

Engagement Hub Evaluation Report

18 January 2019 – 18 February 2019

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Executive summary

The Engagement Hub is an NHS partnership in Leeds which works together to support local people to champion the voice of the wider public.

Since 2014, the Engagement Hub has offered training and peer support to patients, members of the public and staff. The training programme was co-produced with commissioners and volunteers and aims to offer local people the skills and knowledge they need to support meaningful engagement activity. The Hub offers **15** different training sessions and, over the last four years, it provided **81** sessions and trained **494** people. It also offered over **23** peer support sessions.

Although the Engagement Hub has had excellent feedback from its participants and is recognised across the country as an example of good practice, it has also had its challenges:

- 25% of the training sessions planned and half of the peer support groups scheduled in 2018 had to be cancelled due to low numbers of attendees
- Developing, delivering and planning these sessions requires a large investment of time and resources
- Administration for the programme is provided by NHS Leeds Clinical Commissioning Group (CCG). This is very time consuming and the CCG are keen to move towards a partnership approach to coordination of the Engagement Hub.

The Engagement Hub partners have decided to put the training and peer support groups on hold for six months whilst the current programme is evaluated and reviewed. This engagement asks people who had attended, delivered or shown an interest in our programme to share their views, experiences and involvement in the hub.

We used an electronic survey to gather people's views. We received feedback from **62** people. Six of the seventeen trainers responded to the survey. We also received feedback from members of the public and NHS staff.

People told us they were satisfied with their experience and involvement in the Engagement Hub and would like for the programme to continue. People who attended training sessions told us;

- that the training helped them feel more confident in their role
- that the training helped them develop new networks and broaden their knowledge
- that the behaviour of other participants was sometimes disruptive

People who attended the peer support group told us that they liked the group as it gave them the opportunity to share best practice and learn from each other.

Trainers told us that:

- they struggled with not having enough time to plan and prioritise the training
- cancellations and DNA's (did not attend) disrupted their sessions

This report makes a series of recommendations based on what people have told us. The recommendations will be shared with the People's Voices Group (PVG). The PVG is a group of engagement leads representing a wide range of public and voluntary organisations in Leeds. The PVG will be asked to consider the findings and make a decision about how the city will move forward with the Engagement Hub.

1. Background

a. What is the Leeds Engagement Hub?

The Leeds Engagement Hub is a partnership between NHS organisations in Leeds. The project aims to support staff and local people to champion the voice of the wider public. The Hub provides:

- a range of engagement training activities to patients, the public and NHS staff
- access to a peer support network which enables patients and the public to share best engagement practice.

b. Who is involved in the Leeds Engagement Hub?

The Leeds Engagement Hub is a partnership between:

- NHS Leeds Clinical Commissioning Group (CCG)
- CCG volunteers
- Leeds Teaching Hospitals NHS Trust (LTHT)
- Leeds and York Partnership NHS Foundation Trust (LYPFT)

c. Why was the Engagement Hub set up?

The Engagement Hub was initially developed in 2014 by NHS Leeds West Clinical Commissioning Group. Since the development of the Engagement Hub, a number of new partners have become involved.

The Engagement Hub was developed in response to patient and public feedback that told us people wanted:

- to see better partnership working between NHS organisations
- more support to enable meaningful engagement
- to develop their skills and knowledge
- more opportunities to share best practice with their peers

Providing free training and peer support is, we believe, good practice but is not a statutory duty for the NHS. The Engagement Hub has relied on the goodwill of CCG volunteers and staff working in NHS organisations in Leeds.

d. What does the Engagement Hub offer?

The Engagement Hub provides members of the public, patients, health volunteers and staff the opportunity to

- learn about the NHS
- develop their engagement skills and knowledge
- share best practice

The programme is split into:

- training
- peer support



e. What training is offered by the engagement Hub?

