

NHS Redditch and Bromsgrove Clinical Commissioning Group

Governing Body Meeting

Title of Report	Patient and Public Involvement Report
Date of Meeting	26 th May 2016
Report Author	Judy Adams, Lay Member leading on patient and public participation matters Henry Soulsby, Community Engagement and Social Marketing Manager Sally Evans, Communications Manager
Presented by	Judy Adams, Lay Member leading on patient and public participation matters
Recommendation to the Governing Body	The Governing Body is requested to: <ul style="list-style-type: none"> • Note this report and discuss the opportunity for further engagement and involvement activities. • Note and approve the revised Action Plan for May 2016 – April 2017.
Purpose	To provide assurance to the Governing Body in relation to patient and public involvement activities.

<p>Executive Summary</p> <p>This report provides an update on NHS Redditch and Bromsgrove CCG (RBCCG) patient and public involvement (PPI) and communications activities.</p>
<p>Introduction</p> <p>NHS Redditch and Bromsgrove CCG (RBCCG) is committed to ensuring that the work it does is informed and driven by the views of local people and stakeholders. Our approach to this is set out in our Communications and Engagement Strategy.</p> <p>This report provides an update to the Governing Body on the recent and on-going communications and engagement activity within Redditch and Bromsgrove which enables patients, carers, the voluntary sector and local public to be involved and included in decision making about their health services.</p>
<p>Progress against Communications and Engagement Strategy Action Plan</p> <p>The refreshed NHS RBCCG Communications and Engagement Strategy for 2015/18, signed off by the Governing Body in May 2015, sets out the CCG's vision for communications and engagement.</p> <p>The annual action plan is monitored by the CCG's Patient and Public Forum and forms the basis of Governing Body Patient and Public Involvement Reports to provide an update and assurance to</p>

the Governing Body.

The following highlights overall progress of the 2015/16 Action Plan as well as highlighting specific work undertaken since the previous public Governing Body on 24th March 2016.

The report also sets out in Appendix 1 the revised Action Plan for year 2 (May 2016 – April 2017).

Aim 1: Raise Awareness, Create Understanding and Build Reputation

Objective	Action	Progress
Ensure management of Media Guidelines	Communicate and monitor use of guidelines	Currently compliant
Ensure management of CCG Brand Guidelines	Communicate and monitor use of guidelines	Currently compliant
Ensure up-to-date NHS RBCCG literature and materials to promote the work of the CCG	Develop process of monitoring and updating public facing material	<ul style="list-style-type: none"> - On-going/ all literature reviewed regularly. - Easter newsletter, CCG News, was developed and promoted during March and April 2016 - Summer edition currently being developed.
Develop CCG website to ensure content is up to date	<p>Update information on website and ensure user friendly</p> <p>Website and intranet usage will be monitored and analysed</p>	<p>--New website design and layout implemented May 2016.</p> <p>-Work is ongoing to ensure information is up to date and accurate.</p> <p>GP Intranet, hosted on the CCG website, developed and in use by member practices.</p> <p>March: 4154 hits Most popular page was 'policies'</p> <p>April: 1488 hits to date Most popular page was 'policies'</p>
Increase use of CCG Social Media accounts	<p>Ensure regular and consistent use of social media.</p> <p>Develop RBCCG Social Media Policy</p>	<p>Twitter:</p> <p>-In March there were 52 CCG specific tweets published on Twitter, and 30 in April. <i>NB These figures do not include the retweeting of messages.</i></p> <p>Twitter followers to date – 1458 (increase of 91 since 24th March 2016 -1367)</p> <p>Facebook:</p> <ul style="list-style-type: none"> - RBCCG Facebook – 170 Likes - 17 posts in March - 7 posts in April <p>Social Media Policy</p> <p>A policy has been written and is set to be submitted for approval by the appropriate committee. The policy aims to make it clear how staff are expected to behave on social media, how the CCG engage on social media and how the CCG and GPs respond to comments made on social media.</p>

