



Gloucestershire Hospitals
NHS Foundation Trust



There's no
place like
home



Engagement & Involvement Review

2021-2022

Welcome

Inclusion is a health matter

The COVID-19 pandemic has continued impact across all of our work, health services and our communities.

However, the last year has also served to underline the critical role local people and communities have in responding to major health challenges and we must acknowledge and thank you for all you are doing to help Gloucestershire cope with the pandemic.

Across the county hundreds of you volunteered, supporting our vaccination programme, helping people through local community organisations, sending messages of thanks to your NHS and essential workers, or just a friendly neighbour helping someone vulnerable to do their shopping. All of this has helped and is appreciated.

Equally we want to recognise and thank you for following the guidelines, wearing your masks when at the hospital and doing all you can to keep yourself and others safe. Your support of the vaccination programme was phenomenal with almost 90% of people across the county receiving at least one vaccine, making Gloucestershire one of the leading places in the UK for uptake.

Despite the ongoing pandemic, the voices and views of local people have continued to influence how we work and improve local health and care services in Gloucestershire. In 2020 we published our [Engagement and Involvement Strategy](#), which was co-produced with partners and communities, and sets out our commitment and ambition to involve local people.

Welcome

In 2020-21, we have been grateful for your support in delivering a number of successful projects, and our highlights include:

- The co-design of our Whole Person Care Strategy (page 19);
- Growing success of our Youth Ambassadors, with over 25 active members (see page 21);
- Piloting our enhance programme with Health Education England to involve people experiencing homelessness to improve care in A&E (see page 23);
- Supporting and responding to the recommendations from Healthwatch Gloucestershire (page 25);
- The development of our Centres of Excellence as part of our Fit for the Future programme (see page 29);
- The development of our Accessibility Advisory Group to ensure we act on improving services (page 33).

As an organisation we believe that inclusion is a health matter and we really want to understand what matters most to people and ensuring they are involved in decision making about their care and shaping local services.

In involvement terms, that means shifting from asking:

“What’s the matter with you?”

to

“What matters to you?”

The pandemic has also given us the opportunity to explore and try new ways to involve people and has enabled us all to embrace new innovations and approaches, and we continue to adapt how we work.

We are so grateful to our local voluntary, community and social enterprise (VCSE) organisations, patients, carers and members of the public who have engaged with us over the last year and contributed to the progress we are making.

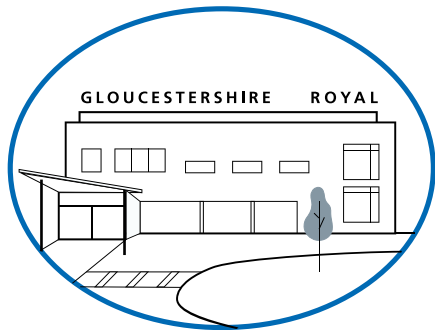
Our work could not be successful without your support and we very much welcome your feedback, ideas and fresh perspectives which help us to continue to improve both local services, and the way we work together.

Who we are and what we do

We are an NHS Foundation Trust of around 8,000 people, providing care for the population of Gloucestershire and beyond.

The Trust provides acute hospital services from two large district general hospitals, Cheltenham General Hospital and Gloucestershire Royal Hospital.

We also provide Maternity Services at Stroud Maternity Hospital and a range of outpatient clinics and some surgery services from community hospitals throughout Gloucestershire.



Gloucestershire Royal Hospital



Cheltenham General Hospital

Our visions and values

Our shared vision is to deliver:

the Best Care for Everyone

It is this ambition that directs and shapes how we work.

We care about what we do and believe our work matters for local people. We pride ourselves on our compassionate culture, which is underpinned by our three core values:

care



We **care** for our patients and colleagues by showing respect and compassion

listen



We **listen** actively to better meet the needs of our patients and colleagues

excel



We are a learning organisation and we **strive to excel**. We expect our colleagues to be and do the very best they can

Our commitment to engagement and involvement

Why is engagement and involvement important?

Our colleagues, patients and communities are at the heart our ambition to deliver the best care for everyone. By actively engaging and listening to people who use and care about our services, we can understand what matters most in respond to the diverse health and care needs.

We are working embed engagement and involvement in all our work across our hospitals.

We aim to ensure that the voices of patients, carers and colleagues are heard continually and shape our decisions as we work together to make this organisation a great place to work and receive care.

What are we doing?

What will we achieve together?

Improve the quality of care and services;

Improve patient safety;

Improve colleague and patient experiences;

Shape services around what local communities tell us that matter most to them;

Attract, recruit and retain the best staff to the Trust;

Support and celebrate the diversity of local people in living healthier lives.

An introduction to Gloucestershire

Gloucestershire is a county bursting with life and strong cultural energy. With picturesque towns and villages, stunning landscapes, two iconic rivers, three Areas of Outstanding Natural Beauty (AONB) and ancient forests it is one of the healthiest places to live and work.

The county blends rural and urban communities and brings with it a diverse population. Gloucestershire Hospitals NHS Foundation Trust is home to colleagues representing more than 75 nationalities, bringing a rich tapestry of culture and experience to the care we deliver.

The Trust continues to work closely with partners and local communities to improve health and wellbeing and to ensure access to services.



Key statistics on Gloucestershire

For more information on the health and wellbeing of Gloucestershire visit <https://www.gloucestershire.gov.uk/inform/>



640,650

people live in Gloucestershire including



142,868

children and young people aged 0-19



139,420

people aged 65+ years

14.8%



It is predicted that over the next 25 years, the number of people living in Gloucestershire will grow by 14.8%

Life expectancy is slightly higher than national average



Women: **83.9 years**



Men: **80.2 years**

37,656

people are living with Diabetes

Around

9,500

older residents are living with Dementia

National average

14.6%



Gloucestershire

8.4%



Percentage of the population from an ethnic minority background



1 in 10

children and young people are estimated to live in poverty

Most 9.3 Least deprived deprived

There is a 9.3 year difference in life expectancy between people in the most and the least deprived areas.



