



## **Final report – December 2017**

## **The Big Health and Social Care Conversation - Final Report**

### **Executive summary**

Over the summer Salford Together held a comprehensive engagement exercise with the people of Salford.

The aim was to provide early opportunities for active, open, dialogue on developing health and social care plans in Salford and to allow service users, carers and other stakeholders to input to and be involved in the transformation process.

In total 4200 people were directly engaged with face-to-face and this was backed up by more than 19,000 interactions online (website and social media).

From this some 1671 Salford people filled in a written questionnaire providing some valuable data, which has been analysed and which Salford Together partners are planning to consider as part of the developing transformation plans.

Some of the key findings:

- The vast majority of people (more than 90%) were receptive to the idea of change around more community/home based services
- They understand the strain on current services – something needs to change
- People resonate with the idea of maximising their own or their dependents' independence by taking more self-care responsibility
- Salford Together partners need to build and maintain trust with Salford people as transformation plans develop in the future
- Consistency of future care for service users/patients is key

In addition Salford Together developed a citizen pledge concept where people were encouraged to consider one step they could take to make a big difference to their own/their dependents health and social care outcomes. A total of 1050 formal pledges were made.

Some of the key findings:

- Self-care for many people was still around the traditional public health areas of eating/drinking more healthily and doing more activity/exercise
- How to use health and social care services more appropriately was not a high priority for most people
- Encouragingly being involved in community events/projects is important to a lot of people – particularly people aged 55+
- People recognised the importance of taking proactive action towards their own mental health

## **1.0 Purpose of the document**

This report documents the engagement process for Salford's Big Health and Care conversation. It provides a summary of the mechanisms and channels used to engage and communicate with the public, staff and stakeholders and highlights the scale and reach of this activity.

It also includes an executive summary of the findings of the survey including personal pledges made by the public on what they can do in terms of their own self care.

At the end of this report is a next steps section to show how the Big Health and Social Care Conversation can be built on to ensure Salford's transformation programme continues to grow and evolve.

Attached are two further reports (as powerpoint presentations). Appendix A provides a full breakdown of the questionnaire - providing a breakdown of all questionnaire responses and qualitative responses gathered from face to face engagement. Appendix B provides the breakdown of pledges made by the public in terms of their own self care.

## **2.0 Background**

The NHS Five Year Forward View (October 2014) describes a vision for health and care services that will be needed by 2020. This vision empowers people, their families and carers to take more control over their own health, care and treatment supported by easy access to integrated care, in settings closer to where people live and organised to effectively support people with multiple conditions.

Salford is committed to driving improvements in outcomes within the context of both the Five Year Forward View and the responsibilities delegated to Greater Manchester since April 2016.

The Salford Integrated Care Programme for Adults Service and Financial Plan (SAFP) lays out the commissioning and finance plans for the health and social care pooled budget for adult services (2016/17 – 2020/21). The plan reflects the contribution that adult services and the integrated care programme will make to delivering Salford's locality plan, with particular emphasis on neighbourhood-based out-of-hospital care.

## **3.0 Objectives of the engagement activity**

From July to September 2017, citizens, stakeholders and staff were invited to provide views on proposed plans to transform the way health and social care is delivered in Salford.

Salford Together wanted to hear people's views as part of an on-going engagement process. This period of engagement will help inform the programme's thinking as well as help it to

develop plans and ideas for the way services in Salford might be best configured and provided in the future.

- The overarching strategic objectives of the engagement were to work collaboratively with all partners to:
- Provide early opportunities for active, open, dialogue to allow service users, carers and other stakeholders to input to and be involved in the transformation process;
- Increase understanding of the case for change and warm people up to the idea of change;
- Get views of the programmes priorities and enablers:
  - The development of Neighbourhood Teams
  - Improving access to GP and community services
  - Developing services that can help at home or in the community
  - Sharing information between health and social care professionals
  - Self-Care: Maximising Independence
- Engage with groups protected by equality legislation to ensure their views are heard, and that issues of equality are considered;
- Encourage Salford citizens to consider what part they can play to manage their own health and care – promoting self-care and resilience.

#### **4.0 Approach / Call to action**

Salford Together developed a comprehensive communications and engagement plan to ensure as many Salford people as possible were aware of the Big Conversation and had the opportunity to be involved.

