakeholders needs** and **values** in defining purpose
- Be aware of our stakeholders objectives, the environment in which they operate, their level of expertise and influence

When we are clear on what success might look like for each stakeholder it is easier to conduct focussed and meaningful engagement, managing expectations and building trust, goodwill and strong collaborations.

Inclusion

NHS 24 holds the principles of **equality** and **inclusion** at the heart of everything it does. Effective stakeholder engagement can only be achieved if we identify and enable the participation of those people and organisations who contribute to, influence, or are affected by our work. This includes those that may find it difficult to access the services and careers that we provide for reasons, including, age, disability, gender, ethnicity, sexual orientation, gender reassignment, pregnancy / maternity, religion and belief, marriage / civil partnership, and social-economic status.

To promote inclusion, NHS 24 will:

- Provide staff with the skills to enable them to engage effectively with the people of Scotland. The delivery of safe, effective and person centred services is dependent on a workforce that is engaged, committed, feels valued and has pride in their work. To this end **NHS 24 staff is a critical stakeholder group** and having a consistent vision that engages staff will help to develop a more integrated culture within the organisation.
- Engage with people in a manner of their **choice**
- Provide information using **alternative formats**
- Uphold the values of the organisation, including **dignity** and **respect**.

Timely and Transparent

In order to achieve optimum outcomes for all, stakeholder engagement activity must be carried out in a **timely** manner where we are **open and honest** in our engagement with clearly set expectations.

NHS 24 will:

- **Involve stakeholders early** in any activity in which they may have an interest or concern or where they can affect or be affected by the outcome. This principle will be strictly applied particularly in relation to service change and/or design where user centred practices will firmly embed **engagement** and **user research** as the starting point of any activity
- Obtain feedback from people who access NHS 24 services using **real time and right time** approaches
- Seek open and honest feedback from our partners throughout our engagement
- Ensure stakeholders **jointly agree** on when and how to engage and the process will be clearly defined and understood by all. We will provide information so stakeholders can participate in a meaningful way and will foster a culture of sharing ideas
- Capture and share engagement activities at both corporate and operational levels to support effective decision-making.

Respectful

In line with our organisational values, our stakeholder engagement activity must acknowledge and **respect** the **expertise, perspective,** and **needs** of all stakeholders.

NHS 24 will:

- Be **non-judgemental**
- Be open to alternative views and **listen** to others
- **Respect** our stakeholder's expertise and appreciate the benefits of mutual learning
- Understand that demands that are placed on others and alter our timescales accordingly.

Measurable

NHS 24 is committed to improving the effectiveness of our engagement with stakeholders over time. A key element of this improvement will be **evaluating** our performance under this framework and, if necessary, amending and adding to this document. This principle aligns with best practice guidance in both NHS 24's Evaluation Framework and Stakeholder Engagement Toolkit.

NHS 24 will:

- **Informally monitor** the effectiveness of the framework, including the actions that support each of the principles as an ongoing commitment via routine evaluation processes.
- **Formally review** this framework every **two-years** to determine whether it is operating and being applied effectively meeting quality, safety, effective and person centred measures
- Act on recommendations from our annual review

Key Priorities

Every member of NHS 24 has a role to play in achieving effective stakeholder engagement, with responsibilities extending across the organisation from those delivering services, supporting service delivery and development to executive and non-executive director level.

In applying the principles set out above, we will collectively contribute to the organisation meeting its key priorities.

There are two key areas in which this framework is intended to address; these are **corporate** engagement at a strategic level and **operational** engagement.

At a **Corporate** level there are a number of areas to be strengthened and can be captured under the broad priorities in relation to:

Engagement Activity	Key Area of Focus
Strategic engagement activity supporting awareness of services and developing areas of our organisation	Political awareness and understanding
Strategic engagement in building partnerships and fostering collaborative working	Professional awareness, understanding and opportunity scanning
Engagement supporting strategic planning and service development	Cross sector working
Engagement supporting a learning culture	Quality Improvement, active involvement and feedback

At an **Operational level** the following activities are considered building blocks to further enhance our Stakeholder Engagement role and function.

Engagement Activity	Key Area of Focus
Engagement activity to build awareness and understanding of the suite of NHS 24 services (existing and new)	Public and professional awareness and understanding
Engagement activity which explores those networks, communities and individuals where traditionally access to our services is challenging	Enabling improved access to our services through active participation and service design initiatives
Building the capability and capacity across our teams to facilitate a consistent approach to engagement	Utilising this framework /associated Stakeholder Engagement Toolkit and through engagement approaches facilitate measurable growth in understanding and use of the toolkit

This framework will inform the plan to facilitate delivery across these key components and will be subject to Board reporting at regular intervals.

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