

NES
Item 8a
April 2014

NES/14/36
(Enclosure)

Board Paper Summary

NES Engagement with the Third Sector and Voluntary Organisations

1. Title of Paper

NES Engagement with the Third Sector and Voluntary Organisations

2. Author(s) of Paper

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3. Purpose of Paper

Greater integration of public services in Scotland is a key driver of the Public Service Reform agenda. Through partnership, collaboration and effective local delivery by statutory and third sector/voluntary organisations, it is expected that Scotland will achieve the '2020 Vision' of sustainable quality in healthcare. There is also a clear objective of the change agenda to invest in community-based, person-centred and asset-based approaches which prevent ill-health and dependency in public services. All these require the full engagement of the third sector in the planning, design and delivery of public services and interventions.

The purpose of this paper is to update the Board and obtain feedback on our developments related to strengthening, embedding and sustaining engagement with the third sector and voluntary organisations.

4. Key Issues

In May 2013, the Scottish Government asked each NHS Board to complete an 'Engagement Matrix' tool. It aimed to support each NHS Board to:

- (1) Map out current partnership arrangements with the third sector;
- (2) Identify where further development can take place;
- (3) Consider future partnership working; and
- (4) Develop more strategic approaches to engagement.

The outcome of this work was submitted to the Scottish Government in autumn 2013¹.

¹ NHS Education for Scotland, (2013). NES Engagement with the Third Sector and Voluntary Organisations. Enhancing health and care through partnerships and collaboration. Edinburgh: NHS Education for Scotland. Available online: <http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/workforce-development/engagement-with-voluntary-organisations.aspx> [Accessed 16 April 2014].

The NES outcomes have also been shared with Lucy McTernan, Deputy Chief Executive, Scottish Council for Voluntary Organisations (SCVO) and Paul White, Director of Networks, Scottish Council for Voluntary Organisations (SCVO). In addition, discussion with the SCVO in sustaining partnership working is ongoing.

In strengthening, embedding and sustaining NES engagement with the third sector, a number of recommendations are outlined in the attached report, of which some include:

- (1) A formal strategic engagement process.
- (2) Embedding third sector engagement in educational governance.
- (3) NES promotion, learning exchange and awareness raising.
- (4) Internal and external communications.
- (5) A NES-wide accessible contacts database of the third sector.
- (6) Partnership working and shadowing.
- (7) Continuation of existing and successful partnerships.

Of particular importance here, NES Board members are invited to provide feedback on the work to date and note current developments:

- (1) A scoping exercise of the level and depth of third sector and voluntary organisations has taken place across NES. The report is available at this link <http://www.nes.scot.nhs.uk/media/2593202/nes-engagement-with-the-third-sector.pdf>.
- (2) Further discussion is taking place at Directorate Management Teams and the Educational Leadership Group.
- (3) Programme monitoring and inclusion of reporting within the NES Educational Governance processes, i.e. triennial reporting.
- (4) Promotion of the benefits of NES engagement with the third and voluntary sector.
- (5) Inclusion and development of a third sector learning exchange scheme within the NES AHP Careers Fellowship – the aim of which is to increase AHP's understanding of the third sector and to support more effective cross-sector working that will facilitate a co-productive approach with service users and other agencies.

In addition, SCVO have identified a number of areas where a more strategic approach to partnership working would mutually help NES and the sector achieve improved outcomes:

- (1) Promotion of a shared database on Scotland's third sector – 'Milo' or its public face companion, [Get Involved](#)².
- (2) Learning from the NES AHP Careers Fellowship to lend support to a Scottish Government funded programme of NHS staff secondment into the third sector/voluntary organisations.

5. **Educational Implications**

- Increased learning exchange and workshops within NES and beyond.
- Increased strategic engagements within NES and beyond.
- Shadowing and learning of NHS staff with the third sector.
- Transfer and learning of staff through secondment.
- People empowerment and utilising extant resources – learning on community-based, people-centred and assets-based approaches.

² Get Involved Website: <http://www.getinvolved.org.uk/> [Accessed 01 April 2014].