The training programme offers 15 different training sessions:

- **Being an Effective Health Volunteer (previously called Being an Effective Patient Champion)** - This session explores why the involvement of health volunteers is essential in the development of local health services
- **Knowing Your Community** - This session looks at the importance of equality and diversity in health and social care, and how health volunteers can support the NHS to engage with seldom heard groups.
- **Introducing the NHS** - This session explores how NHS organisations are structured locally and looks at national drivers for change including government policies and the rising demand for health and social care.
- **Social Media – Theory** - This session explores the role of social media in engaging with patients, carers and the public.
- **Social Media – Practical** - This practical session offers the participants the opportunity to set up and use a social media account.
- **Patient Participation Groups (PPGs)** - This session explores the role of patient participation groups in advising and informing practices on what matters most to patients and to help identify solutions to problems.
- **Co-Production** - This session looks at what is co-production and explores its potential in health and social care commissioning.
- **Procurement** - This session explains the process of paying for health services (procurement) and choosing the best provider (tendering) at the CCG.
- **Delivering Hospital Services and Making them Work (previously called Leeds hospital – Structure and governance)** - This session outlines the management structure within Leeds Teaching Hospitals Trust, enabling participants to better understand the way in which services are organised.
- **Listening to Our Patients – (previously called Leeds Hospital – feedback and how we use it)** - This session outlines the ways in which LTHT receives feedback from patients.
- **Valuing People in Quality Improvement** - This interactive session offered an introduction to Quality Improvement.
- **The Mental Capacity Act and Me** - This training helps participants understand how the Mental Capacity Act could affect individuals and how this legislation is considered and upheld by services and commissioners.
- **More than Words** - This training explores how we can involve patients and the public who need extra support due to communication and capacity issues.
- **Unconscious Bias** - During this training the participants look at their conscious stereotypes and began to understand how these might impact their roles as health volunteers.
- **Mental Health Anti-Stigma** - This session explores the topic of stigma and discrimination in a discussion based format, using participants' experiences and that of the facilitator's.

Over the last four years the Engagement Hub has offered **81** training sessions. The sessions have been attended by **494** people (members of public, patients and staff).

f. What is the peer support group?

As part of the Engagement Hub work, the CCG also facilitates a peer support group. The aim of the peer support group was to provide a space for patients and members of the public from across the city to come together and share best practice.

2. The challenges

Each training session is evaluated and **100%** of participants recommend the training they have attended. The sessions are regularly developed and improved, based on the feedback received from the attendees. The peer support group receives similar positive feedback. While the feedback is very positive the Engagement Hub faces a number of challenges.

a. It takes a lot of time to coordinate the Engagement Hub

The programme of training and peer support is administered by NHS Leeds CCG. Administration involves; co-ordinating annual activities, hosting Engagement Hub meetings, booking people onto the training and developing the programme.

As the programme has expanded and developed, the administration of the Engagement Hub has become increasingly time-consuming. The CCG is keen to share the responsibility for the coordination of the Engagement Hub.

b. It takes a lot of time to plan and deliver the training sessions

The training offered through the Engagement Hub is free of charge, however a lot of time and resources go into preparing, developing, delivering and evaluating the training sessions. Providers of the training also support the costs of room hire, travel expenses and refreshments. This programme is not a statutory duty and staff sometimes struggle to find the time to commit fully to the Hub. This is perhaps reflected in the low response from trainers involved in the Engagement Hub.

c. It can be difficult to recruit people to some of the training

The CCG has taken on the responsibility to promote and recruit to the training sessions and peer support. Over the last year it has been difficult to recruit enough people to fill the training and peer support and a number of the sessions have had to be cancelled. Previous feedback suggests that the Engagement Hub is a valued resource and the difficulties in recruitment are likely to be due to a lack of awareness amongst the public.

d. There are high numbers of cancellations and non-attendance

Over the last four years:

- 145 people had cancelled their booking (often at very late notice)
- 75 people have DNA'd the training (not turned up to the session).

Out of the 81 training sessions organised in the past four years, approximately 25% have had to be cancelled due to high numbers of people cancelling their place with late notice.