Huge effort was made to ensure a range of mechanisms were developed that allowed people a choice of how they could take part, either face-to-face, in written format or electronically. This included:

##### **i) Survey**

A short yet detailed survey was developed around the key priorities and enablers to find out what the public thought about proposed plans. The survey was heavily promoted by teams engaging in the community and people could fill in with help from facilitators at these events or could take away and fill in before posting back. The survey was also heavily promoted online and people could fill in an electronic version on the Salford Together website.

**A total of 1888 surveys collected – 1671 from people living in Salford**

## Key Findings

### *Long Term Conditions – Improving Care Pathways*

- Almost a half of respondents (48% / 805) attend hospital repeatedly due to an ongoing condition either for themselves, a relative or someone they care for
- Of these half (51.4%) felt their experience could have been better if they had more support at home
- Over three quarters of respondents (78.2%) either agreed/agreed strongly that the majority of routine care such as scans, x-rays & treatment for long term conditions, could be provided locally in their neighbourhood instead of hospital



### Improving Access to GPs

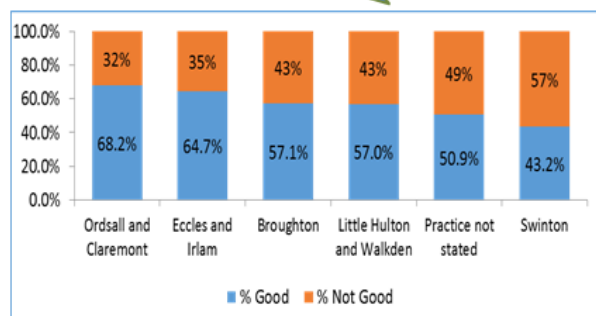
## Findings – Improving Access to GPs

Just over half of respondents (57%) said they had good access to their GP and could get an appointment when they needed one

The response varied by NBH and was lower for Swinton

	Number	%
Yes	953	57.0%
No	646	38.7%
Unanswered	72	4.3%
Total respondents	1671	100.0%

Of the 646 respondents who did not have good access to their GP .....



- Half had a disability or long term condition (50.9%)
- Over three quarters (77% - 496 respondents) said they would be happy to receive health care and advice from another trained professional
- Over three quarters (78% - 507 respondents) said they would be happy to be referred to another professional

## Neighbourhoods

## Findings – Neighbourhoods

- **Over three quarters (77% / 1294)** of respondents said they were happy to receive **health and care advice from another trained professional**
- 21% of respondents (274 people) were less positive, highlighting the following reasons:

I believe the GP is more appropriately qualified to deal with my needs: 27% (73 people)

My GP knows me and my condition well: 18% (50 people)

If I call my GP for an appointment it is because I want to see my GP: 18% (48)

I'd prefer / feel more comfortable seeing my GP: 17% (47 people)

It depends on what my complaint is: 7% (19 people)

## Findings – Neighbourhoods

- **71% (1092) of respondents were positive** about being able to access a range of health and care professionals, through their GP practice, **instead of seeing the GP**, where appropriate for their need
- 6% of respondents (91 people) were less positive, highlighting the following reasons:

I'd prefer to go through my GP : 69%  
(63 people)

No reason given: 11%

I'd prefer to go to  
hospital for these  
services: 9%

I would prefer these  
services to remain in  
separate locations: 6%

### Sharing Information

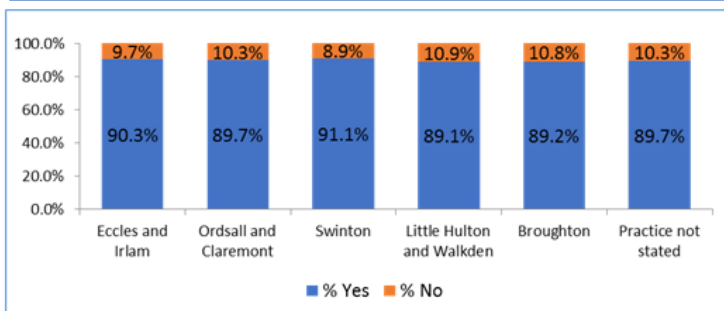
Would you be happy for the professionals involved in your care to **share information** about you and your condition to the relevant health and care professionals for the purpose of improving your care?

