

Communications and Engagement Plan Publication of the Fit for the Future DMBC

1. Background

One Gloucestershire partners will formally publish the Fit for the Future Decision Making Business Case (DMBC) on 4 March 2021, ahead of the CCG Governing Body meeting on 11 March 2021.

This business case will set out resolutions for the service proposals following the Fit for the Future consultation:

- Acute Medicine (specifically acute medical take)
- Gastroenterology inpatient services
- General Surgery (Emergency General Surgery, *Planned Lower Gastrointestinal [GI]/colorectal surgery and day case Upper and Lower GI surgery)
- Image Guided Interventional Surgery (IGIS) including Vascular Surgery
- Trauma and Orthopaedic (T&O) inpatient services.

This follows the consultation review period, which included careful consideration by Gloucestershire Hospitals NHS Foundation Trust and NHS Gloucestershire CCG, of the output of consultation report, the Citizens' Jury reports and public, staff and stakeholder comments following publication of additional information.

*The DMBC will also include a resolution for Planned General Surgery that recommends that further work is done to define a new option to deliver:

- Planned High Risk Upper Gastrointestinal (GI) and Lower Gastrointestinal (Colorectal) surgery at Gloucestershire Royal Hospital
- Planned complex and routine inpatient and day case surgery in both Upper and Lower GI (Colorectal) at Cheltenham General Hospital.

Local people and staff will be given the opportunity to be involved.

2. Aim

The aim of the communications and engagement plan is to ensure staff, community partners, the public and media receive information on the outcome of the decision making process and next steps in a timely and appropriate way.

3. Objectives

There are a number of communication and engagement objectives, including:

- To provide clear, consistent and accurate information
- To support the NHS to communicate the outcome and the changes
- To ensure relevant audiences receive the information in the right order e.g. staff first
- To ensure effective media and social media arrangements are in place.

4. Key Messages

General

- The Fit for the Future consultation was about exploring how best to provide a number of specialist hospital services across the Cheltenham General and Gloucestershire Royal Hospital sites in the future and to ensure Gloucestershire is at the leading edge of healthcare
- The consultation feedback shows there was more support overall than opposition to strengthen the 'centres of excellence' approach to care, which reflects the way a number of inpatient services are already concentrated in one place, such as cancer care in Cheltenham and children's services in Gloucester
- We want to see two thriving hospital sites in Cheltenham and Gloucester, both providing world class treatment and care
- For services, the aim is to improve health outcomes for patients, reduce waiting times and the number of cancelled operations and ensure people see the right specialist to meet their needs at the right time
- It's about ensuring there are always safe staffing levels, including senior doctors available 24/7, teams have the best equipment and facilities and we support joint working across services
- We are also keen to create flagship centres for research, training and learning – attracting and keeping the best staff in Gloucestershire and provide more specialist services in the county to enable people to receive care locally rather than travelling further afield
- We know how important the Cheltenham General Hospital A&E Department is to people who live in the east of the county; in particular Cheltenham. We have publicly committed to a 24 hour A&E department in Cheltenham (nurse led, 8pm to 8am)
- The temporary COVID-19 emergency service changes are designed to support the delivery of healthcare in the context of the operational challenges presented by the COVID-19 pandemic

Whilst some of the temporary changes relate to the same clinical services included in the Fit for the Future consultation, the Fit for the Future programme remains the mechanism for agreeing any permanent, substantive changes to specialist hospital services for the benefit of patients.

The consultation

- We aimed to deliver a comprehensive consultation that sought to gather views from a wide cross section of the local population and our staff
- We were keen to go the extra mile to ensure we reached and received feedback from our diverse local communities and workforce using innovative methods, which responded to the challenges brought by the pandemic

- Our consultation approach was informed by independent advice from The Consultation Institute (TCI) and we used a variety of methods and channels to inform and consult on-line, in person, by post and by phone. As part of this advice, TCI also reviewed all consultation processes – documents, approach and survey
- As part of the consultation review period, all feedback was carefully considered before decisions were made
- We have demonstrated that we are always open to embracing new methods to provide opportunities for participation to as many people as wish to get involved.

5. Key Stakeholders and timings

There are a number of key stakeholders that need to be engaged and supported as decisions are made and communicated:

Time	Stakeholder	Purpose	Method
Monday 1 March 2021	NHS England – regional comms	Provide an overview of the decision making process and communication arrangements	Verbal briefing
Wednesday 3 March 2021	Staff within the services affected	Notification that the DMBC/recommendations will be published on 4 March ahead of the CCG Gov Body meeting and where the papers can be found. Communicate the recommendations, decision making process and potential next steps	Verbal briefing Develop Q/A based on questions received and publish
Wednesday 3 March 2021	Strategic Stakeholders: MPs, HWG, HOSC, District Councils	As above. Provide notification of where the papers and recommendations will be published, decision making process and potential next steps	Written briefing
Wednesday 3 March 2021	Dedicated briefing to Alex Chalk, MP and Richard Graham MP	As above. Provide notification of where the papers and recommendations will be published, decision making process and potential next steps	Virtual Briefing
Thursday 4 March	Media	Reactive statement in place	Media statement
Thursday 4 March	Publish information	Provide a link to the DMBC/Board papers from www.onegloucestershire.net/yoursay Ensure links across CCG and Trust websites are in place	On-line
Thursday 11 March	All Governors & Board Members	Briefing to inform stakeholders of the outcome of the CCG Governing Body meeting and next steps	Written briefing

Thursday 11 March	Staff briefing	Briefing to inform staff affected of the outcome of the CCG Governing Body meeting and next steps	Verbal and written briefing
Thursday 11 March	Strategic Stakeholders: MPs, HWG, HOSC, District Councils, Healthwatch Gloucestershire	Briefing to inform stakeholders of the outcome of the CCG Governing Body meeting and next steps	Written briefing
Thursday 11 March	Dedicated briefing to Alex Chalk, MP and Richard Graham MP	Briefing to inform them of the outcome of the CCG Governing Body meeting and next steps	Verbal briefing
Thursday 11 March	Trust and CCG PALS & Volunteers	Briefing and where to direct queries for further information	Written briefing
Thursday 11 March	Dedicated briefing to REACH	If not in attendance at the meeting, briefing to inform them of the outcome of the CCG Governing Body meeting and next steps	Verbal briefing
Thursday 11 March	Media/public	Issue media release	Media release
Thursday 11 March	Public	Issue social media post with video talking head from GHFT Medical Director?	Social media post with video content
Friday 12 March	Consultees	Communication/letter to all those who took part in the consultation (who supplied contact details) informing them of the outcome of decision making with a link to the papers online	Letter based on stakeholder briefing

6. Media statement

To follow

7. Social Media Posts

To follow

8. Internal comms

To follow

9.

Risks and mitigations

There are a number of risks that need to be considered:

Risk	Mitigation
Misinformation on social media channels regarding the decisions	A proactive watching brief on social media channels will enable any misinformation to be quickly addressed and responded to
Media receive accurate information on the decisions made	Appropriate proactive and reactive media arrangements in place
Information online is out of date	One Gloucestershire, GIG, Trust and CCG sites checked from 3 March 2021-12 March 2021