<p>Increase positive image of CCG within media</p>	<p>Ensure 4 positive press releases generated each month</p>	<p>Press Releases</p> <p>7 press releases issued in March, including:</p> <ul style="list-style-type: none"> - 1 March: Help shape health services in Redditch and Bromsgrove - 11 March: Dr Richard Davies – Health Column (OOH services) - 14 March : Local CCG support nutrition and hydration week - 14 March: Are you making your voice heard - 17 March: Have your say on health services in Worcestershire - 22 March: Know your health service option this Easter - 30 March: Keep A&E for those who really need it <p>4 press releases issued in April, including:</p> <ul style="list-style-type: none"> - 1 April – Keep A&E for those who really need it (re-release) - 12 April – Keep on top of hay fever this summer - 20 April – Dr Richard Davies – health column (Bowel cancer awareness) - 25 April – Local NHS plan for junior doctors strike action <p>Press enquiries:</p> <ul style="list-style-type: none"> - March - 11 - April – 4 <p>Parliamentary enquiries:</p> <ul style="list-style-type: none"> - March - 0 - April – 0 <p>Media coverage</p> <p>Positive</p> <ul style="list-style-type: none"> - Have your say on health - Doctor hopes to give booster to GP ranks - Health Matters: Dr Richard Davies – Stay Well This Winter Campaign - Patients could go to other GPs - Urgent care unit could open its doors in Redditch in six months - Keep on top of hay fever this summer <p>Neutral</p> <ul style="list-style-type: none"> - Numbers down but Redditch still leads the county in teenage pregnancies - What are your priorities? Redditch doctors in
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		<p>plea to residents as £25 million in cuts looms</p> <ul style="list-style-type: none"> - Local health services in Redditch braced for impact of 48-hour walkout by junior doctors <p>Negative</p> <ul style="list-style-type: none"> - Survey reveals Worcester GPs often find workloads unmanageable - Redditch care home worker 'had terrible temper' towards vulnerable residents, court told <p>Media relating FoAHSW</p> <ul style="list-style-type: none"> - Trust fears it's losing the battle - Concern over highest number of C-sections - Pressure builds on county A&Es - Alexandra Hospital health trust creates three new roles to tackle nursing shortage - Health trust rejects claims over plans to downgrade services at the Alex Hospital in Redditch - Trust has given me assurances on future of Alex says Redditch MP Karen Lumley - Health chiefs in plan to pull the plug on A&E at the Alexandra Hospital in Redditch - Leaked plan to scrap Redditch's Alex A&E a 'betrayal' - West Midlands health chiefs to consider Trust's plans for future of emergency care in Redditch - Health bosses in senate spotlight - Resignation of two consultants rocks Worcestershire health trust - Letter: Lumley has not said anything on A&E plight
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Aim 2: Involve all our stakeholders and listen to feedback so that our decision making is informed

Objective	Action	Progress
Increase use of patient involvement within commissioning processes	<ul style="list-style-type: none"> -Deliver workshops to staff on how to involve patients and public in commissioning decisions -Provide opportunity for members from Membership Scheme to get involved in commissioning cycle work -Communications and Engagement plan developed for all new service developments or service redesign 	<p>The Worcestershire Health Survey which asks residents within the county a series of questions on their priorities and to identify priorities for the CCG is currently active.</p> <p>This has been promoted through the Now Have Your Say membership scheme, the press, website, social media as well as presenting the survey at a range of meetings and events with members of the public and voluntary and community sector.</p> <p>March and April 2016 specific activities in which there was patient representative include:</p> <ul style="list-style-type: none"> - Lay Member PPI involvement on CHC Panels - Continued involvement in Lay Quality Assurance visits - Patient representation on the 'Small Things Make a Big Difference' project

