

ONE BROMLEY

COMMUNICATIONS AND ENGAGEMENT REPORT

2020 to May 2022



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INTRODUCTION

This report sets out the communications and engagement activity undertaken to support the One Bromley place based Local Care Partnership plan and deliver integrated care services to Bromley residents.

It covers the period April 2020 to May 2022 and describes how partners across Bromley have worked collaboratively together to deliver timely and proactive communications and engagement to support the most challenging period in the history of the NHS. Also, how the public have continued to help shape, influence, and improve health and care services during this period.

Over the last two years we have:

- Robustly supported the delivery of a comprehensive COVID vaccination programme for Bromley, ensuring that comprehensive and clear information is available to all residents and other stakeholders about the vaccination programme.
- Ensured public voices are informing the development and delivery of integrated services which deliver proactive and personalised care to people in the right place and at the right time.
- Promoted important information about services and improving health and wellbeing.
- Captured public and other stakeholder views to inform our health and care system recovery planning.

- Supported the health and care system over the winter periods by providing clear and accessible information about local services and when to use them and staff communications on managing periods of high demand and challenge.
- Worked with community groups and other networks to reach more people with important information about health care and services.
- Supported workforce initiatives including the 2022 One Bromley Celebrating Integration Together Staff Awards.

ONE BROMLEY LOCAL CARE PARTNERSHIP

The One Bromley Local Care Partnership brings together local NHS health providers, the council, commissioners, and voluntary sector to work together more formally to deliver better care for all. Working together in this way means services can be better co-ordinated and help residents get the help they need when they need it. More information about One Bromley is available at <https://selondonccg.nhs.uk/in-your-area/bromley/working-together/>

Organisations involved are: *Bromley Council, NHS South East London Clinical Commissioning Group, Bromley Healthcare, King's College NHS Foundation Trust, Bromley GP Alliance, Oxleas NHS Foundation Trust, Bromley Third Sector Enterprise, St Christopher's Hospice and Bromley Primary Care Networks.*

Communications and engagement staff across these organisations have been working collaboratively for many years as a formal network. In 2019, the One Bromley Communications and Engagement workstream was established which reports in to the One Bromley Executive. The C&E workstream meets monthly and is responsible for supporting delivery of One Bromley programmes and advising the One Bromley Executive Leadership on the messaging and approach to communicating with internal and external stakeholders and the engagement of key partners, particularly the public so they can meaningfully influence integrated care. In addition to One Bromley organisations, membership also includes representatives from Community Links Bromley and Bromley Healthwatch.

Effective communications and engagement, clear and sound messaging, good co-working, engagement with staff, partners and the public are essential to delivering the aims and priorities of the One Bromley Local Care Partnership and will all contribute to its success. Working collaboratively on shared priorities enables us to have greater reach across all stakeholder groups and communities by using all the various networks available to all partners.

COMMITMENT TO PUBLIC ENGAGEMENT

As a place-based health and care system, One Bromley is committed to meaningful and timely engagement with local people. Working in partnership with people and communities creates a much better chance of ensuring our services will meet their needs, improve their experience and outcomes. Effective public engagement helps in the following ways:

- **Value for money:** Services that are designed with people and therefore effectively meet their needs are a better use of resources. They improve health outcomes and reduce the need for further, additional care or treatment because a service did not meet people's needs first time.
- **Better decision-making:** We view the world through our own lens and that brings its own judgements and biases. Business cases and decision-making are improved when insight from local people is used alongside financial and clinical information to inform the case for change. Their insight can add practical weight and context to statistical data, and fill gaps through local intelligence and knowledge.
- **Improved quality:** Partnership approaches mean that services can be designed and delivered more appropriately, because they are personalised to meet the needs and preferences of local people. Without insight from people who use, or may not use, services, it is impossible to raise the overall quality of services. It also improves safety, by ensuring people have a voice to raise problems which can be addressed early and consistently.
- **Accountability and transparency:** The NHS Constitution states: 'The system of responsibility and accountability for taking decisions in the NHS should be transparent and clear to the public, patients and staff.' Organisations should be able to explain to people how decisions are made in relation to any proposal – and how their views have been taken onboard.
- **Transparent decision-making:** With people and communities involved in governance, helps make the NHS accountable to communities.
- **Participating for health:** Being involved can reduce isolation, increase confidence, and improve motivation towards wellbeing. Individuals' involvement in their own care can lead to involvement at a service level and to more formal volunteering roles and employment in health and care sectors. It is well recognised that doing something for others and having a meaningful role in your local community supports wellbeing.
- **Reducing health inequalities:** Working with people and communities that experience health inequalities will be a fundamental part of addressing unequal and unfair access to services and health outcomes. By understanding the experiences of those who face barriers to care and have differences in outcomes, then opportunities for improvement and investment can be developed. It also supports the building of trust between communities and public services – through greater mutual understanding and the establishment of meaningful relationships.