1 in 10

Anxiety and depression affect 1 in 10 people at any one time

As of May 2022

191,529

people in Gloucestershire have had COVID-19

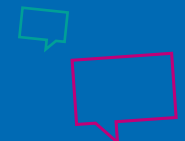
1,331

people have sadly passed away since the pandemic began



100

Over **100** languages are spoken in our communities



**Who do we
engage and
involve?**

Who do we engage and involve?

In 2020 we published our Involvement and Engagement Strategy which outlined how we want to engage and involve people in shaping our plans to improve services and listen to what matters to our communities.

Over the last year we have continued to strengthen how we work with our NHS and community partners and we believe that the best way to improve how we involve local people is by working in more joined up ways.

In Gloucestershire, we are moving towards a new Integrated Care System, which will bring together NHS organisations, councils, Healthwatch, charities and the community, voluntary & social enterprise sector (third sector) to improve the health and wellbeing of local people.

By working with ever more closely with our partners we can coordinate services better, and plan care in a way that improves population health and reduces inequalities between different groups. In 2021 'Get Involved in Gloucestershire' was launched and is a joint online participation platform for people to can share views, experiences and ideas about local health and care services.

Through more joint working we aim to make it easier for people to share their experiences and enable a wide range of approaches to ensure we can listen to the voices from our vibrant and diverse communities.



Who do we engage and involve?



Who do we engage and involve?

We are continually strengthening how we are able to engage and involve local people to ensure what matters to them is used to influence decision making.

There are lots of ways people presently share their experiences and are actively involved and engaged in shaping local health services in Gloucestershire, including:

Elected and appointed Governors

Get Involved in Gloucestershire

<https://getinvolved.glos.nhs.uk>

Gloucestershire Voluntary and Community Sector Alliance

Youth Ambassadors

Trust Members

Online patient experience websites, including NHS Choices and Care Opinion

www.careopinion.org.uk/services/rte

NHS Friends and Family Test questions

<https://www.gloshospitals.nhs.uk/contact-us/friends-and-family-test/>

Patient Advice and Liaison Service

<https://www.gloshospitals.nhs.uk/contact-us/patient-advice-and-support/>

Directly with our complaints, concerns and customer service team

Healthwatch Gloucestershire

<https://www.healthwatchgloucestershire.co.uk/>

Engagement on Social Media

Patient Stories

Through engagement activities and events

Attendance at Trust Board and Annual Members Meeting

Participation in our Fit for the Future engagement

<https://getinvolved.glos.nhs.uk/fit-for-the-future-2>

**The impact of
involvement and
engagement over
the last year.**

The impact of involvement and engagement over the last year

Lung Function & Sleep Services



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

As part of the next steps from our Fit for the Future engagement we wanted to explore ideas about changing the way Lung Function and Sleep Services are provided and what this could mean for patients, communities and staff. The ideas were based on the desire to make best use of our dedicated specialist staff, equipment and our two thriving hospital sites.

Who did we speak to?

The engagement approach was to listen to patients, careers and staff as part of a proposal to improve and enhance the service of the Lung Function and Sleep Department. A collaborative effort was made to run an engagement survey to gather insight to see how any changes implemented would impact patients.

The proposal to create a "main hub" at Cheltenham General and smaller "spoke site" at Gloucester Royal was the main topic under review.

What and how did we ask?

The engagement started on 1 August 2021 and closed on Monday 6 September and included a public workshop, Information Bus and a survey, which was completed by 84 patients about site preferences and general thoughts on the proposal.

Staff working in the service and our local community and VCSE organisations promoted the engagement through their networks. We heard from current patients of the service as well as people who might need to use the services in the future.

The impact of involvement and engagement over the last year

Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Key facts

Consultation proposals focussed on two specialist services:

Lung Function

Sleep Services



NHS Information Bus days in Cheltenham and Gloucester – approx. 100 individual conversations

Engagement posters and booklets (with Freepost surveys) were distributed through Trust outpatient clinics, on the NHS Information Bus and via the online participation community: Get Involved in Gloucestershire:

<https://getinvolved.glos.nhs.uk/lung-function-sleep-service>



Surveys completed

What did people tell us?

Overall, 47% of patients indicated that they liked the proposal, although a further 39% said they had no significant thoughts on the proposal.

Overall, the main reason for site preference was ease of travel. This was the same no matter which site was the preferred option. A slightly higher proportion of patients preferred Gloucester due to parking. Of the 57 patients who indicated a site preference, the vast majority 63% said the reasons would not prevent them from attending the other site. However, 25% of patients said it would prevent them from attending the other site - all patients in this category had a preference for Gloucester.

What did we do?

The purpose of the engagement was to seek views on the future provision of two linked specialist hospital services in Gloucestershire: Lung Function and Sleep Services

Feedback had also been sought from current patients and staff working in the service earlier in 2021 to support the development of the proposal for change. The information provided will be used by decision makers to 'conscientiously consider' all feedback received.

Find out more here:

<https://getinvolved.glos.nhs.uk/lung-function-sleep-service>

Lung Function & Sleep Services

Planned General Surgery



Brief description

The first phase of the Fit for the Future (FFTf) programme included public consultation in 2020 about proposals to change the way services were organised across the county. As a result of the Consultation feedback, it was decided that further work should be done to define a new option for Planned General Surgery.