86% of respondents stated they were happy for professionals involved in their care to share their information

This response was consistent across the 5 neighbourhoods

- **Strong / positive response**

	Number	%
Yes	1434	85.8%
No	159	9.5%
Unanswered	78	4.7%
<b>Total respondents</b>	<b>1671</b>	<b>100.0%</b>



### Key Qualitative Themes Emerging

- The vast majority of people (around 4 in 5) were receptive to the idea of change and liked what we were proposing around more community/home based services
- Understand the strain on current services – something needs to change

- People surveyed wanted to know a bit more detail and on a regular basis to fully understand the emerging picture
- The word trust was spoken about a lot by different groups we met with
  - Some cynicism towards suggested changes to services - viewed as money saving cutbacks which would reduce/weaken services
  - Some people questioned the overall trust in primary care services – ‘hospitals trusted hence why people go to A&E’
  - While most people were very respectful of their own GP it was more ‘a new face’/ the wider primary care services that were questioned – particularly by people with long term conditions
  - The use of locum doctors, bad experiences with pharmacists and how care navigators could be better than current GP receptionists were mentioned
- Self care/maximising independence is important
  - People resonate with the idea of maximising their own or their dependents’ independence
  - A healthy number of the older generation (people 54+) have recognised the need to take responsibility for their physical and mental needs and are doing so on a regular basis
  - Welcome support at different points of this journey particularly the beginning – partner agencies/VCSE sector can play a key part in this
- Consider the requirements of people with different needs
  - Are people’s communication and cultural needs being met? (Hard of hearing/visual impairment/learning disabilities/English as a second language)
  - Physical access to services (Buildings, transport, people who have difficulty in busy/noisy environments)
  - Access to advice and information – Information Technology is the answer for many so more innovation please but don’t forget those who can’t access this
- Don’t forget carers
  - A lot of people in Salford care for others
  - They need support at different times
  - Ensure their needs are thought of as part of any developing system

## ii) **Citizen pledges**

A large part of the ‘conversation’ was emphasising the need for people to take more personal responsibility for their health and wellbeing, use services differently and promoting community resilience.

Salford Together developed a citizen pledge concept where people were encouraged to consider one step they could take to make a big difference. There were 4 “Pledge titles” for people to tick to categorize their pledge. These were:

Food & Drink - Eating and drinking more healthily

Activity - More exercise

Lifestyle - Begin or continue to build towards a healthy lifestyle

Use of Services - Use health and social care services more appropriately



People who made a pledge were encouraged to write them down and have their picture taken. These were promoted heavily on the Key 103 website and a competition was run for all those competing. The prize is to attend a Pledge celebration event at the AJ Bell stadium in January.



1050 formal pledges made by Salford citizens. Breakdown of these were as follows

4 Main Pledge titles	n=1050	%
Food & Drink	365	34.76%
Activity	211	20.10%
Lifestyle	372	35.43%
Use of Services	102	9.71%

### Key findings

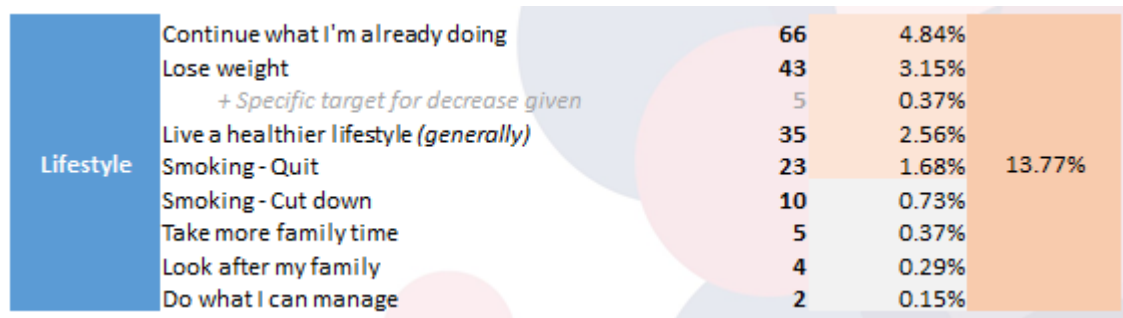
- Most people pledged under a 'main' category, but then went on to mention several topics in their pledge content (raising the overall number of pledges analysed)
- Food and drink – 3 most popular pledges
  - Reduce alcohol intake
  - Reduce salt intake
  - Drink more water