Our proposal

All training sessions and peer support have been put on hold while we evaluate the Engagement Hub. As we move towards a more integrated local health and social care system we believe that the Engagement Hub requires a citywide approach with all partners equally involved in the development and delivery of the programme.

We ask the People's Voices Group (PVG) to:

- receive this report
- consider the feedback from participants
- discuss the benefits and risks of re-launching a citywide Engagement Hub
- If appropriate, consider setting up a steering group to develop a project plan

3. How we identified and engaged with people?

We wanted to hear from patients, members of the public and professionals who have:

- attended one or more training sessions delivered as part of the Engagement Hub;
- attended the Engagement Hub peer support group
- helped out with developing and delivering an Engagement Hub training session;
- have shown an interest in our Engagement Hub training,

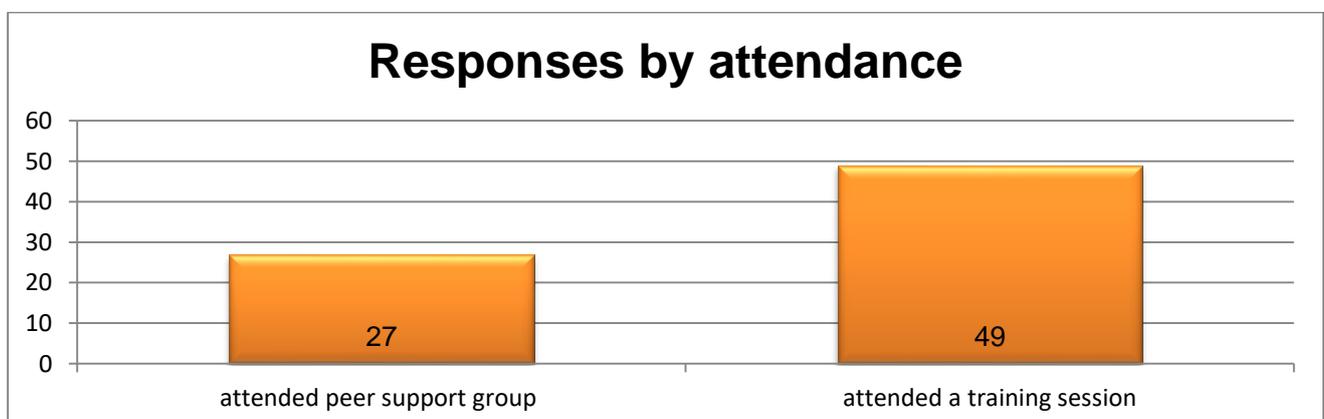
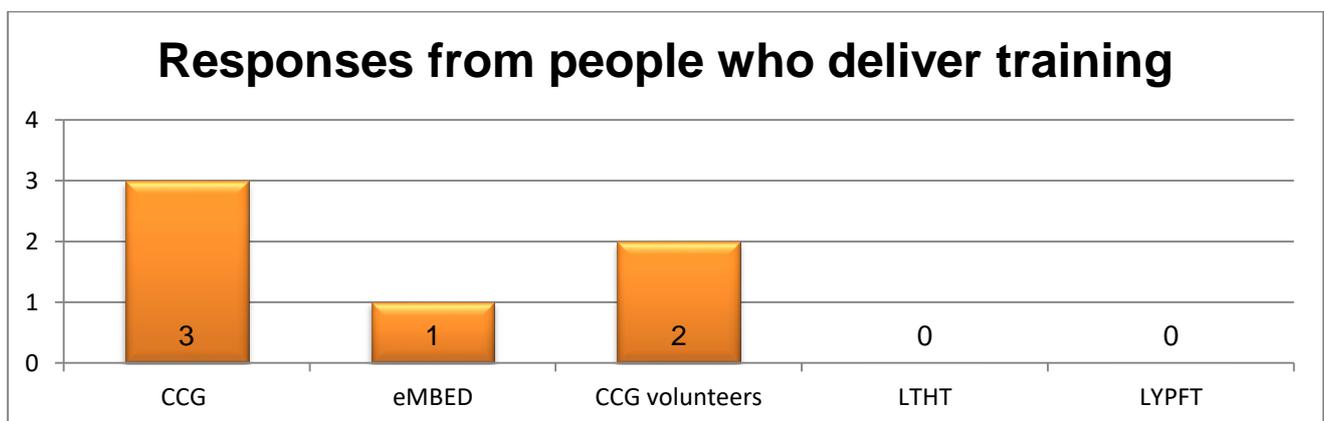
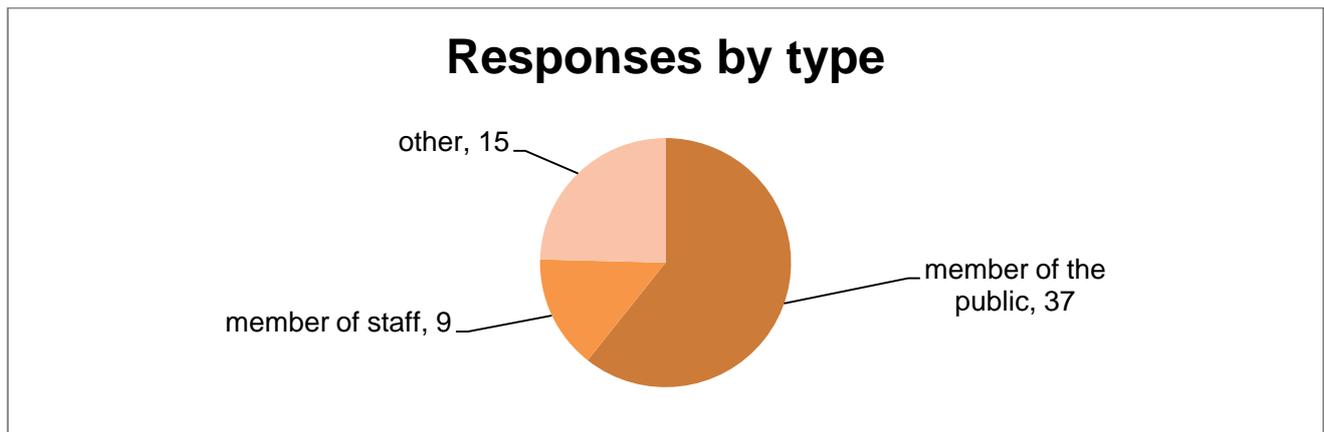
We used an electronic survey to gather people's views. Paper copies of the survey were available upon request. The engagement was open for 4 weeks, between 18 Jan 2019 and 18 Feb 2019.