To ensure we are targeting the right communities when developing services, equality impact assessments are undertaken to inform our engagement approach and equality data is collected so we can measure who we are hearing from and identify any gaps. Outreach is an important component of our work as it enables us to reach and develop relationships with diverse communities, especially those that are seldom heard. This has been more challenging during the pandemic period due to lock downs and restricted movement and as a consequence more of our engagement has had to be conducted using digital, online and telephone over the reporting period.

PLANNING TO ENGAGE

Considering and planning public and stakeholder engagement always happens at the beginning of projects and programmes in Bromley. The One Bromley Programme Management Office (PMO), manages all integrated programme activity across the One Bromley Health and Care system and ensures that appropriate tools, templates, and processes are used and followed and that regular progress reports are provided to the One Bromley Executive.

Engagement templates and toolkits are provided to project leads and new programmes of work are discussed by the C&E workstream to ensure comprehensive and meaningful communications and engagement activity are put in place right at the start. This also ensures that any potential substantial variations in service provision are considered early, and the appropriate engagement is undertaken to meet our statutory and legal duties in regard to public engagement.

We engage and involve the public and other stakeholders in a variety of ways, based on how much influence they can have and what would be proportionate to the change or improvement we are considering. We consider any intelligence we may have which has either been captured through previous engagement or through patient experience data. This provides us with a good starting point to plan what else we need to find out and who we need to reach and hear from. Our engagement also needs to be informed by equality impact assessments which will identify those most impacted by a service development or change.

We have a One Bromley Patient Network made up of over 200 Bromley residents who are interested in sharing their views and testing our plans. In 2022 we launched our One Bromley Community Champions programme, so we can work with our 'champions' (local people), to do more outreach into the communities that are harder to engage with through other methods. We work closely with local voluntary and community groups and engage with local people through practice participation groups, service providers to reach those with lived experience, faith groups, schools, support groups and many more.

ACTIVITY

This section sets out key areas of activity over the last two years.

Pandemic recovery planning

In July 2020, the One Bromley COVID-19 pandemic recovery plan was submitted and later published as part of the South East London Integrated Care System recovery plan in September 2020.

The One Bromley COVID-19 Recovery Plan, reflected on the local response to the pandemic, new initiatives, different ways of working and how the experience would inform other ongoing improvements and longer-term plans.

What we did

The Recovery Plan was informed by public feedback, captured by One Bromley partners and Healthwatch Bromley, on experiences of using local health and care services during the pandemic period. The information captured provided us with a good understanding of:

- The range and quality of care provided.
- Experiences on receiving care in different ways (on line, through video calls etc).
- Whether people have avoided using services during the pandemic and why.
- The support they have had (particularly vulnerable and shielding residents).
- How people have continued to manage their long-term conditions.

This feedback was captured in a number of ways including:

- Telephone and online surveys to vulnerable people who have received support from Bromley Council or the Government during the pandemic.
- Other telephone and email surveys which aimed to measure the effectiveness of the support they are receiving.
- Survey on using general practice services during the pandemic.
- Telephone and online surveys to capture views on using hospital services, including those who were treated for Covid-19 and how safe people feel coming back into hospital.
- Evaluating the experience of those using the Bromley Covid-19 Community Monitoring Service.
- Capturing views of those using community health services in a different way during the pandemic - including telephone consultations in community paediatrics.
- Collection of incidents, complaints, and compliments regarding altered service provision.
- Feedback from young people using CAMHS services.
- Weekly virtual community engagement events held by Healthwatch Bromley.
- Surveys to young people with special educational needs and disabilities (SEND) to gather their views on preparing to return to school.