6. Financial Implications

It is expected that immediate financial implications will be minimal, and that extant resources will support immediate developments. However, there is potential to grow and enhance e.g. the learning exchange scheme with NES NMAHP and the SCVO, and other opportunities throughout 2014-15. Further development work would require consideration of budgets as appropriate.

7. Which NES Strategic Objective(s) does this align to?

From the recently refreshed [Strategic Framework, 2014-2019, pp.12-14](#):

- | | |
|------------|--|
| Theme 1: | An Excellent Workforce |
| Theme 3: | New Models of Care |
| Theme 4: | Enhanced Educational Infrastructure |
| Outcome 1: | A demonstrable impact of our work on healthcare services. |
| Outcome 2: | An excellent learning environment where there is better access to education for all healthcare staff. |
| Outcome 9: | An effective organisation where staff are enabled to give their best and our values are evident in every day work. |

8. Impact on the Quality Ambitions

The [Healthcare Quality Strategy for NHS Scotland](#) aims to deliver the best quality healthcare to the people of Scotland. By enhancing promotion and collaboration throughout NES and beyond, the work is expected to deliver on the principles ('Quality Ambitions') of safe, effective and person-centred care, in an efficient, timely and equitable manner.

Of particular note, the work most closely aligns with the person-centred care 'Quality Ambition':

- Mutually beneficial partnerships between patients, their families and those delivering healthcare services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision-making.

9. Key Risks and Proposals to Mitigate the Risks

Key risk:

- This is a new area of work for NES.

Mitigating actions:

- A measured and realistic strategic plan.
- Build on the expertise of SCVO.

10. Equality and Diversity Impact Assessment

NES is required to assess the equality impact of all new or proposed policies, functions and workstreams, and to have due regard to equality considerations when making decisions.

- a) Briefly describe your arrangements for assessing the equality impact of any proposals outlined in this paper.

At the outset it is expected that access to knowledge and information will be supported via accessible communication that has been corporately agreed by NES.

A full EQIA is being scoped.

- b) What potential or actual impact on people from different equality groups or other equality considerations have been identified?
- c) What actions have been taken or proposed to address the issues you identified?

See guidance note on how to complete this section (available on Intranet, Meetings section). Your paper should include relevant details, including assessment of alternatives if required.

11. **Communications Plan**

A Communications Plan has been produced and a copy sent to the Head of Communications for information and retention:

Yes

No

The action plan outlined in the attached report suggests some ways forward in promoting and communicating the value of the third sector across NES and beyond.

An internal and external communications plan is being scoped

A Communications Plan format template is available in the 'Meetings' and 'Communications' sections of the NES Intranet.

12. **Recommendation(s) for Decision**

The NES Board is invited to:-

- (1) Note the findings of the NES interaction with the third sector and voluntary organisations.
- (2) Feedback on any aspect related to strengthening, embedding and sustaining engagement with third sector and voluntary organisations.
- (3) Note the work in triennial reporting through educational governance – supporting the sustaining and embedding of reporting interactions with the third sector and voluntary organisations.
- (4) Note the developments to date.