	projects	<ul style="list-style-type: none"> - Patient representative on the Primary Mental Health Service Redesign working group. - Patient Representatives involved in PPF Self-Care and Education Task and Finish Group. -
Develop links with Patient Participation Groups (PPGs)	Set up PPG network to facilitate PPG engagement	<p>-The first events to develop two Patient Networks (one in Redditch and one in Bromsgrove) were held on 14th March. The events provided the CCG with an opportunity to engage with members of the public who have not traditionally engaged with the CCG.</p> <p>A third event was held on 14th May in the evening (in Redditch) to provide members who can't attend day time meetings with the opportunity to get involved.</p> <p>The focus of these initial network meetings was on changes to Primary Care Commissioning and identifying opportunities to encourage and promote self-care, specifically within PPGs.</p> <p>A second round of these networks are proposed for late Summer.</p>
Expand engagement with harder to reach groups and demographics, including young people, young mothers, BME communities, etc.	<p>Work with VCS and partner organisations to develop collective approach to engage with harder to reach group to reduce duplication.</p> <p>Identify and approach community groups representing harder to reach groups and demographics</p>	<ul style="list-style-type: none"> - Worcestershire Voices, in partnership with Community First, continue to support the CCG to identify any gaps in knowledge or links with VCS organisations representing harder to reach groups. -There are on-going activities to encourage those not registered with a GP practice to register with one. A leaflet has also been developed and translated and printed in Polish. - An engagement and involvement programme of work for 2016/17 has been developed to engage and work with a wider range of stakeholder, including seldom heard groups to encourage engagement, identify health inequalities and highlight challenges faced by the CCG. This includes local Older People's Forums, Local Women's Institute's, and local Parish Councils across Redditch and Bromsgrove. <p>The CCG has also been involved in a range of partnership meetings and events including:</p> <ul style="list-style-type: none"> - Bromsgrove Balanced Communities Theme Group - Redditch Community Forum - Redditch Older Peoples Forum Service Day - Redditch Community Wellbeing Group
Expansion of Membership Schemes (Now Have Your Say and VCS Associate Schemes)	<ul style="list-style-type: none"> -Promotion campaign to raise awareness of membership scheme -Deliver induction package to new Level 2 members on Membership Scheme -Public feedback mechanisms developed and communicated 	<ul style="list-style-type: none"> -Membership scheme promoted in the CCG newsletter and on the CCG website, social media, events and workshops. -238 members on the Now Have Your Say Membership Scheme (increase of 3 since March 2016). This includes: <ul style="list-style-type: none"> - Level 1: 170 members - Level 2: 54 members - Level 3: 14 members -A number of Level 3 Members continued to be involved

		in Quality Assurance visits with Quality and Patient Safety Team
Develop Patient and Public Forum to ensure appropriate representation of the population that the CCG serves	Map current PPF membership against Redditch and Bromsgrove profile and identify gaps and target recruitment to forum	-Patient and Public Forum continues to develop. - Plans are in place for a number of new members to join the Patient and Public Forum, including a patient representative from SpeakEasy Now to represent learning and physical disabilities.

Aim 3: Foster effective relationships and a culture of two-way communications with all stakeholder groups

Objective	Action	Progress
Ensure effective stakeholder communication	-On-going enhancement of Stakeholder Newsletter and regular publication -Review and refresh wider directory of stakeholders including Voluntary and Community Sector (VCS)	- Next quarterly CCG News newsletter is currently being developed, ready for circulation for Summer 2016 - Information cascaded through the Voluntary and Community Sector, via Community First e-click newsletter and Bromsgrove and Redditch Network (BARN)
Improve GP Practice Communications	Develop GP and Member practice Intranet site and on-going maintenance	-Member practice email bulletin continues to be circulated to all 22 practices on a regular basis. This has recently been updated to a web-based format to encourage wider use amongst practices -GP Intranet page now in use and practices encouraged to use this site - The Communications and Engagement Strategy also supports a number of actions from the CCGs Primary Care Strategy.
Ensure appropriate use of communication and engagement tools	-Monitor existing methods of communication and engagement -Evaluate the effectiveness of our communications and engagement work -Identify alternative methods of communications and engagement -Evaluate information to ensure that material is accessible to all patients and the public.	-Patient and Public Forum used to check and evaluate communications -The annual CCG 360 Degree Stakeholder Survey results have been provided to the CCG in May 2016 and currently being analysed. This provides the CCG with an opportunity to evaluate current communication and engagement with key partners. Last year the results of this survey were positive.

Aim 4: Be open and transparent in our decision making, and be honest about what can be achieved

Objective	Action	Progress
Ensure Communications and Engagement Strategy action plan and its outcomes are linked to bi-monthly Patient and Public Involvement Governing Body Report	Develop Governing Body report template for PPF report and subsequent monitoring framework for PPF	Governing Body PPI Report taken to PPF bi-monthly for sign off prior to submission for Governing Body.
Communicate regularly with Membership Scheme members	Provide regular information, briefings to members on the Membership Schemes	-Membership scheme members sent regular information. This information ranges from specific CCG information (i.e. CCG Newsletter), opportunities to get involved with the CCG, as well as other important information across health and care across Worcestershire.
Improve internal communications	Evaluate current methods of internal communication and identify areas for improvement	Work is underway to improve internal communications for staff. A project summary template has been produced for staff to complete to share learning.