In August 2020 we held an [online public event](#) to share the Bromley COVID-19 recovery plans with the public and other stakeholders. We explained how services had responded to the pandemic and had to evolve to keep residents and staff safe. We held break out groups to consider the draft of our public [Recovery Plan summary](#) and took feedback on how to make this more accessible to our population.

Outcomes

Feedback from this event and from the wide range of engagement undertaken by partners was shared with the One Bromley Executive Group and partners across the local care partnership to inform recovery planning. This included what worked well during the pandemic and what would continue to ensure services were provided in a safe and

accessible way. In response to feedback, a simplified [recovery summary was produced for the public.](#)

Covid vaccination programme

Bromley is one of the best performing boroughs in London for delivering the vaccination, despite the challenges of being the largest and having the greatest number of older people. This success is due in part to the excellent partnerships in place between health, care, council, and voluntary services to deliver a co-ordinated and joined up vaccination programme.

What we did:

Worked as part of the multi-agency Bromley Vaccination Taskforce and the joint Council and CCG Bromley Vaccine Inequalities group to ensure that accessible, accurate and up to date information was available to Bromley residents and stakeholders throughout the roll out of the vaccinations. This included:

- Delivery of the national award-winning south east London 'don't miss your vaccine' campaigns to Bromley residents.
- Supported targeted initiatives to reach communities at higher risk of COVID to encourage vaccine uptake. This included pop up clinics, vaxi taxi initiatives, door to door information, leaflets, posters, advertorials, videos, and social media content.
- Communications input into the Bromley vaccination programme, providing strategic and operational communications advice on the delivery of vaccinations.
- Supporting communications with staff to encourage vaccine uptake, in particular with care home staff.
- Localised stakeholder briefings including a regular 'bitesize' vaccination bulletin, responding to media and public enquiries and councillor briefings.
- Raised the profile of the Bromley vaccination programme work through borough, regional and London wide networks.
- Managed media and ministerial visits about the vaccination programme including a visit by the Prime Minister to the Orpington Health and Wellbeing Centre vaccination clinic in February 2021.



Informing and shaping integrated programmes

Over the last two years, the priority focus has been on the pandemic, recovery and supporting the vaccination work across the Borough. Although there has been less engagement undertaken to shape integrated services, we have explored and promoted every opportunity the public has had to inform service development. Examples of this work include:

Purpose	Activity	Outcome
To gather views on supported discharge from hospital to inform improvements and share what is working well.	Telephone interviews undertaken with individuals and their carers/relatives.	Outcome report, providing a number of recommendations shared and considered by the discharge services teams. The main outcome was improvements to the communications provided during and after discharge. A discharge pack is being developed which will provide detailed information about what to expect and who to contact. A service user group is also to be established to ensure there is an ongoing patient voice in discharge processes.
Capture views and experiences of people using the Long Covid hospital-based service to inform development of a pilot community service.	A community pilot model has been tested with patients. An original pilot group of 10 patients were interviewed and completed a questionnaire after going through an eight-week programme. Three more groups of 10 patients have gone through a similar process to capture feedback so improvements can be made.	Feedback from those interviewed after using the service was reviewed and improvements implemented. All patients who attend a Long Covid clinic are now texted 48 hours after their appointment, asking about their experience of care and what could be improved. This feedback has been used to improve the service provision.
Collect patient experience information from families using the Children and Young people hospital at home service to inform improvements and help support a bid	Ongoing experience data and case studies from some families was collected. The aim was to understand what a difference the service was making to the care received and the convenience of having it delivered at home.	Excellent feedback from young people and families, detailed case studies and videos produced which illustrate the benefits of the service. The service was mainstreamed in March 2022. <i>“My daughter’s hospital stays meant she missed out on school and social contact with friends. The Hospital@Home team have really changed that around and she is now cared for at home. A fantastic group of nurses who are all extremely</i>