At the beginning of the engagement we contacted all the people who have attended or expressed an interest in any of the Engagement Hub training sessions in the past 4 years and invited them to share their views and experiences with us. We also contacted all the trainers who developed and delivered the training sessions. We also shared the evaluation with our Engagement Hub partners, the CCG network and the People's Voices Group members.

4. Who did we speak to?

Overall, we heard from **62** people. The respondents were asked to identify themselves as members of staff or patients/members of the public.

- 10% of people who have been involved in the Engagement Hub responded to the survey
- 60% identified themselves as **patients or volunteers**
- 15% identified themselves as **members of staff**.
- 25% identified as **'other'**
- 6 of the 17 trainers on of the trainers filled in the survey
- 80% of respondents attended at least one of the training sessions
- 45% of respondents attended a peer support group meeting.



5. What did people told us?

The survey asked a range of questions aiming to understand:

- a. Peoples' experience of developing and delivering Engagement Hub training
- b. Peoples' experience of attending the training
- c. Peoples' experience of attending the peer support group.
- d. Peoples' views on the future of the programme

Some people engaged with more than one element because they were involved in different aspects of the Engagement Hub. Therefore the total number of responses equals more than the 62 people who completed the questionnaire.

a. Peoples' experience of developing and delivering Engagement Hub training

Overall six of the seventeen people who were involved in developing and delivering training sessions responded to the survey:

- 3 staff from NHS Leeds CCG
- 1 staff from Embed
- 2 CCG volunteers

As the number of respondents to this section is very low it is difficult to draw a conclusion about the benefits or challenges of the overall training programme from a trainer's perspective. The people who responded to this section of the survey told us that they have been involved in developing and delivering the following training sessions:

- Being an Effective Health Volunteer (Being an effective patient champion)
- Knowing Your Community
- Introducing the NHS
- Patient Participation Groups (PPGs)
- Co-production
- Procurement.

Therefore, the feedback on this section will only refer to these 6 training sessions.

All respondents who've been involved in developing and delivering the above training reported being **satisfied or very satisfied** with their involvement as trainers in the Engagement Hub.

Trainers told us that the benefits of the Engagement Hub include:

- **helps NHS staff understand the importance of patient and public engagement and involvement**
- **encourages and supports partnership working across Leeds**
- **helps members of the public or patients feel more confident in championing the voice of wider public**
- helps people share good practice
- helps people develop new networks
- demonstrates the organisation's commitment to patient and public engagement and involvement.

'I think the training is important to support volunteers to understand and get involved in our work. It also supports staff to understand and value engagement.'

'I think the training sessions that we have developed are an important tool to help people get

involved.'

'The Engagement Hub encourages a cross organisation cohesive approach (e.g. current work on challenging behaviour).'

Trainers told us that the challenges of delivering the Engagement Hub include:

- **People not attending the training after booking a place**
- **prioritising training development and delivery alongside other work commitments**
- People cancelling their booking with late notice
- Not enough time to evaluate the training session
- People not staying for the full training session
- Not having enough time to promote and recruit people to the training
- Not having enough time to reflect and develop the session

'It feels that some people don't value the training for some reason, turning up late, leaving early and thinking that is ok. It'd be great if we had some sort of method to state whether you had fully attended; i.e. you don't get a completion certificate unless you attended the whole thing.'

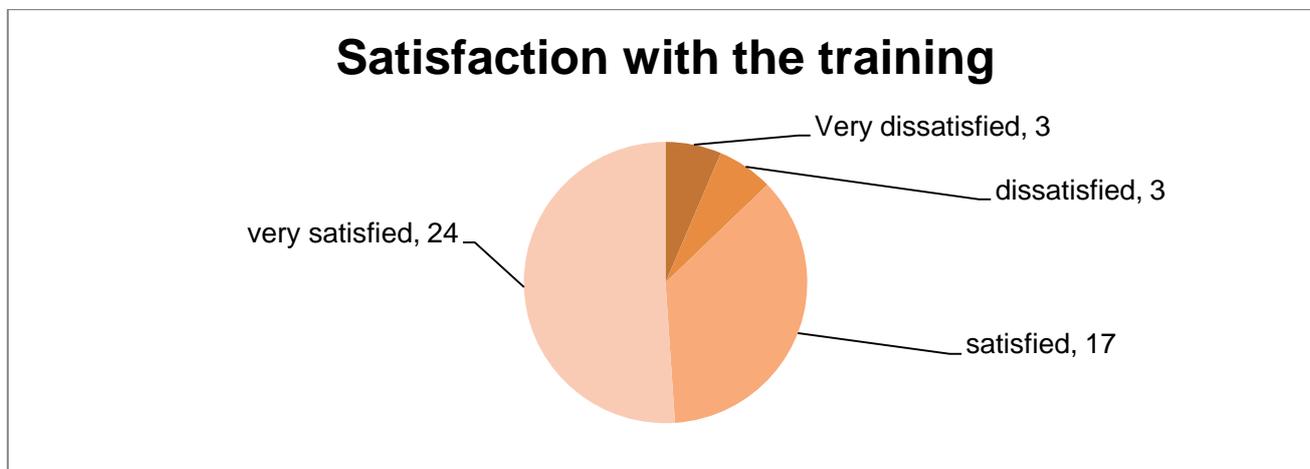
Trainers told us about difficult and unhelpful behaviours they experiences when running the sessions. This included participants who;