Aim 5: Support the development of a responsible, healthy community

Objective	Action	Progress
Promote self-care and the appropriate use of services	Identify opportunities to promote self-care and appropriate use of services Develop and support campaigns to promote a healthy population	The CCG has also either developed or supported a range of campaigns including: Winter pressures The team have continued to support the national 'Stay Well This Winter' campaign. This has included sending out weekly press releases, hosting information on the website and messages on social media. The team have also coordinated a weekly update that has been sent out to partners across health, social care and further afield to organisations like the Police, Fire Service and Environment Agency. A number of actions were taken at Easter including a press release, social media messaging and information on the CCG website. This work concluded in April. Urgent care The team is leading the urgent care communications work on behalf of the Best Practice Urgent Care Group. Recently this has included the team issuing press releases and messages to GPs regarding the pressures on the Acute and Community Trusts. There will also be a focussed piece of work on promoting the Urgent Care Strategy to partner organisations. Personal Health Budgets (PHBs) Continued support has been given to promoting PHBs to

		<p>patients and raising staff awareness. An updated patient leaflet has now been signed off and is ready for print. Road shows have been arranged for health professionals in April/May and interest in these has been high.</p> <p>Small Things Make a Difference A new campaign is being planned to promote what health and social care organisations currently do or could do better to make difference to a patients experiences while getting treatment. The team are currently working with colleagues on a number of work streams including the possibility of producing a patient experience video.</p> <p>Children’s Urgent Care Guidelines The team have worked to promote the launch of the Children’s Urgent Care Guidelines, this has been promoted through colleagues to primary and secondary care clinicians who work with/treat children. In the coming weeks there’s a plan to produce a press release to highlight to the public that this document is being used.</p> <p>Safeguarding app Work is currently on-going to develop a safeguarding app. The team are currently working with the app developer to get a quote for the work.</p> <p>World travel A poster has been developed, encouraging anyone who has returned from their travels and is now unwell, to let health professional know where they’ve been. This has now been signed off and is ready to print.</p> <p>Neurology web pages The team are assisting with the set-up of an area on the website to provide patients/public with information, useful contacts and the role the CCG plays in commissioning services for people with MS, Motor Neurons Disease, Epilepsy and Parkinson’s Disease. A communications plan and timeline are currently being drawn up.</p> <p>International Nurses Day International Nurses Day takes place in May and the team are looking at ways the CCG can support the day. Initial plans are being drawn up to promote positive experiences of nursing.</p> <p>Sustainability and Transformation Plan (STP) The team are working with communications and engagement colleagues from across Worcestershire and Herefordshire to support the STP work. CCG staff will receive regular briefings keeping them up to date on the progress of the STP work. A more detailed strategy is currently being drafted.</p> <p>Social Prescribing The Social Prescribing Model across Redditch and Bromsgrove continues to support primary care to refer patients to appropriate levels of support provided by the voluntary and community sector.</p>
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		<p>Self-Care and Education Task and Finish Group A task and finish group has been developed to identify and support work streams where patient and public involvement can support the self-care and responsible healthy community priority for the CCG. The group consists of members of the Patient and Public Forum, supported by CCG officers.</p> <p>Continuing Healthcare The team have drawn up a communications plan to support the work to highlight the changes that are being made to the CHC service later in the year. Further information leaflets were printed to be included in letters sent out to patients in receipt of CHC.</p> <p>Urgent Care Out of Hospital programme A communications plan was drawn up and messages sent out to health and social care stakeholders to promote the training that is taking place in care homes and to highlight the extra skills care home staff will have in dealing with sick patients/residents. This information is now being put on the website.</p> <p>GP campaign A survey has been sent out to junior doctors and medical trainees to help shape a GP campaign. They have been requested to return the completed survey's by 27 May.</p> <p>Summer Communications On the back of the winter pressures campaign, NHS England have now started putting together some summer healthcare toolkits, including press releases, social media messaging and images. The team are supporting these messages.</p> <p>Aggressive/rude behaviour towards GPs and practice staff The team are looking at developing a small campaign looking at aggressive/rude behaviour towards GPs and practice staff. This will include a press release, posters for practices and information on the website and social media.</p>
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Progress against the agreed action plan is on schedule for Year 1. This has been reviewed regularly and a revised action plan for Year 2 has been developed, taking in to consideration progress against year 1 performance and CCG priorities. It should be noted that some actions will be a continuation from Year 1 due to them being on-going.