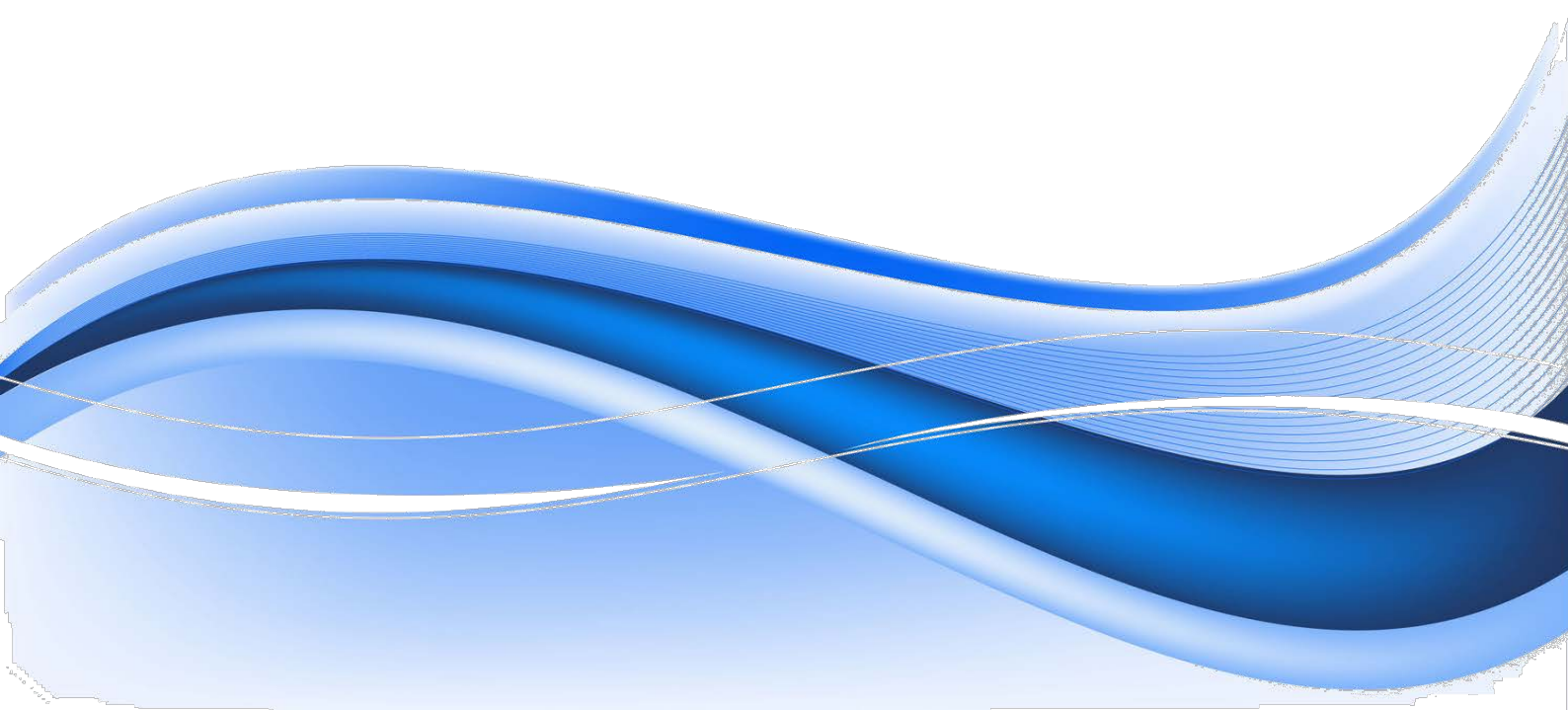
NES
April 2014
NE/SL

NES Engagement with the Third Sector and Voluntary Organisations
Enhancing health and care through partnerships and collaboration

NES Board Paper: Summary of Progress to Date and Onward Actions

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April 2014



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1. Introduction

NES Engagement with the Third Sector and Voluntary Organisations

Greater integration of public services in Scotland is a key driver of the Public Service Reform agenda. Through partnership, collaboration and effective local delivery by statutory and third sector organisations, it is expected that Scotland will achieve the 2020 Vision of sustainable quality in healthcare. This requires the full engagement of the third sector in the planning, design and delivery of public services.

The Scottish Government asked each NHS Board to identify and agree with third sector colleagues, high impact areas of collaborative improvement and to complete an 'Engagement Matrix'. This Engagement Matrix tool¹ intended to facilitate the mapping of current engagement and partnership working with the third sector, to identify gaps in provision and to plan for further developments.

It is expected that the completed matrices from across NHSScotland will contribute to a national picture of joint working with the third sector, and will support planning for further engagement.

In consultation with NES leads, a report² presenting the level and quality of engagement with the third sector/voluntary organisations was submitted to the Scottish Government in autumn 2013. It also offered some potential ways forward for further engagement.

NES engagements – of varying breadth, quality and collaboration – with approximately 40 third sector organisations have been identified to date. These engagements cover the following areas:

1. Policy and strategy development
2. Planning and commissioning
3. Service delivery
4. Capacity building
5. Learning exchange

There are examples of existing successful NES partnerships with third sector organisations. For example, there is a strong partnership with Alzheimer Scotland to deliver training, education and workforce development in relation to Scotland's National Dementia Strategy.