	THEMES	TOTAL	Theme as % of statements	Category as % of statements
Food & Drink	Eat a healthier diet ( <i>generally</i> )	126	9.23%	22.56%
	<b>Specific F&amp;D Focus for change:</b>	<b>182</b>	<b>13.33%</b>	
	Reduce Alcohol intake	72	5.27%	
	+ Specific target for reduction given	32	2.34%	
	Reduce salt intake	33	2.42%	
	Drink more Water	19	1.39%	
	Reduce Sugary food/drink	18	1.32%	
	Increase Fruit and Veg intake	15	1.10%	
	Portion control	8	0.59%	
	Reduce fatty foods intake	7	0.51%	
	Cook from Scratch	4	0.29%	
	Reduce Caffeine intake	3	0.22%	
	Eat less Meat	2	0.15%	
	Eat more regularly	1	0.07%	

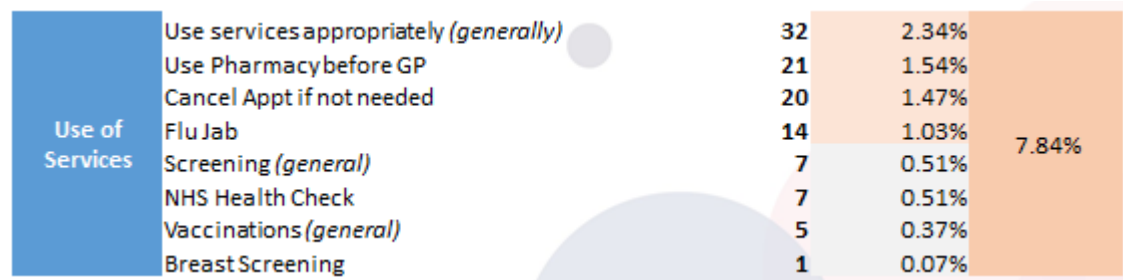
- Activity – Most people recognised they needed to exercise more generally and the more gentle pursuits were popular e.g. Walking and taking the stairs

Activity	Exercise more ( <i>generally</i> )	198	14.51%	37.58%
	+ Specific target for increase given	31	2.27%	
	Increase Activity ( <i>generally</i> )	58	4.25%	
	Maintain level of Activity	17	1.25%	
	Reduce the use of car	11	0.81%	
	Increase Fitness ( <i>generally</i> )	7	0.51%	
	<b>Specific Activity focus for change:</b>	<b>222</b>	<b>16.26%</b>	
	Walking	98	7.18%	
	Take the stairs	33	2.42%	
	Gym	21	1.54%	
	Swimming	20	1.47%	
	Get off bus earlier	13	0.95%	
	Cycling	8	0.59%	
	Running	6	0.44%	
	Dancing	3	0.22%	
	Tai Chi	3	0.22%	
	Gardening	2	0.15%	
	Aquafit	2	0.15%	
	Chair-based exercises	2	0.15%	
	Football	2	0.15%	
	Yoga	2	0.15%	
	Pilates	2	0.15%	
	Bowling	2	0.15%	
	Darts	1	0.07%	
	Golf	1	0.07%	
	Karate	1	0.07%	

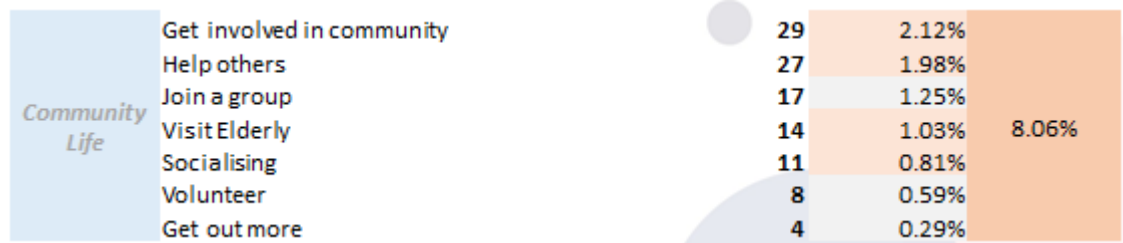
- Use of Services – top 2 - Use pharmacy instead of GP and cancel appointment when not needed