Therefore, we undertook a further period of engagement in 2021. The engagement asked people to consider the best locations for carrying out surgical operations for people who require gall bladder and weight loss surgery. We also asked for people's experiences of the current services, including how these may have changed as a result of the response to the COVID-19 pandemic.

Who did we speak to?

Working with our local community and VCSE organisations we were able to extend the engagement through their networks to ensure we could listen to patients, careers and staff.

What and how did we ask?

The engagement started on 1 August 2021 and closed on 20 September 2021 and included a staff engagement, Information Bus visits, patient interviews and a survey, which was completed by 43 people about the proposal.

Lung Function & Sleep Services

Key facts

Consultation proposals focussed on upper gastrointestinal tract (GI) surgery



NHS Information Bus days in Cheltenham and Gloucester – approx. 100 individual conversations

Engagement posters and booklets (with Freepost surveys) were distributed through Trust outpatient clinics, on the NHS Information Bus and via the online participation community: Get Involved in Gloucestershire:

<https://getinvolved.glos.nhs.uk/planned-general-surgery>



Surveys completed

What did people tell us?

Overall, 70% of respondents indicated that they had no significant views on the proposal, with 24% stating they were positive and only 4% stating they did not support the proposal.

Overall, the main theme was in supporting a single site for planned surgery and the second main theme was ease of travel. Other themes to emerge from the engagement with local people included the need to improve communication with patients, including pre and post operation and to help reduce waiting times.

What did we do?

The aim of the engagement was to seek views on the future options for planned general surgery to be primarily located at one hospital site. The information provided will be used by decision makers to 'conscientiously consider' all feedback received.

Find out more here:

<https://getinvolved.glos.nhs.uk/planned-general-surgery>

The impact of involvement and engagement over the last year

Elective Care



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

The pandemic has had a devastating effect nationally and locally on patients waiting for elective care, with thousands experiencing significant delays in access to treatment. As a Trust we have worked extremely hard to engage and support people, understanding where they are on the waiting lists, assessing their needs and ensure they can get the care they need.

Who did we speak to?

The Trust set up an 'Elective Care Hub' team in September 2021 and they have proactively contacted in excess of 8,000 patients by telephone systematically working through waiting lists in accordance with waiting times and risk areas. More recently that engagement has included digital communication to ask a series of questions, of which around 4,500 patients have been approached.

Elective Care

What and how did we ask?

The team have detailed conversations with patients to listen to any concerns and reassure them that they remain on a waiting list and have not been overlooked.

The team has also launched a new digital tool to help improve contacting patients including those who are digitally and non-digitally enabled. The aim is to ensure more regular updates and improve the opportunities for patients to get in contact about their care.

A dedicated telephone line and email address has been set up for GPs to make contact if they have concerns regarding a patient on a waiting list, or to check where they are on the waiting list.

What did we do?

Over the last 12 months we have significantly reduced the waiting times and although this is very much down the exceptional work of clinical services, communicating closely with patients has played a critical part in supporting the recovery programme in what has and continues to be a challenging environment.

Below provides some of the improvements made within the year.

104 weeks 

reduced from a peak of 12 (April 2021) to zero

78 weeks 

reduced from 160 to 39 (with a peak of 336 in August 2021)

70 weeks 

reduced from 459 to 149 (with a peak of 806 in July 2021)

52 weeks 

reduced from 3,061 to 1,127

What did people tell us?

The team received a large number of comments from patients and carers that the contact had helped reassure them and they were able to update on their current health and wellbeing.

Find out more here:

<https://www.gloshospitals.nhs.uk/about-us/news-media/press-releases-statements/supporting-patients-and-nhs-recovery-covid-19/>

The impact of involvement and engagement over the last year

Whole Person Care Strategy



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

As part of our 'Journey to Outstanding' the trust commissioned the development of a strategy to ensure we become more responsive to patients and psychological needs are always considered, for example individuals suffering from dementia, autism, those in mental health crisis and hearing impairments.

This piece of work was driven by our patients, carers and families and was informed by a series of stakeholder engagement workshops.

Who did we speak to?

We engaged with a broad range of NHS staff, governors, system partners, patients, carers, the public and recruited experts by experience. Mixed workshops allowed for many perspectives to be heard and discussed through use of a standard set of open questions.

What did we ask?

Aware that our services were not always meeting the individual needs of its users we wanted to understand what would a great patient experience should look like. As part of the co-design process we ask people what should we stop doing, what should we continue doing and what should we start doing in order to provide outstanding care for everyone.

Whole Person Care Strategy



A&E Mental Health Room art installation at Gloucestershire Hospitals NHS Foundation Trust

What did people tell us?

Our engagement workshops highlighted key themes that informed the 'P' pillars of our strategy to include: Performance; People; Personalisation and Partnership. Our stakeholders told us how important it is that they are being listened to by their care provider and that their choices and needs are respected. They told us how invaluable kindness is when in a time of need. Staff want to feel supported by the organisation to be able to make reasonable adjustments where necessary, and to have the appropriate support and supervision when dealing with complicated care needs.

What did we do?

All the feedback gained from the engagement workshops helped inform the contents of our strategy. This was then tested back with participants and community partners to ensure the draft reflected what matters most to local people. The strategy will go to the Trust Board in mid-2022 for formal approval and will be a major focus for the organisation over the coming years.

Find out more here:

The Whole Person Strategy will be published on the Trust website:

www.gloshospitals.nhs.uk/about-us/reports-and-publications/

The impact of involvement and engagement over the last year

Youth Involvement Group



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

As a Trust we recognise the importance of involving young people to ensure they have a voice in our decision-making.

The Trust established a Youth Involvement Group in 2020, which has continued to meet monthly throughout the pandemic and has continued to flourish, with over 25 young people registered as part of the group.