However, our involvement and engagement with third sector organisations is variable and there is potential for future developments and partnerships to be initiated, strengthened and sustained as appropriate. In addition, there is currently no strategy for identifying further potential partnerships; however, some directorates have embedded third sector representation in Programme Boards and Advisory Forums.

In moving forward the work, this report presents the developments that have taken place since our submitted report to the Scottish Government, and introduces a high level action plan for onward engagement.

2. Strategic Landscape

The [Healthcare Quality Strategy for NHSScotland](#)³ aims to support the NHSScotland workforce in the delivery of safe, effective and person centred care. In 2010, the [Quality Alliance Board](#)⁴ (QAB) considered the importance of the third sector in the implementation of the strategy, and in 2011 recommendations for more effective engagement and coordination between NHS Boards and third sector organisations were endorsed. Full engagement of the third sector suggests that they “must be treated as partners in the planning, design and delivery of public services”¹.

In addition, the Public Service Reform agenda suggests that “public, third sector and private organisations must work more effectively in partnership with communities and with each other to design and deliver excellent public services which meet the needs of local people”⁵.

This agenda rests upon four pillars⁶:

- Prevention – Reduce future demand by preventing problems arising or dealing with them early on.
- Performance – To demonstrate a focus on continuous improvement of the national outcomes, such that services are consistently well designed and based on the best evidence.
- People – To unlock the full creativity and potential of people at all levels of public service, and empowering them to work together in innovative ways.
- Partnership – The development of local partnership and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes.

Similarly, the [Public Bodies \(Joint Working\) \(Scotland\) Bill](#)⁷ proposes greater integration between health and social care services, and aims for more efficient services and improved outcomes for individuals.

In line with the above, the Scottish Government envisions that by 2020, everyone will be able to live longer, healthier lives at home or in a homely setting. The healthcare system is envisioned to involve an integrated health and social care infrastructure, with a focus on prevention, anticipation and supported self management⁸.

In supporting the workforce, the [Everyone Matters: 2020 Workforce Vision](#)⁹ sets out the values that are to be shared across Scotland’s health services:

We will respond to the needs of people we care for, adapt to new, improved ways of working, and work seamlessly with colleagues and partner organisations. We will continue to modernise the way we work and embrace technology. We will do this in a way that lives to our core values.

Together, we will create a great place to work and deliver a high quality healthcare service which is among the best in the world.

3. NES Use of the Engagement Matrix

3.1. Strategic Leadership for Third Sector Engagement

The Scottish Government asked each NHS Board Chief Executive to designate a Lead Officer for Third Sector engagement. A Third Sector Leads Network was then established with representation from national Third Sector organisations and NHS Board Third Sector Leads. The designated Lead Officer for Third Sector Engagement is Sonya Lam, Director of Allied Health Professions.

3.2. The Engagement Matrix

The Scottish Government also set up a short life action group, led by Third Sector to develop the Engagement Matrix¹, a tool to assist NHS Boards and third sector organisations to map existing Third Sector engagement, identify where there are gaps and agree what developments could be undertaken.

The Engagement Matrix covers five functional themes (Policy & Strategy Development; Planning & Commissioning; Service Delivery; Capacity Building and Learning Exchange) across five levels of engagement (Inform; Consult; Involve; Collaborate and Empower).

Each NHS Board was asked to complete the Engagement Matrix and identify and agree with third sector colleagues high impact areas of collaborative improvement. For the territorial NHS Boards discussion and agreement was with their local Third Sector Interfaces (TSIs) which provide an interface between statutory and third sector organisations. For NES and other special health boards there are the national intermediary bodies such as the [Scottish Council for Voluntary Organisations](#)¹⁰ (SCVO), [Voluntary Health Scotland](#)¹¹ (VHS), [Health and Social Care Alliance Scotland](#)¹² (the Alliance), [Voluntary Action Scotland](#)¹³ (VAS) and [Coalition of Care and Support Providers Scotland](#)¹⁴ (CCPS).

3.3. Findings from the NES Engagement Matrix

The NES Engagement Matrix² was completed in consultation with named NES leads and submitted to Scottish Government in autumn 2013.