- **dominate the discussions**
- **repeatedly digress from the main topic**
- **interrupt others when they are talking**
- arrive after the session has started
- use the training sessions to push personal agenda's
- leave before the session has ended
- are rude to the trainer
- are rude to other participants

'There are often some very difficult characters in attendance and how they act in the training sessions can have a significant impact on other people, to the point where they aren't benefitting from the training or the session overruns or has to be rushed (reflected in the evaluations).'

b. People's experience of attending the training

Overall we spoke with 49 people who attended at least one of the training sessions offered through the Engagement Hub. This represents approximately 10% of the overall number of people who attended the training in the past 4 years (494 attendees). People were generally satisfied or very satisfied with the training.



Participants told us that the benefits of attending the training included:

- Increased knowledge and understanding of
 - of the NHS (including services and structures)
 - coproduction
 - PPGs
 - equality groups
 - procurement process
- opportunities to network
- increased confidence to champion the views of patients and the public
- opportunities to talk to staff
- getting an alternative viewpoint and challenging stereotypes

'Gave more information and knowledge which I found useful in my role as a Volunteer.'

'Gained useful knowledge and helpful information.'

'Provided a better insight into the role of a PPG within a Practice.'

'I learned a great deal about the aims of and possibilities for PPGs. It was a great opportunity to meet with members of other PPGs and hear about the successes and failures they had experienced with their groups. There were lots of new ideas I was able to take back to our group.'

'Think about things from a different viewpoint.'

Participants told us that the challenges of delivering the Engagement Hub include:

- Trainers using the phone/laptop during the session
- Keeping participants on track

Participants told us about difficult and unhelpful behaviours they experiences when running the sessions. This included participants who;

- **dominate the discussions**
- **arrive after the session has started**
- **leave before the session has ended**
- interrupt others when they are talking
- use the training sessions to push personal agenda's
- repeatedly digress from the main topic
- are rude to other participants
- are rude to the trainer

'Trainers were good at dealing with such issues.'

'Although these have occurred during some of the sessions the facilitator has been very good at curtailing the behaviour.'

Other feedback included:

- Some people attended sessions more than once because
 - they felt it developed their understanding
 - the sessions are often refreshed and updated

'The first session was most beneficial and so when there was a second session I attended it.'

'Because I did not fully understand it first time.'

'It is good to refresh. One takes in different aspects of the detail in the training at different times and some information facts alter as the NHS policies alter e.g. STPs to ICS.'

'PPG session was updated so went to the update.'

- A third of people said they have cancelled a session. The reasons for cancelled varied and included; feeling unwell, other work commitments and unexpected family emergencies.

'Regarding cancellations, I would suggest charging £25.00 with each booking made which would be refunded after the course was attended. This would not be too burdensome using BACS.'

'Participants should be charged £5 or £10 (non-refundable).'

- One person told us that they did DNA'd a session because they had issues with transportation

'Other issues - location, lack of car parking, on occasions I have come to WIRA for e.g. and could not park anywhere., so I have gone home. I do not claim expenses so would not request transport.'

'I have Bipolar. I sometimes suffer from periods of depression.'

c. People's experience of attending the peer support group

Overall, 27 people we spoke to reported attending at least one of the peer support groups in the past.

People told us that the peer support group:

- helps them **network** with other volunteers
- provides opportunities for **sharing best practice** and ideas
- meet people with **similar interests**
- **needs to be well facilitated** to manage disruptive behaviours

'Learning lessons from others is an important part of the volunteer role.'

'Sharing best practice, sharing information & networking.'

'There are always areas of concern that benefit from discussing with peers e.g. if they have experienced this as well, is it a blip in the system or gain support in recommendations of their way of dealing with/processing the issue.'

'Very useful to share experiences and also good practice.'

'The exchange of experience and ideas is invaluable. You pick up ideas which may not have been previously considered and have the opportunity to discuss them with people who have already used them.'