Who did we speak to?

Over the last year the Youth Ambassadors have taken direct control of the Involvement Group, electing a Chair and Deputy Chair, who lead the meetings and set the agenda. All members of the Group have also been invited to attend Public Board and have two nominated representatives who attend Council of Governors.

What and how did we ask?

We asked young people how they would like to be involved with the Trust and how we could support them with virtual (and since early 2022), and socially distanced events. There has been an important change since November 2021 with the election of a Chair and Deputy Chair as there is a clearer balance, with the group leading the agenda. This has included a 'Terms of reference' with the group determining the anyone between 11-25 can sign up to be members.

Youth Involvement Group

What did we do?

The Group have been actively involved in shaping the Trust's plans for the future, including the Community Open Day, and exploring ways in which they could volunteer and give back.

The group have been able to have interactive discussions with services from the Trust, to find out more about what it is like to work for the NHS and give feedback on programmes of work, including the Apprenticeship Programme and the Transitions Service for paediatric diabetes patients.

They have also engaged with Healthwatch Gloucestershire's Youth Engagement Officer and heard more about getting involved in their new programme called 'Young Listeners'.

What did people tell us?

Members of the group told us that when decisions are being made about how to run or change a service, particularly for children and young people, there must be opportunities for the Youth Group to be involved and take part in meetings and discussions and put across their opinions and ideas.

The group would also like to explore opportunities to open up nominations to have young people, aged 16 or over, to be elected as a Governor.

Find out more here:

<https://www.gloshospitals.nhs.uk/about-us/support-our-trust/our-youth-group/>

The impact of involvement and engagement over the last year

enhance:
Homeless
'team around
the person'



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

In the summer of 2021, the Trust is one of two NHS organisations in the South West to be part of Health Education England's 'Future Doctor' pilot programme. A key component is a proposed fundamental shift in medical education, from one that places significant value on specialism, to one that recognises crucial value in a generalist training.

Who did we speak to?

As a Trust our focus for the pilot will be on how we improve the quality of holistic care for homeless and vulnerable people in our communities and ensuring a 'team around the person' approach to improve health and social outcomes. We are working with the Nelson Trust, P3 Charity and Emergency Department staff to engage with vulnerable people to listen to their experiences

What and how did we ask?

We are actively involving community partners and homeless people in the pilot and we know from shared experiences that vulnerable communities often face disjointed healthcare, with referrals to multiple specialty services focusing on specific illness issues rather than an individual's holistic health and wellbeing needs.

enhance: Team Around the Person

What did people tell us?

Through the first phase of the programme and working with community partners, we set up a series of events and workshops to understand and share insights. These would then help develop the core themes for focus to improve the quality of medical training and the patient experience.

The initial themes identified as priorities include:

Stigma and unconscious bias towards homeless and vulnerable patients.

Asking patients 'What has happened' rather than 'What is wrong'.

Review and close the 'gap' for discharge summaries, especially where someone has self-discharged.

Holistic care which is patient centred.

Stronger joined-up working with community partners and voluntary sector.

What did we do?

We are working directly with vulnerable people to co-design a survey, which will be conducted as a semi-structured interview (with wrap-around support) to ensure we can improve the quality of our health and care support.

Over the next year this will involve further engagement, surveys and workshops with key voluntary and community groups and health professionals.

Find out more here:

www.hee.nhs.uk/our-work/enhancing-generalist-skills

The impact of involvement and engagement over the last year



Young people accessing health and care services

Image sourced from:
healthwatchgloucestershire.co.uk →



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

Healthwatch Gloucestershire is the county's independent health and social care champion and support health and care services to involve people in decisions that affect them.

Over the past 12 months we have worked closely with Healthwatch Gloucestershire on a number of projects, and listened to experiences that local communities had shared with them about our services.

This included a report into how well the needs of young people accessing health and care services and investigating local people's experiences of hospital discharge in Gloucestershire.

Who did we speak to?

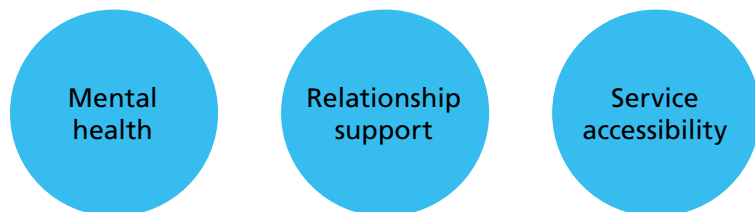
Healthwatch spoke with 4 young people who were recruited to become volunteer young listeners in Gloucestershire focusing on 3 key areas.

What and how did we ask?

Healthwatch attended local youth clubs, groups, university open days and ambassador sessions to collect young people's feedback around the topics with 40 online surveys and 45 participants attending open discussions.

Young people accessing health and care services

The Young Listeners focused on explored the three key areas:



What did people tell us?

- Young people feel they are not always taken seriously and listened to by clinicians.
- Most young people do not know what services are available to them.
- The transition from childcare services into adult services needs to be more joined-up
- There are few services that help with the emotional and physical transition into adulthood.
- Young people want to be involved in promoting and creating services aimed at people their age.

What did we do?

The Trust has continued to strengthen its work with young people, including the Youth Involvement Group. We want to ensure young people are included in shaping services and to create a culture in which young people can build their peer network, offer support in accessing services and promoting NHS career paths available to them.

Find out more here:

Healthwatch Gloucestershire:

www.healthwatchgloucestershire.co.uk/wp-content/uploads/HWG_YL-full-report-finalr.pdf

The impact of involvement and engagement over the last year



Experiences of hospital discharge in Gloucestershire

Image sourced from:
healthwatchgloucestershire.co.uk →



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This included a report into how well the needs of young people accessing health and care services and investigating local people's experiences of hospital discharge in Gloucestershire.