The NES Engagement Matrix 2013 showed that:

- NES has or currently interfaces with approximately 40 third sector/voluntary organisations, with further scoping being undertaken.
- The interactions range from learning exchange, to co-creation of learning resources, through to strategic engagements.
- The most comprehensive coverage of engagement occurs at the collaborative level, i.e. Level 4 – and this occurs across all the identified themes. In addition, there are also some strong examples of where NES actively involve and consult with partners.
- Gaps in provision are evident, most notably at the empowerment level.

4. Action Plan for Engagement and Collaborative Working

4.1. Emergent Actions

Through the process of completing the Engagement Matrix a number of potential actions were identified to strengthen engagement and collaboration, of which some include:

- A formal strategic engagement process
- Embedding Third Sector engagement in educational governance
- NES promotion, learning exchange and awareness raising
- Internal and external communications
- A NES-wide accessible data base of Third Sector organizations
- Partnership working and shadowing
- Continuation of existing and successful partnerships

The process of identifying high impact areas of collaborative improvement from the NES Engagement Matrix was carried out in partnership with the Scottish Council for Voluntary Organisations (SCVO), an umbrella body for Scotland's charities, voluntary organisations and social enterprises¹⁰.

4.2. Actions Progressed

From the potential actions identified and from additional suggestions from Lucy McTernan, Deputy Chief Executive SCVO and Paul White, Director of Networks SCVO, several areas have been progressed around the following themes:

- Strategic linkages
- Promotion
- Embedding for sustainability
- Learning exchange and awareness raising

4.2.1. Strategic Group for Third Sector Intermediary Bodies

The SCVO, along with other intermediary third sector organisations such as the Health & Social Care Alliance Scotland, Voluntary Health Scotland and the Joint Improvement Team (JIT) are increasing their collaboration and sharing through the establishment of a strategic group. There is potential to explore the interface between NES and the strategic group through a memorandum of understanding.

4.2.2. The Milo Resource

In supporting improvement, capacity and effectiveness of engagement and collaboration between sector networks, Milo is a shared database on Scotland's third sector. Developed and maintained by the SCVO and a network of TSI's, it aims to support people in accessing, engaging and supporting voluntary action organisations.

Milo currently holds data on approximately 37,000 third sector organisations, 96,000 volunteers, and thousands of volunteering opportunities.

A public face to the Milo resource is available at the [Get Involved](#)¹⁵ website. Data can be searched by keyword, charity number, town/postcode and area of activity.

It is expected that this database can help health professionals to identify organisations to support community-based contributions, and other local activities and services, to improving and managing health and well-being.

Other benefits could include:

- Authoritative intelligence on the third sector.
- Appreciation of the potential of the third sector in contributing to local and national objectives.
- Improved understanding of the size and economic impact of the third sector.
- Potential to achieve savings by relying on Milo as the primary source of third sector intelligence.

We are currently in discussion about how to increase knowledge and understanding about Milo by disseminating information through the four contractor groups within NES (i.e. GPs, Pharmacists, Dentists, and Optometrists).

4.2.3. Learning Exchange

Subject to confirmed funding from the Scottish Government, the SCVO are planning to set up a mechanism whereby NHS colleagues can be seconded into third sector organisations to share learning, development, collaboration and joint working.

Coincidentally, the AHP Career Fellowship Scheme has recently received and will support an application for three AHP staff in one NHS Board to spend time gaining practical experience with chosen charities. The aims specified in the application include improving knowledge, awareness and relationships with the voluntary sector and generating a greater awareness of the role of the voluntary sector in influencing and advising national policy.

It is anticipated that there will be shared learning between the new SCVO funding initiative and the NES AHP Careers Fellowship Scheme.

4.2.4. NES Educational Governance

In order to progress embedding and sustaining NES Engagement with the third sector and voluntary organisations, a paper was submitted to the NES Educational and Research Executive Committee on 19 March 2014.

There was agreement that third sector engagement should be strengthened through the following actions:

- Inclusion of strengthening third sector engagement in the directorate triennial reporting within NES Educational Governance processes.
- Embed third sector engagement (level and quality) in Educational Governance programme monitoring reports.
- Explore the benefits of maintaining a register of engagement.
- Further discussion at Directorate Management Teams and the Educational Leadership Group.

5. References and Notes

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