'Discussion stimulates further thought and ideas. Ideas can be debated and issues resolved in the meetings.'

'The peer support group needs to be carefully managed or chaired to avoid individuals dominating the discussion.'

d. People's views on the future of the programme

All respondents who have been involved in developing and delivering the above training told us that they are **interested in continuing to be involved** in the Hub, and that it is important that the training continues to be offered to patients and staff. Some people told us that they would like a more collaborative approach to patient training in the city with organisations working together to reduce duplication.

'Something Leeds should be proud of!'

'I think the training is essential and should continue.'

'Let's keep this going and keep building on it. It's the start of the system integration and working together from an engagement perspective and it would be a shame to lose all of that work and development.'

'They have always left me with a positive feeling and energy to go out and do more. Attending the sessions and being able to talk to others, gives me a feeling of community, knowing that we're not just an isolated group in our own practice but that there are other groups out there with the same goals.'

'I was delighted to have been able to attend the PPG training and would like to see it continue. It would be a great pity to see it end.'

I wonder if more effort should be put into linking with other organisations to provide training as I sometimes find the same course is offered by 2 or 3 organisations and only a few attend each course, I think the larger the participation the greater the knowledge gained and of course costs would be lower.

Trainers told us that in the future the Engagement Hub needs to support them with:

- Training evaluation (such as access to surveys, support with the analysis and writing the report)
- Promoting the training sessions/calendar
- Logistical support - such as managing the list of the attendees (booking people on the training, responding to any enquiries, regular contact with the attendees, etc.), booking venues and administration of the training (preparing the documentation for the training, printing materials, etc.)
- Costs involved for delivering the training (such as room booking costs, refreshment costs, patients travel expenses)

'I think it'd be great if the responsibility was shared amongst the engagement hub partners as administrating the whole thing (more or less) can be a full job in itself. To do that a complete set of guidelines and agreed upon procedures would be needed.'

Participants outlined what they would like to see in a future Engagement Hub:

- New training (Chairing a meeting, Fundraising, NHS Plan, Conducting research)
- Bi-monthly or quarterly peer support groups

'Training for volunteer chairs - how to effectively chair a meeting.'

'Vary time of peer support group meetings - have not been able to make any recently as the times were not free for me.'

6. What are the key themes and recommendations?

We identified the key themes from the feedback we received. We have split these themes into feedback from patients/the public and feedback from staff. Based on these themes we are making a series of recommendations to the People Voice's Group.

Feedback from patients and the public	
You said	We recommend (please consider)
<i>We are happy with the training offered by the Engagement Hub. It helps us better understand the NHS, gives us chance to network and develops our confidence</i>	Continue the Engagement Hub training because it is valued by patients and the public
<i>Sometimes we want to attend the same session again</i>	Manage attendance and ask people to justify attending the same session again. Give priority to people who have not attended the session before.
<i>We think the peer support group is a useful way for us to meet other health volunteers, support each other and share best practice</i>	Continue to run quarterly peer support groups for health volunteers in Leeds.
<i>We would like to see the Engagement Hub continue and developed</i>	Continue to provide an Engagement Hub. Review the programme annually and use feedback to develop the approach.
<i>We want to see unhelpful behaviours challenged in the session. This included things like people dominating conversations and repeatedly digressing from the topic</i>	Provide training to staff leading the session to support them to challenge unhelpful behaviours
<i>We don't want NHS staff (including trainers) using their mobile phone or laptop during the session</i>	Ask staff to avoid using mobiles and laptops during the session or justify their use (social media about the session)
<i>We want people to arrive on time and stay for the whole session.</i>	Strongly encourage people to arrive on time and attend the full session. Consider location and timings