Who did we speak to?

Healthwatch spoke with 11 people about discharge from our hospital services; nine identified as a carer or family member and two were previous patients.

What and how did we ask?

The engagement aimed to listen to experiences and identify what works well and what needs to be improved for patients and their carers to deliver a more seamless transition following discharge from hospital.

Healthwatch developed a survey and provided opportunities for more detailed semi-structured interviews. A total of 11 people responded.

Experiences of hospital discharge in Gloucestershire

What did people tell us?

- Patients were often unsure about when and how their discharge would be happening.
- Carers and relatives were often not involved in the discharge process.
- Transport arrangements were noted as a significant barrier for enabling discharge.
- Following discharge there could often be delays to medication and medical equipment.
- Most people felt they did not have enough information about the ongoing care that would be needed.

What did we do?

Despite the challenges of the pandemic, the Trust has worked with a number of partners including the Red Cross and Age UK, to proactively engage patients after they have been discharged from hospital. We also have a focus on the issues working with carers and community partners through our Hospital Reflection Group.

However, we recognise there is still more for us to do, and the report gives us some clear areas to further strengthen our work with patients, loved ones and our community.

Find out more here:

Healthwatch Gloucestershire:
www.healthwatchgloucestershire.co.uk/wp-content/uploads/HWG-Hospital-Discharge-report-final.pdf

The impact of involvement and engagement over the last year

Building our Centres of Excellence



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

In 2020 we delivered a comprehensive consultation for the first phase of Fit for the Future with colleagues, partners and the wider public on our vision to establish Centres of Excellence and improve services for the future.

Major building works began in late 2021 across Cheltenham General Hospital and Gloucestershire Royal hospital which was the culmination of the consultation and our investment of £101m-plus in new buildings, equipment and enhanced practice across specialist services.

Who did we speak to?

As part of our programme of work the Trust held a Community Open Day across both hospital sites on 8 September 2021, giving the public an opportunity to meet clinicians and ask them how the £101m investment will improve care.

What and how did we ask?

Through our community engagement programme, we involved local people, Governors, Members, Youth Ambassadors, fire service, schools and organisations, cascading information through letters to local residents and using our voluntary community sector network.

We also worked directly with a number of schools, in particular Denmark Road School, to help produce the beautiful artwork on the hoardings around the building works.

Building our Centres of Excellence

What did people tell us?

Our clinicians and community partners involved in the Centres of Excellence (as set out in Fit for the Future) have said the investment will provide the next generation of care for the county's patients and aims to:

- Improve patients' outcomes;
- Help reduce waiting times;
- Ensure fewer operations are cancelled;
- Enable more patients to receive the right care at the right time in the right place;
- Enhance safe staffing levels;
- Attract and retain the very best staff.

What did we do?

Work continues on this significant project as we focus on ensuring that while building works take place we are also 'good neighbours' to local residents and local organisations, with clear communication channels embedded into the programme.

Find out more here:

<https://www.gloshospitals.nhs.uk/about-us/news-media/press-releases-statements/community-open-day-0821/>

The impact of involvement and engagement over the last year

Pathway to Excellence (P2E)



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

The Pathway to Excellence (P2E) accreditation programme recognises hospitals with positive practice environments where nurses can excel. The aim of the P2E programme is to bring about the cultural and transformational change needed to create a healthy and vibrant nursing and midwifery workforce, improving recruitment and retention and the quality of patient care.

Who did we speak to?

A critical element of the P2E is ensuring that nurses and midwives are at the heart of shared decision-making and part of the governance structure. The principles of shared decision-making ensure that agreement is reached in an inclusive and collaborative way.

The focus of our engagement was directly with nurses and midwives across the Trust.

Pathway to Excellence (P2E)

What and how did we ask?

The P2E framework offers a range of models for shared governance and we worked with colleagues to agree which approach would be most appropriate for the Trust to adopt.

We worked with nurses and midwives to explore the Pathway programme and develop six practice standards essential to an ideal nursing practice environment:

- Leadership
- Shared decision making
- Quality
- Safety
- Well-being
- Professional development

What did people tell us?

Colleagues told us that the Council model promoted shared leadership and its structure is most commonly used in healthcare.

The Councils meet to reflect on issues that impact directly on their area and this includes clinical practice standards; quality improvement; person centred care (for colleagues and people using our services); professional development; research; care delivery; and recruitment.

Colleagues wanted to be able to directly shape the culture, processes and influence decisions about how care is structured and delivered in our Trust. It was also identified that there needed to be opportunities for nurses and midwives to network, collaborate, share ideas, and be involved in decision-making.

What did we do?

Our first co-ordinating Nursing and Midwifery Excellence (NaME) Council was set up in July 2020 with an Executive Sponsor for the programme Matt Holdaway, meeting monthly.

Since then, the Trust has set up a further 27 councils (including a council for reward and recognition, advanced and consultant practice, midwife led care and also 13 specialty councils.)

A number of recognition videos to celebrate International Day of the Midwife and International Nurses' Day have been created. Recognising colleagues for their contribution and dedication to the profession.

Find out more here:

Shared governance is continually evolving and aims to empower those colleagues who are closest to the patient, enabling shared decision-making to improve services to provide the Best Care for Everyone.

<https://www.gloshospitals.nhs.uk/about-us/news-media/press-releases-statements/nursing-and-midwifery-excellence-collective-leadership-gloucestershire-hospitals/>

The impact of involvement and engagement over the last year

Accessibility Advisory Group (AAG)



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

Our Trust Accessibility Advisory Group was set up to provide expert advice and feedback to the Trust to ensure its buildings and services are accessible to the public, patients and carers. The scope of the group initially was focused on our strategic site development, in regard to access for disabled people but with plans to broaden the remit from this to across both of our hospitals.