- Most popular - Lifestyle – Continue what I am doing and lose weight



- When analysing pledges – two new categories were recognised - Community Life and Self Improvement
- Community spirit exists



- Taking personal responsibility for mental health is important



## 5.0 Communication and marketing activity

## 5.1 PR and media engagement

Salford Together wanted to ensure the Big Conversation was on the radar of people in Salford.

Before the campaign was launched, a number of teaser social media campaigns were run, articles were in staff newsletters and senior leaders from across the Salford Together partners held briefing sessions within their own organisations.

To launch the campaign a press release was drafted including quotes from partners. This generated a leading story on Key 103 breakfast radio and an article in the Salford edition of the Manchester Evening News.

During the campaign the profile was kept high. This included using the Key 103 promotional bus parked in prominent Salford locations, senior partners attending key community events and social media encouraging people to take part.

And after the Big Conversation closed, Salford Together is determined to keep engaged with those people who have taken the time to get involved. A pledges event will be held in January, messages are continually being promoted on increasingly popular Salford Together digital and social media feeds and senior leaders and staff are continuing to meet with people to discuss ongoing plans.

## 5.2 Key 103 advertising

Key 103 is the local radio station for Greater Manchester, covering the 10 GM localities and reaching over 370,000 listeners each week. Key 103 was commissioned to work in partnership with Salford Together to promote the big conversation, signpost listeners from Salford to a dedicated online microsite to find out more information and complete an online questionnaire. Listeners from Salford were also encouraged to make pledges and actively help spread the word about the consultation.

The Key 103 partnership also included social media posts on Facebook and Twitter and an online pledge gallery.

**The reach of the key 103 partnership was as follows:**

- **Key 103 – 2 weeks advertising and news 31st July – 11th Aug 1 week 4th Sept – 8th Sept Reach 487, 475**
- **Key 103 social media – reach 72,983 Unique facebook/Twitter engagements 626**
- **370 page views and 103 unique visitors to the Key 103/ Salford together microsite**



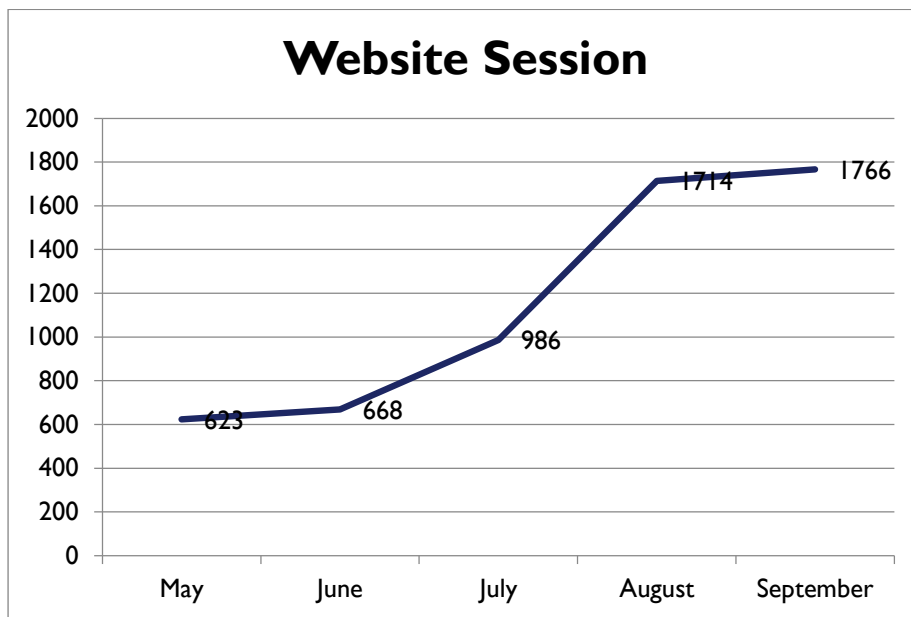
## 5.3 Digital Activity

In an ever increasingly busy world – digital and social media activity is key to gaining the attention of people. Salford Together focused some of its resource to ensure there was a modern and vibrant feel to communications with a view to leading onto meaningful consultation.