Feedback from staff delivering training	
You said	We recommend (please consider)
<i>We are happy with our involvement in the Engagement Hub. It helps NHS staff understand the importance of engagement, supports partnership working and helps people feel more confident in championing the voice of wider public.</i>	Continue the Engagement Hub training because it supports wider engagement approaches and partnership working in Leeds
<i>We sometimes find it difficult to manage our 'day job' alongside our work on the Engagement Hub</i>	Support staff to manage their involvement in the Engagement Hub. This might include raising the profile of the work with senior leaders.
<i>We want to encourage people not to cancel their place at late notice</i>	Consider approaches to encourage people not to cancel their place.
<i>We want to reduce the number of DNA's (no shows)</i>	Consider approaches to encourage people to attend their training or cancel their place
<i>We want to be able to challenge unhelpful behaviours during sessions. This includes things like people dominating conversations and repeatedly digressing from the topic</i>	Provide training to staff leading the session to support them to challenge unhelpful behaviours
<i>We need more support with; administration, promotion and recruitment, costs, evaluating and developing sessions</i>	Consider what admin support is required to manage the Engagement Hub

Other recommendations

The Engagement hub should provide well organised and accessible support for patients. Based on national good practice, existing feedback and experience of delivering the programme over the last five years we make a series of recommendations:

- There should be a clear outline of the aims, objectives and outcomes of the Engagement Hub
- The Engagement Hub should align with the principles and values of the People's Voices Group
- The Engagement Hub should be co-produced with health volunteers
- All partners need to be clear about their responsibilities and should sign up to delivering the programme
- The Engagement Hub should have a single point of contact and each partner should have a named lead for the Engagement Hub
- Sessions should be accessible. This includes:
 - Understanding the needs of participants
 - Providing information in alternative formats
 - Providing sessions at different locations/times
 - Using a variety of engaging training methods
- Excellent communication with participants and partners is essential. This should include providing information about the training and reminders
- Patient feedback about the Engagement Hub should be gathered routinely and used to develop the service
- Excellent promotion of the Engagement Hub by all partners is essential
- Trainers and facilitators should be knowledgeable and confident to deliver sessions and manage group work discussions.
- Consistency is important and sessions should follow an agreed format

7. What will we do with the information?

The report will be shared with all the people who filled in the survey and gave their contact details. The report will also be included in our next e-newsletter which is sent out to patients, carers, the public and voluntary, community and faith sector services. The report will also be available on the CCG website: <https://www.leedsccg.nhs.uk/get-involved/training/>

The report and recommendations will be presented at the next People's Voice Group meeting on Wednesday 8 May. The group will consider the findings and recommendations and will make a decision about how we move forward with the Engagement Hub in Leeds.

We will publish any updates on the above CCG webpage.

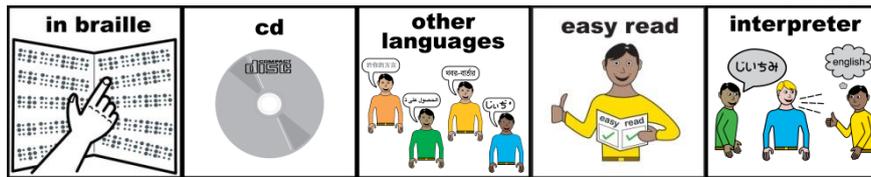
Alternative formats

An electronic version of this report is available on our website at <https://www.leedsccg.nhs.uk/get-involved/your-views/primary-care-the-light/> or please contact us direct if you would like to receive a printed version.

If you need this information in another language or format please contact us by telephone: **0113 84 35470** or by email: chris.bridle@nhs.net

'Jeśli w celu zrozumienia tych informacji potrzebujesz Pan(i) pomocy w innym języku lub innej formie, prosimy o kontakt pod numerem tel.: **0113 84 35470** lub poprzez email na adres: chris.bridle@nhs.net

اگر آپ کو ان معلومات کو سمجھنے کے لیئے یہ کسی اور زبان یا صورت میں درکار ہوں تو برائے مہربانی سے اس نمبر پر فون کر کے رابطہ کریں: 84354700113 یا اس پتہ پر ای میل لکھیں: andra.szabo@nhs.net



Further information

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