Who did we speak to?

Listed below are the organisations that are members of this group:

- Age UK
- Gloucestershire Carers Hub
- GDA (Gloucestershire Deaf Association)
- Inclusion Gloucestershire
- The Barnwood Trust
- The National Star College
- The Sight Loss Council

Accessibility Advisory Group (AAG)

What and how did we ask?

The Accessibility Advisory Group is independently chaired by the Thomas Pocklington Trust, who are part of The Sight Loss Council, along with the Macular Society, Insight and the RNIB.

The terms of reference were co-designed with input from all members of the group, with the primary purpose being to apply expertise and advise on the accessibility of the hospital environment and services.

What did people tell us?

Members of the group are empowered to offer advice to the Trust in a formal capacity. The group is excited to see future plans and to consider how we can collectively provide insight in how the Trust can improve facilities and access for people with disabilities. We recognise that by ensuring the accessibility of the built environment for disabled people, the Trust will be meeting the needs of all people.

Working in partnership and endeavouring to share decision making as much as possible we plan to build the credibility and influence of this group over time across our hospital sites.

What did we do?

Our first meeting was held in April 2021 and work was focused on the building works planned at Cheltenham General and Gloucestershire Royal. The group discussed how we could take into account the needs of people living with disability to ensure their privacy and dignity is respected and to ensure that we always consider accessibility from this perspective.

The impact of involvement and engagement over the last year

Transition Diabetes Project



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

The new Diabetes Transition Service, supports those young people moving from children's services, in the period following their GCSE examinations.

Who did we speak to?

Those young people who were about to move to the adult service as well as those who were already in the adult service, attending the young adult clinic.

What and how did we ask?

We asked young people what is working well for them in the service and things they would like us to change. We speak to them during contact in clinic or on the phone and will be sending out a new survey at the end of May, to allow anonymous feedback to be shared.

Transition Diabetes Project

What did people tell us?

The young adults have told us they like being contacted via text and email. They value a flexible approach to coming into clinics, so that disruption to study and work, is kept to a minimum. They want an individualised approach to meet their different needs and circumstances.

They value a positive can-do approach to managing diabetes, that recognises the challenges they face. They appreciate the additional support that they can access from the youth worker.

What did we do?

We have created a database of patients, with contacts, to allow effective sharing of information. This has allowed us to increase our contact with the young people in our service. We use email and text as the primary method of communication. We have created additional clinics, staffed by specialised diabetic nurses and dietitians, which patients attend as and when they need them. We also advise and support using technology to allow virtual contact.

We have held drop-in testing clinics to enable fast access for patients and allow us to assess those in greatest need of clinical support. The additional support that the youth worker brings has improved engagement, especially in supporting those who find attending clinic difficult and reaching out to those who have challenging circumstances. The youth worker is available during all of the clinic types, to develop relationships with the young people in the service.

We continue to promote accessibility to our service, by sharing information with patients and their families via Twitter, an electronically distributed newsletter and an APP.

We use these to promote the events that we are now offering to improve diabetes management by encouraging self-reliance and confidence.

A recent technology information event, held virtually in the evening to improve accessibility was well attended and we received very positive feedback. Further virtual and face to face events are planned for the future. The aim of these is to both improve confidence in managing diabetes, as well as establish peer links to enable young people to benefit from the support they can give each other.

Find out more here:

<https://www.gloshospitals.nhs.uk/our-services/services-we-offer/childrens-services/about-us/diabetes-children/>

The impact of involvement and engagement over the last year

There's No Place Like Home

There's no
place like
home



Over the last year we have worked with a range of communities and local partners across Gloucestershire to involve and engage people in local plans and service developments.

Brief description

Health and care partners in Gloucestershire launched a new campaign to engage and support patients and their families around the benefits of recovering at home just as soon as they are well enough to leave hospital.

Being in a hospital during a period of acute illness is the right place to be. However, evidence shows once that acute phase is over, leaving hospital sooner reduces deconditioning and significantly improves outcomes, as 10 days in hospital can lead to the equivalent of 10 years ageing in people over 80.

Who did we speak to?

The campaign primarily focuses on engaging patients, and their carers, who were elderly and frail, those with chronic illness, and those with life-limiting conditions as they are the main group who spend the most time in healthcare settings.

What and how did we ask?

We asked people what matters most to them when thinking about returning home. Working with clinical teams we put each patient at the centre of decisions, respecting their knowledge and opinions and working alongside them and their families to support them.

There's No Place Like Home

What did people tell us?

As part of the work, patients and relatives have told us what matters most to them when preparing to return home from hospital, including:

- Clear information about what happens on discharge and who to contact if there are any problems;
- Helping them to build and regain confidence and independence;
- Following practical tips to make home a safe place to be;
- Getting support for everyday tasks, including food shopping and collecting prescriptions;
- Support to access benefits advice and guidance;
- Access to volunteers, providing company at home.

What did we do?

The 'No Place Like Home' programme has supported patients to safely be discharged and to return home or to the community. It has also shown us that our processes and systems for getting patients home or into the community, as well as those of partners, are too complicated and not joined up. We continue to listen to feedback from patients, relatives and partner organisations to improve the experience of people and ensure they are able to remain well and independent.

Find out more here:

<https://www.gloshospitals.nhs.uk/your-visit/staying-us/theres-no-place-like-home/>

Other ways we involve and engage

Other ways we involve and engage

Over the last year we have continued to strengthen and develop the range of ways we are able to engage and work with local people and colleagues. As an NHS organisation we also have a number of established approaches to ensure the voice of local communities are represented.