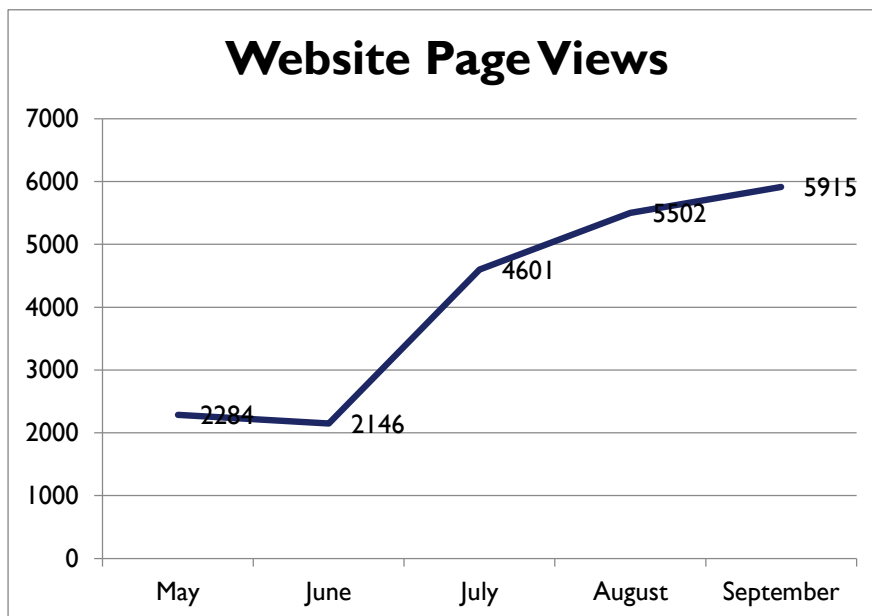
- **Website**

The Salford Together website existed but was only basic in its look, feel and content. The Big Conversation was an opportunity to refresh the website to make it more engaging and interactive. Using the refreshed Salford Together brand (co-designed with public and stakeholder focus groups) the home page was redesigned to be more welcoming (including pictures and links to news, Facebook and Twitter). Individual pages were also refreshed. These included: About us, Latest, Get involved and The Big Conversation. The refreshed website saw a threefold increase in useage during the Big Conversation period:

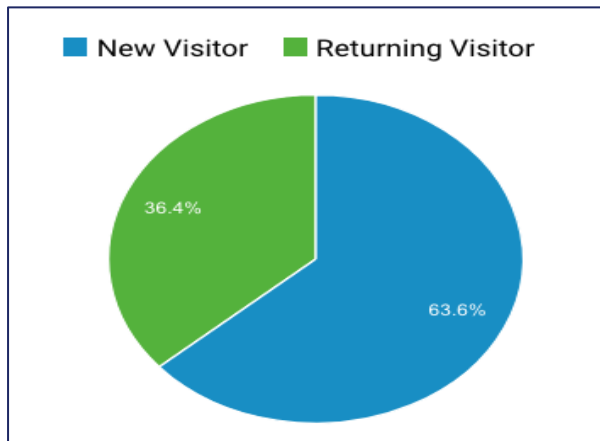
**Total number of sessions – July-Sept – 4,500**