Recommendation

The Governing Body is requested to:

- note this report and discuss the opportunity for further engagement and involvement activities.
- Note and approve the proposed Action Plan 2016-17

Appendix1 – Proposed Action Plan 2016 – 2017

Aim 1: Raise Awareness, Create Understanding and Build Reputation

Objective	Action	Lead	Timescale	Measure of Success
Ensure management of Media Guidelines	Communicate and monitor use of guidelines	Communications Team	On-going	All media interactions are compliant with the guidelines.
Ensure management of CCG Brand Guidelines	Communicate and monitor use of guidelines	Communications Team	On-going	All CCG patient and public facing information and materials adhere to CCG Brand Guidelines.
Ensure up-to-date NHS RBCCG literature and materials to promote the work of the CCG	Develop process of monitoring and updating public facing material	Communications Team / Community Engagement and Social Marketing Manager	On-going	Up to date suite of up to date and accurate information available.
Ensure web based information is up to date and accurate	Update information on website and ensure user friendly Website and intranet usage will be monitored and analysed	Communications Team	On-going	Positive User Feedback measured through surveys and compliments. Increase website traffic by 20%.
Increase use of CCG Social Media accounts	Ensure regular and consistent use of social media. Develop RBCCG Social Media Policy	Communications Team	On-going	Each month a minimum of 15 CCG specific messages will be posted on each social media account. 2000 Twitter followers by December 2016. 200 Facebook Likes by December 2016.
Increase positive image of CCG within	Ensure 4 positive press releases	Communications	On-going	4 press releases issued each month.

media	generated each month	Team		Positive media coverage (print broadcast and online media) – monitored and evaluated as an indicator of media relations success. 75% of stories in the media in relation to RBCC will be positive.
Support with local system emergency planning	CCG inform and support local system emergency planning communications	Communication Team	On-going	System emergency planning communications and processes in place and communicated to staff.
Regular information in local newspapers	Provide a regular column to local newspapers to pride CCG and health updates to our local population.	Communications Team	On-going	A regular health column is published in local newspapers.

Aim 2: Involve all our stakeholders and listen to feedback so that our decision making is informed

Objective	Action	Lead	Timescale	Measure of Success
Increase use of patient involvement within commissioning processes	-Deliver workshops to staff on how to involve patients and public in commissioning decisions	Community Engagement and Social Marketing Manager	December 2016	All teams within the CCG will have received training and have access to resources.
	-Provide opportunity for members from Membership Scheme to get involved in commissioning cycle work	Community Engagement and Social Marketing Manager	On-going	Minimum of 1 patient representative opportunity offered to membership scheme on each CCG work stream.
	-Communications and Engagement plan developed for all new service developments or service redesign	Community Engagement and Social Marketing Manager / Locality Operations Director	On-going	Each service development, redesign or project will include a communications and engagement plan.

	projects			
Support Sustainability and Transformation Plan (STP)	Provide communication and engagement support to STP process	Communications Team / Community Engagement and Social Marketing Manager	On-going	Well informed and engaged local population within STP process.
Develop links with Patient Participation Groups (PPGs)	Further develop PPG / Patient Networks to facilitate PPG engagement	Community Engagement and Social Marketing Manager	September 2016	Patient Networks organised for 3 times a year, spread across Redditch and Bromsgrove.
Expand engagement with harder to reach groups and demographics, including young people, young mothers, BME communities, etc.	Work with VCS and partner organisations to develop collective approach to engage with harder to reach group to reduce duplication. Identify and approach community groups representing harder to reach groups and demographics	Community Engagement and Social Marketing Manager	On-going	The CCG can evidence that it has effectively engaged with relevant hard to reach communities. We will have ensured that we are reaching groups that we sometimes miss, by offering alternative formats for all of our communications.
Expansion of Membership Schemes (Now Have Your Say and VCS Associate Schemes)	-Promotion campaign to raise awareness of membership scheme	Community Engagement and Social Marketing Manager	3 x per year	300 Public Members by March 2017.
	-Public feedback mechanisms developed and communicated	Community Engagement and Social Marketing Manager / Quality and Patient Safety Team	October 2016	'You said, we did' webpage developed. Patients know how, where and when to complain to the CCG.