We have continued to build our joint-working with our NHS and voluntary partners across Gloucestershire. There is a clear benefit to local people in health and social care working together on engagement and involvement opportunities, helping us to have more meaningful conversations and ensuring our voluntary and community sector have an active role.

Get Involved Gloucestershire

In 2021 NHS partners launched 'Get Involved in Gloucestershire' which is an online participation space for people to can share views, experiences and ideas about local health and care services.

The new digital platform will be a central point for the NHS and local people to find out and directly get involved in shaping local services. The experiences shared through the platform will help inform and influence the decisions local NHS organisations make.

Further information about Get Involved in Gloucestershire and free registration can be found here:

<https://getinvolved.glos.nhs.uk/>

Community Outreach

In May 2022 a new Community Outreach Worker joined the Trust as part of a joint programme of work with our partners at Gloucestershire Health and Care NHS Foundation Trust and Gloucester Young Thinkers. The role is funded thanks to the support of NHS Charities Together and the public who donated to the NHS over the last two year.

The role will help build and strengthen our connections with the voluntary and community sector, help understand and remove barriers over access to health services, promote self-management of chronic diseases and will focus on places where there are high levels of deprivation and health inequalities.

Other ways we involve and engage

NHS Staff Survey

The NHS has never experienced two years like those we have just had and, therefore, it has never been more important to listen to the experiences of colleagues.

In 2021 the NHS Staff Survey was updated to align with the new NHS People Promise and gathers views on staff experience at work around key seven key themes: We are compassionate and inclusive; We are recognised and rewarded; We each have a voice that counts; We are safe and healthy; We are always learning; We work flexibly; We are a team.

In addition, the National Quarterly Pulse Survey was also launched and links to the annual staff survey, providing an opportunity to listen to feedback from colleagues more frequently and work with services to identify areas of improvement.

In 2021 a total of 3,897 colleagues completed the survey, which was just over 50% of all staff. However, there were some significant changes in colleague experiences in particular only 58% of staff recommending the Trust as a place to receive care (compared to 70% in 2020) and 53% recommending it as a place to work (down from 64% last year).

We remain absolutely committed to listening and acting on what colleagues have told us and work directly with teams in making our organisation one where people feel valued, included and a place they would recommend to others as a place to work and receive care.

Patient and colleague stories

Patient and colleague stories are regularly presented at the beginning of Trust Board meeting. The stories provide an example of the lived experience of patients and colleagues to highlight examples of excellence and where there are areas for improvement.

<https://www.gloshospitals.nhs.uk/about-us/our-board/board-papers/>

Our Annual Members Meeting

For the last two years our Annual Members Meeting has been held virtually and broadcast live, enabling colleagues and local people to join and ask questions. has been viewed over 2,200 times.

During our Annual Members Meeting the Trust shares key highlights and achievements, and reflect on the impact of the pandemic as well as sharing some next steps and future developments planned for the year ahead. You can watch the 2021 Annual Members Meeting again at:

[YouTube AMM 2021](#)

Other ways we involve and engage

Governors

An important way local people can directly get involved with the Trust is as Member and staff through our Council of Governors. We have 22 public, staff and appointed governors who represent the views and interests of Trust members and the local community, to ensure our Trust reflects the needs of local people.

Our governors ensure we listen to the views of patients and people who live locally, along with our staff and other interested parties. They hold us accountable and ensure we can make improvements to our services, and the information we provide.

The Council of Governors meet six times a year to provide feedback on developments and decisions at our hospitals. These meetings are open to the public, who are welcome to attend.

Further information about Governors can be found here:

www.gloshospitals.nhs.uk/about-us/governors

Patient Experience

Our patient experience matters to us. Our Trust's strategy has a commitment to create a culture where patients really are at the heart of everything we do and that a patient centred care is embedded across the Trust.

We know from international evidence that outstanding patient experience improves patient safety and clinical effectiveness and also improve the experience of NHS colleagues.

As a Trust we produce an Annual Patient Experience Report which focuses on all our patient experience initiatives, including Friends and Family, compliments, comments and complaints and projects that have happened across the organisation this year.

This can be read at:

www.gloshospitals.nhs.uk/about-us/reports-and-publications/reports/



Other ways we involve and engage

Staff Councils

Well-led Trusts have collective leadership, structural empowerment and a culture of inter-professional decision making. We are transforming the way we do things so that we're using Pathway to Excellence and Magnet standards. We have to date established 27 fully formed shared professional decision-making Councils and have several more establishing themselves.

For more information on our Staff Councils visit

<https://www.gloshospitals.nhs.uk/about-us/our-trust/quality-performance/nursing-and-midwifery-excellence/>

Journey to Outstanding Staff Engagement

Each month Executive and Non-Executive Directors meet with staff from services as part of the Journey to Outstanding (J2O) visits.

The aim of the visit is for colleagues to engage directly with Executive and Non-Executive Directors and share what is going well, what barriers there are to success and any key safety concerns affecting both staff and patients.

The visits support the Trusts desire to have direct opportunities for colleagues on ward and services to share their experiences, achievements and concerns with Board members.

Healthwatch Gloucestershire

The Trust works closely with Healthwatch Gloucestershire (HWG) and they are actively involved in our work and plans, including attendance at Trust Board, Partnership Involvement Network and a number of service projects, including the Covid vaccination programme. More information about Healthwatch can be found here:

www.healthwatchgloucestershire.co.uk/

Maternity Voices Partnership

Gloucestershire Maternity Voices Partnership is made up of volunteers who represent the voice of women and families from all communities and cultures to inform improvements in local maternity care. The partnership are directly involved with the Trust's Maternity and Midwifery services and provide an important independent voice in shaping our services.