**Total number of page views – July – Sept 16,000**



**New visitor v Returning visitor percentages**

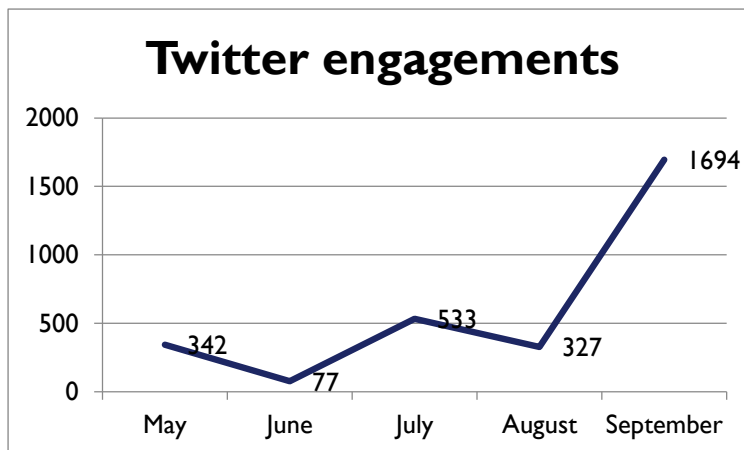


- **Social media**

Salford Together had an existing Twitter feed but no Facebook presence. The Twitter feed was refreshed using new branding and daily tweets were scheduled for the duration of the campaign to ensure people were aware of what was going on and could get involved. A Facebook Page was launched, and although new, has generated 26 followers who helped create 7400 follower impressions:

**Increase in twitter followers – 200 people – a 17.5% increase over a three month period.**

**Twitter engagements – 2600**



## 6.0 Engagement Activity

While lots of communications work was carried out to ensure Salford people were aware of the Big Conversation, what really mattered was how to engage with them to ensure they began to think about health and social care, both in terms of integrated care plans as well as their own behaviours.



Salford Together's engagement strategy involved commissioning Salford City Council's Health Improvement Service and using its valuable skills and experience in engagement work in Salford. Key 103 also carried out engagement work using the high profile Key 103 bus as part of their commission on the project. Also Salford Together senior leaders and staff scheduled valuable time to go out and carry out meaningful engagement exercises within Salford

Community events and meetings were the centrepiece of the strategy and some xxx events were attended, allowing us to meet and engage with a significant portion of the Salford population.

## 6.1 Community and Stakeholder Engagement

A total of 4201 people attended some 189 events. This breaks down as:

1511 people engaged with at 105 events- Salford Health Improvement Service  
965 people engaged with at 30 events - Salford Together team  
1,227 people at 12 events - Key 103  
40 councillors attended three Salford City Councillor briefings  
150 people attended six Salford Neighbourhood Committee meetings  
65 people attended - five Neighbourhood Primary Care Boards  
54 people attended a Voluntary and Social Enterprise event

## 6.3 Staff Engagement

It is important to ensure staff, across the system understand the Salford Transformation Priorities – this includes Adult Social Care, Intermediate Care and Adult Community at SRFT, SRFT as a whole, and staff employed in Greater Manchester Mental Health to provide mental health services.

Sessions were held for senior leaders and managers to get their views on the content of the presentation and to describe the transformation priorities. Sixty-nine of the leaders attended and their comments and feedback were obtained and incorporated into the presentation. Subsequently they and the leaders who could not attend were provided with the final presentation to enable them to brief their teams.

In total, 27 sessions were advertised. Venues across the City were booked - utilising the hospital, Civic Centre, and Gateway centres. Up to 2 days per venue were arranged, together with up to 3 sessions per day so that as many staff as possible would have the chance to attend.

**198 staff booked on a session with just over 6% of all ACS employees attending the sessions.**

A series of next steps are now being considered as to how we can further raise awareness among staff.



## **7.0 Next Steps**

The Big Health and Social Care Conversation has been an interesting and important engagement exercise with the Salford population. Some 0.8% of the adult Salford population has engaged with Salford Together (the excellence benchmark for such a survey is 0.9% of the population) and so this piece of work can be regarded as a successful engagement exercise.

It is now important to build on this conversation and ensure Salford Together continues to work in partnership with the Salford population as health and social care services are transformed in the future.

A celebration event to bring the Big Conversation to a close has been planned for early in 2018. At this event a number of pledges will be made by the Salford Health and Social Care system in response to the public pledges made by the Salford public.

Further engagement work is also being planned around the Salford Together programme priorities and enablers to ensure co-design principles are followed. These are:

- The development of Neighbourhood Teams
- Improving access to GP and community services
- Developing services that can help at home or in the community
- Sharing information between health and social care professionals
- Self-Care: Maximising Independence

## **8.0 Appendices**

Appendix 1 - Powerpoint presentation providing a breakdown of all questionnaire responses and qualitative responses gathered from face to face engagement

Appendix 2 - Powerpoint presentation providing a breakdown of pledges made by the public in terms of their own self care.

Ends

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