Develop Patient and Public Forum to ensure appropriate representation of the population that the CCG serves	Map current PPF membership against Redditch and Bromsgrove profile and identify gaps and target recruitment to forum	Community Engagement and Social Marketing Manager	On-going	PPF Forum membership will be as representative as possible to the CCGs demographics and relevant stakeholder groups
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Aim 3: Foster effective relationships and a culture of two-way communications with all stakeholder groups

Objective	Action	Lead	Timescale	Measure of Success
Ensure effective stakeholder communication	-On-going enhancement of Stakeholder Newsletter and regular publication	Communications Team / Community Engagement and Social Marketing Manager	On-going – Quarterly in line with schedule	4 stakeholder newsletters published annually.
	-Keep up to date wider directory of stakeholders including Voluntary and Community Sector (VCS)	Community Engagement and Social Marketing Manager	On-going	Up-to-date and useable Directory produced. Annual Ipsos Mori Survey results reflect developments
Improve GP Practice Communications	Enhance GP and Member practice Intranet site and develop GP Practice Bulletin	Locality Team / Communications Team	On-going	All member practices will regularly use the member practice intranet site as a source of information, engagement and to access resources.
Ensure appropriate use of communication and engagement tools	-Monitor and evaluate existing methods of communication and engagement	Communications Team / Community Engagement and Social Marketing Manger	March 2017	All communications and engagement plans and activities will have a suite of KPIs and measures in place to evaluate effectiveness.

Aim 4: Be open and transparent in our decision making, and be honest about what can be achieved

Objective	Action	Lead	Timescale	Measure of Success
Ensure Communications and Engagement Strategy action plan and its outcomes are linked to bi-monthly Patient and Public Involvement Governing Body Report	Develop Governing Body report template for PPF report and subsequent monitoring framework for PPF	Community Engagement and Social Marketing Manager / Lay Rep PPI	Bi – Monthly	Bi-monthly PPI Report received by Governing Body which tracks progress against Communications and Engagement Strategy.
Communicate regularly with Membership Scheme members	Provide regular information, briefings to members on the Membership Schemes	Communications Team / Community Engagement and Social Marketing Manger	By September 2016 and then on-going	A minimum of 4 pieces of information sent to members on the membership scheme each month, e.g. opportunities to get involved, newsletters, invitation to events, news and campaigns.
Improve internal communications	Evaluate current methods of internal communication and identify areas for improvement	Director of Corporate Development / Communications Team	September 2016	Improved NHS Staff Survey responses compared to 2015/16. Staff feel engaged and able to communicate effectively internally/

Aim 5: Support the development of a responsible, healthy community

Objective	Action	Lead	Timescale	Measure of Success
Promote self-care and the appropriate use of services	Identify opportunities to promote self-care and appropriate use of services	Communications Team / Community Engagement and Social Marketing Manager	On-going	All services, events, literature promote self-care and appropriate use of services.
Plan, develop and		Communications	On-going	A range of campaigns developed and implemented, in partnership

support campaigns to promote a healthy population		Team / Community Engagement and Social Marketing Manager		with Public Health to support people to live healthy lives.
Self-Care Task and Finish Group with Patient and Public Forum lead patient engagement around self-care	Utilise the Self-care task and finish group within the Patient and Public Forum to support and enhance the CCG self-care work-streams and programmes	Lay Rep PPI / Community Engagement and Social Marketing Manager	July 2016	Task and Finish Group deliver outcomes set.

CCG Assurance Domains			
Domain 1: clinically led, with focus on quality	X	Domain 2: patient and public engagement and involvement	X
Domain 3: delivering better outcomes for patients	X	Domain 4: robust governance	X
Domain 5: working in partnership	X	Domain 6: strong and robust leadership	X
NHS Outcomes Framework Domains			
Domain 1: Preventing people from dying prematurely	X	Domain 2: Enhancing quality of life for people with long-term conditions	X
Domain 3: Helping people to recover from episodes of ill health or following injury	X	Domain 4: Ensuring that people have a positive experience of care	X
Domain 5: Treating and caring for people in a safe environment and protecting them from avoidable harm	X		
CCG Strategic objectives			
Secure continuous quality improvement in services commissioned for our local population			X
Operate within our financial resources			X
Maintain and enhance effective public and stakeholder engagement			X
Commission services for our local population in line with national and local requirements, including the NHS Constitution			X
To secure high quality, cost effective acute services for the local population			X
Meet our statutory duties and functions			X
Secure our position as an 'excellent' CCG			X
Related local priorities and/or national policy	'Liberating the NHS: No decision about me without me' The Health and Social Care Act 2012 NHS Constitution		
Risks: (quality, finance, legal, reputation, other)	n/a		
Individuals/Parties/Committees consulted prior to submission of the paper	Patient and Public Forum (PPF)		