<https://getinvolved.glos.nhs.uk/gloucestershire-maternity-voices-partnership>

Other ways we involve and engage

Members

As a Foundation Trust, we are accountable to local people and we promote the benefits of membership and how to stand for election as a governor.

Members are our staff, our patients and the public who wish to register as supporters of the Trust. Members are regularly invited to get actively involved with the Trust to develop services which will best suit the needs of local people.

For more information and to become a Member visit:

<https://www.gloshospitals.nhs.uk/about-us/support-our-trust/join-our-foundation-trust/>



Social Media

Social media has continued to evolve over recent years and, when used in the right way, can bring closer involvement and engagement with a wider range of people that traditional approaches could not achieve.

As a result of the pandemic, the Trust has adapted its engagement and involvement, with blended approaches, embracing face-to-face activity with blended social media solutions, with a far wider reach and scale of connection that ever before. This includes our Facebook Live events, live streaming Q&A sessions with staff and listening to individuals experiences of services.

We have several social media channels that anyone can follow and these are outlined below:



Twitter:

www.twitter.com/gloshospitals



Facebook:

www.facebook.com/gloshospitalsNHS



YouTube:

www.youtube.com/c/GlosHospitalsNHS



LinkedIn:

www.linkedin.com/company/glooucestershire-hospitals-nhs-foundation-trust/

**What will
we be doing
this year?**

What will we be doing this year?

As we all begin to hope that the worst of the pandemic may now be behind us, we do want to think about what will be happening in the future and our plans for the year ahead.

Although the pandemic has had a significant impact on some of our plans we have adapted our approaches and have been able to develop new skills that we hope will open up access to involvement and engagement for more people.

An important focus across Gloucestershire will be on developing a new 'normal' as we move away from lockdowns and social distancing towards safe shared approaches. We will need to work with you, exploring the changes that have been made since the start of the pandemic to understand what worked well and what we no longer need, or can adapt to make work.

This means we can embrace the positive new ways of working, whilst ensuring that everyone can access the right care, with the right people at the right time, in the right ways.



What will we be doing this year?

We want to highlight some of the engagement and involvement activities we are planning with our partners across the county over the next year, which will include:

Improve how we use data and insights to identify trends, inform best practice and opportunities for learning and improvement.

Understanding the impacts of the COVID-19 pandemic on our communities.

Develop a shared vision for engagement through the 'Working with people and community's strategy'.

Co-design of an Engagement and Involvement Toolkit to support colleagues and local people and improve the quality of our work.

Engagement with schools and apprenticeship team to build relationships and open up NHS careers.

Helping people who've been delayed in their access to care.

Launch a joint Gloucestershire Reimbursement and Expenses Policy to support patients and experts by experience.

Launch of our Fit for the Future phase two engagement; <https://getinvolved.glos.nhs.uk/fit-for-the-future-2>

Setting up a new Citizen's panel, recruiting 1,000 local people to regularly give their views and insights that will influence our planning.

Set out our agreed top priorities with Inclusion Gloucestershire and Healthwatch Gloucestershire to reflecting on what local people have highlighted matters most to them.

Support the recommendations and actions within the #BlackLivesMatter Gloucestershire Mental Health Report: Gloucestershire's Mental Health Services.

Summary

We cannot do what we do without you

We are really proud and passionate about the work we do to involve people to ensure we can provide the 'best care for everyone'. The pandemic has impacted on all of us in different ways, and whilst we hope the worst is now behind us, we know that it will take a long time to truly recover.

All of our colleagues have continued to work tirelessly to support patients and relatives, which has made an important difference, as for a long period people were unable to visit their loved ones in hospital due to COVID restrictions. And despite some really difficult times, we were all able to come through the worst of the pandemic, because we did it together. As colleagues across health and social care and as equally important, because of the support and phenomenal efforts of our local communities.

We recognise that a critical priority as we move out of the pandemic is the cost-of-living crisis, which is already beginning to effect many of the same communities that felt the brunt of COVID and will have a long-term impact on health and wellbeing for so many people. We know that much of our focus over the next year will be to work with partners to understand the impact and support needed.

Despite the many challenges of the last two years, we have been able to begin the exciting work of developing our 'Centres of Excellence' at Cheltenham General Hospital and Gloucestershire Royal Hospital, which had been at the heart of our extensive consultation on the Fit for the Future plans.

The last year in particular has seen significant building work that will improve the access and quality of services at both hospitals.

Summary

Thank you all

We have also continued to strengthen our partnership with local communities and our amazing voluntary and community sector, with a greater focus on joint-working to ensure what we do makes a real difference to people. The development of our Integrated Care System will further cement that joined-up approach and means there is a renewed energy and excitement about the future programmes of work planned, ensuring local people can be involved in shaping and co-designing services.

We have continued to build into our work many of the innovations the pandemic led us to adopt, including increased video consultations and digital tools which are transforming many services, enabling greater flexibility for clinical teams and patients alike.

These innovations now influence how we deliver our involvement activities, with a greater blend of virtual, digital and socially-distanced events as part of our engagement programmes of work. This will include the next phase of

our Fit for the Future programme and how we improve our community engagement.

Although we have seen further progress over the last year, this review sets out our continued commitment to improve the way we involve people to shape better health and care services.

We want to strengthen our work and demonstrate the difference involving people makes in shaping services and decision-making. As the needs of our local communities and population change, we will continue to work together to establish how best to meet new challenges.

Finally, we would like to thank all of our patients, staff and community partners who have worked with us in to help achieve our goals and in supporting the organisation over the last year. We cannot do what we do without you. Thank you all.