Purpose	Activity	Outcome
for mainstream funding.		<i>competent and proactive and really kind. It has been life changing and given us some normality despite our child's ongoing medical treatment".</i>
GP access survey and desk top exercises to understand accessing information and care from primary care services.	Undertaken by Healthwatch Bromley with the aim of understanding any concerns about access to GP and primary services following the easing of lockdown restrictions.	Desk-top reviews of GP surgery websites shared examples of good practice for wider sharing across the borough. Feedback on accessing services was mixed, with many embracing the telephone and online support, whilst others finding it difficult to get through on the phone. A new primary care campaign will launch in the summer of 2022 to explain how primary care is working and how to access and use services appropriately. It will explain the multi-disciplinary nature of the primary care team and encourage more people to sign up for E-consults.
Self-care week in November 2021 was widely promoted. Led by Bromley Third Sector Enterprise it offered a range of events and opportunities to get information on self-care including exercise, mental wellbeing and eating well.	Collaborative events were undertaken including webinars focused on winter health led by local GPs and pharmacists.	Recordings of health events undertaken during the week were made available to the wider public. Good response to the various events.
Capturing lived experiences from families from ethnic minority backgrounds with special educational	Project undertaken to better understand the obstacles individuals face in accessing support. Parent led steering group	Regular 'you said, we did' outcome reports are available on Bromley council website showing the outcomes of the work.

Purpose	Activity	Outcome
needs and disabilities.	<p>established which focuses on:</p> <ul style="list-style-type: none"> • Understanding culture and beliefs amongst different communities • Bridging the gap with ethnic minority families • Creating the right support for ethnic minority families 	
<p>Deliver a high quality, sufficient care home market that meets the needs of local residents. Led by the Enhanced Health in Care Home Framework (ECHO), the project aimed to deliver an integrated primary and community health and social care offer alongside high-quality care home provision enabling care home residents to be appropriately cared for in their home environment achieving excellent outcomes, maximising independence and</p>	<p>Six weekly Care Home Forum and learning disability and mental health forum.</p> <p>Weekly newsletter to provide up to date guidance and urgent key messages.</p>	<p>General engagement with providers has been excellent with Covid refocusing the relationship between care homes and the CCG and Local Authority as partners supported by a wider network of organisations.</p>

Purpose	Activity	Outcome
quality of life for care home residents.		
To gather views on a new Adult Hospital@Home service.	Survey to capture views on the proposed Bromley model was undertaken during May 2022. The survey was tested with One Bromley community champions who also helped with the promotion. Over 230 respondents.	Outcomes are being analysed at the time of publication and will be used to inform the physical conditions considered for hospital@home and the service model.
To involve families and young people in the transformation work to redesign therapy services in order to better support the communication development, physical skills and independence of Bromley children. The aim is to co-produce a system that is more responsive, informative and effective in identifying the level of need and ensuring that young people and their families are signposted and supported to	Broad range of engagement undertaken to understand needs and explain how the transformation work to strengthen the system and then to coproduce a web-based resource. Engagement groups held in February and March and then again in May and June 2022. Sessions have been held in schools, with young people and families including a group of young people with hearing impairments and parents with autistic children	Co-production of a plan for a web-based resource accessible to all. This is currently being tested with groups. It will increase the resources and support available earlier at both a universal and targeted level. The aim is to launch this in September 2022.

Purpose	Activity	Outcome
access the right information and service.		

Commissioning services

NHS South London Clinical Commissioning Group and London Borough of Bromley are responsible for commissioning services – and many of these are done jointly. Examples of recent engagement to inform commissioning of local services includes:

- Public engagement to inform the new Urgent Treatment Centre (UTC) service.**
 This included a public survey to gather intelligence on why individuals attend the UTC and views they had on the environment; a public/patient focus group to test and analyse the survey and inform the service specification and two public reps to be part of the procurement process including scoring and moderating the bids.
- Development of an Autism Strategy for Bromley.** Individuals with autism were closely involved in the development of the strategy and will continue to be closely involved in the delivery of the action plan.
- Proposed Five Elms Primary care network redirection project.** Public information materials were tested with patient representatives and community champions. Information was to be used to redirect patients arriving at an urgent treatment centre with minor ailments which could be dealt with in primary care services. This programme of work is still in development.

Together through winter campaign

The One Bromley Together through Winter Campaign, was developed to support the One Bromley health and care system manage winter challenges and pressures.



A sub-group made up of members of the One Bromley C&E Workstream together with discharge/emergency/urgent care leads was set up and met on a weekly basis to work together to develop a winter campaign which would also link into south east London and national winter activity, but which was primarily focused on supporting delivery of the Bromley winter plan.

The group had a supportive and encouraging approach so that all ideas that could support winter efforts was considered. Many of the outputs of the group have been used in other parts of south east London. The campaign recently won the One Bromley 'Supporting the

Bromley system' enabler award at the One Bromley Celebrating Integration Together staff awards held in May 2022.

Communications and engagement is a core pillar of the Bromley winter plan and is integral to successful delivery of services during the most challenging period of the year. Activity included:

- Comprehensive One Bromley winter plan developed to deliver national, regional, south-east London wide and borough specific information regarding flu, COVID-19 and winter health.
- One Bromley winter branding developed and applied to all winter communications.
- One Bromley staff event to launch the winter campaign and encourage working together and referrals to different parts of the system to help with winter pressures.
- Videos produced of main winter schemes to help promote the availability and how to refer across the local system.
- New One Bromley Together through Winter e-bulletin for the local system to give information about resilience schemes, winter challenges and pressures and share key information.
- Regular advertising to promote winter health messages through newspaper advertorials, digital and social media.
- Winter health leaflet delivered to every household in Bromley before Christmas providing information on vaccinations, using the right service, children's health, and self-care.
- New service directories for winter schemes for services to use.

Community Champions

In 2022, a new One Bromley Community Champions programme launched.

Champions are rooted in their community and bring local people and services together to improve health and wellbeing, transfer knowledge, and help reduce health inequalities across different groups. Their role helps to foster improved community engagement. They will have an important role in helping us to reach the seldom heard and co-design information and resources, so they meet the needs of different communities.

The Covid-19 pandemic has illustrated the value of having community champions and the impact they can have. A review undertaken by Public Health England illustrated their important role in helping reducing health inequalities and being key connectors in communities. A number of local authorities have successfully used community champions to deliver community support throughout the lockdowns and lately the vaccination programme.



The programme is still in its early days, and we continue to reach out both online and at community outreach events to add more champions to those already recruited.

A new monthly e-briefing has been set up for the community champions, which provides them with opportunities for people to have their say on service developments and useful health and wellbeing information for sharing with their communities and other networks. Face to face training sessions have already been held.

Sharing intelligence

All engagement activity undertaken across Bromley is shared through our One Bromley engagement tracker. The tracker provides all partners with accessible information about who is engaging with who and about what; avoids repetitive engagement where different organisations go out to the same groups to ask similar questions; feedback reports on outcomes of engagement so that intelligence can be shared across the system and a useful repository when considering what we already know before going out to engage further.

Examples of engagement undertaken by partners across One Bromley health and care services include:

Purpose	Activity	Outcome
<p>OXLEAS: One of the three strategic priorities for the next few years is achieving zero delays. The pandemic has led to cancellations and delays and the impact on waiting times will be felt for a while. Whilst people are waiting, the Trust aims to do everything possible to support such as providing resources. .</p>	<p>Virtual meetings were held to understand what people have found helpful and unhelpful when waiting for treatment in the past and explore which options would make a positive difference in the future.</p>	<p>A video sharing what was heard and what has been put in place in response is available.</p> <p>It explains the zero-delay priority area which commits to working with service users, staff and partners to implement improvements in waiting times.</p>
<p>OXLEAS: Another strategic priority is the Great Out of Hospital Care programme, which aims to support individuals to manage their mental health condition in the community. This priority was agreed based on feedback from staff,</p>	<p>Service users involved in various workstreams as part of this priority area. Feedback has included the need to have services working together, care close to home and early intervention to prevent hospital admissions.</p>	<p>Over the next three years – the Trust will continue to work with partners in health and social care and voluntary sector to redesign services for young people and adults including the expansion of some adult services to enable people to return home from hospital</p>

Purpose	Activity	Outcome
patients, carers and partners.		<p>as soon as they can and improving access to health checks.</p> <p>A Great Out of Hospital Care Conference takes place on 20 June 2022 which will increase awareness of the programme and highlight the work done during the first year of the programme.</p> <p>A video explaining the progress so far has been produced.</p>
<p>KING'S COLLEGE NHS FOUNDATION TRUST</p> <p>To capture patient preference and experience of attending both telephone and video consultations during the pandemic.</p>	<p>Two focus groups and an online survey were held to gather patient experience around the implementation of InTouch kiosks in key outpatient areas, the use of online surgical pre-assessment software and virtual consultations.</p>	<p>114 patients and local residents shared their preferences and thoughts on the digital transformation of outpatient care, including changes in acute settings to include e-receptionists and the move to more non-face-to-face appointments where clinically appropriate.</p>
<p>KING'S COLLEGE NHS FOUNDATION TRUST</p> <p>To ensure patient feedback was used to inform the development of new outpatient letter templates.</p>	<p>Outpatient letter template engagement exercise to inform design of new standardised Outpatient letter templates across the trust, ensuring they are written in Plain English and contain key accessibility information for patients.</p>	<p>New letter templates standardised for initial appointments across the Trust, based on feedback from 67 patients and carers.</p>
<p>KING'S COLLEGE NHS FOUNDATION TRUST</p> <p>To capture patient feedback to inform the Trust Strategy.</p>	<p>King's Strategy engagement with patients and local residents around the development of the new</p>	<p>125 patients and local residents took part in an online survey and workshops to inform the key priorities and workstreams</p>

Purpose	Activity	Outcome
	King's BOLD Strategy 2021-26.	of the organisation for the next 5 years.
KING'S COLLEGE NHS FOUNDATION TRUST To capture patient feedback to inform the Trust's Maternity Vision for the Future.	200 maternity service users and partners/dads informed the 'King's Maternity Services - Vision for the Future'.	An online survey was distributed and discussions with seldom heard groups, including Black Maternal Voices, provided a wide range of perspectives to help shape the priorities for the Maternity Department moving forward.

LOOKING AHEAD

In July 2022 the South East London Integrated Care System will be formally established as part of national changes. ICSs embody new ways of working bringing together all the health and care organisations in a particular area to work together more closely.

The integrated care board (ICB) holds responsibility for planning NHS services, including those previously planned by clinical commissioning groups. As well as a chair and chief executive,

membership of the board includes 'partner' members drawn from local authorities, NHS trusts/foundation trusts and general practice. The ICB should ensure that services are in place to deliver the integrated care strategy developed by the integrated care partnership. ICBs will be statutory organisations, including a governing board.

The One Bromley local care partnership is part of the south east London integrated care system, taking responsibility for integration and collaboration across Bromley health and care services. The One Bromley C&E workstream will continue to support integrated services delivered by the One Bromley local care partnership and from July 2022 will formally report into the One Bromley Executive.

Looking ahead our communication and engagement priorities will include:



- Ensure that statutory and legal duties in regard to public engagement are undertaken.
- Support One Bromley priorities and programmes to ensure there is timely, proportional, and meaningful public engagement and clear and consistent communications available.
- Promote appropriate health and wellbeing campaigns linked to local health needs and priorities.
- Promote and support One Bromley workforce development initiatives for staff working across the system, including the launch of the One Bromley 'making a difference together' staff e-bulletin, training and development programmes, Health and Wellbeing week and the One Bromley awards.
- Collaborate with other south east London partners as part of the south east London Integrated Care System

For more information on how to get involved in the development of services in Bromley, or to join the patient network or community champion programme please contact

broccg.patientquery@nhs.net

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