

# DIGITAL HEALTH AND CARE WALES

## STAKEHOLDER ENGAGEMENT PLAN UPDATE

Agenda Item	5.2
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Name of Meeting	SHA Board
Date of Meeting	25 May 2023

Public or Private	Public
IF PRIVATE: please indicate reason	N/A

Executive Sponsor	Ifan Evans, Executive Director of Strategy
Prepared By	Nadine Payne, Head of Engagement
Presented By	Ifan Evans, Executive Director of Strategy

Purpose of the Report	For Noting
Recommendation	The Board is asked to <b>NOTE</b> the Stakeholder Engagement Plan Update.

# 1 IMPACT ASSESSMENT

<b><u>STRATEGIC OBJECTIVE</u></b>	Development of the new Digital Organisation
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<b>CORPORATE RISK</b> (ref if appropriate)	
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<b><u>WELL-BEING OF FUTURE GENERATIONS ACT</u></b>	A Healthier Wales
If more than one standard applies, please list below:	

<b><u>DHCW QUALITY STANDARDS</u></b>	ISO 20000
If more than one standard applies, please list below:	

<b><u>HEALTH CARE STANDARD</u></b>	N/A
If more than one standard applies, please list below:	

<b><u>EQUALITY IMPACT ASSESSMENT STATEMENT</u></b>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: Digital Inclusion Charter pledges DHCW to ensure Digital Inclusion principles are embedded in our day-to-day activities.	

IMPACT ASSESSMENT	
<b><u>QUALITY AND SAFETY</u></b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b><u>LEGAL</u></b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b><u>FINANCIAL</u></b> IMPLICATION/IMPACT	No, there are no specific financial implications related to the activity outlined in this report.
<b><u>WORKFORCE</u></b> IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
<b><u>SOCIO ECONOMIC</u></b> IMPLICATION/IMPACT	No, there are no specific socio-economic implications related to the activity outlined in this report.

<b>RESEARCH AND INNOVATION IMPLICATION/IMPACT</b>	No, there are no specific research and innovation implications relating to the activity outlined within this report.
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Acronyms			
DHCW	Digital Health and Care Wales	SHA	Special Health Authority
PaPAG	Public and Patient Advisory Group		

## 2 SITUATION/BACKGROUND

- 2.1 In order to be a trusted strategic partner and fulfil our ambitions to lead delivery of national digital systems for better health and social care for the people of Wales, we need to work collectively and engage with a range of stakeholders.
- 2.2 An engagement strategy was developed with the support of an external organisation, the Consultation Institute, and approved by DHCW Board in September 2021. The focus of our strategic engagement activities is on our external stakeholders with an overall aim to achieve a higher level of collaboration creating opportunities to both influence and be influenced.
- 2.3 A subsequent engagement action plan was created in January 2022 and following the appointment to the Head of Engagement and an engagement update in November 2022, the Management Board requested a review of the work and a streamlined action plan to be developed.
- 2.4 This paper provides an overview of the refined engagement action plan which has; reviewed DHCW current engagement activity and the existing capacity and capability to deliver; sought initial input of stakeholders including DHCW staff and Board Members, prioritised and focused efforts; introduced appropriate performance measurements; and suggested a suitable governance structure.
- 2.5 The refined action plan and suggested governance and reporting structure also address the recommendations from the internal audit report which include:
  - Plan milestones and timelines to be established and reported to the Board
  - Periodic Board review processes to be established
  - Gaps and omissions in the Plan’s detailed actions to be rectified
  - Performance Framework to be developed and implemented

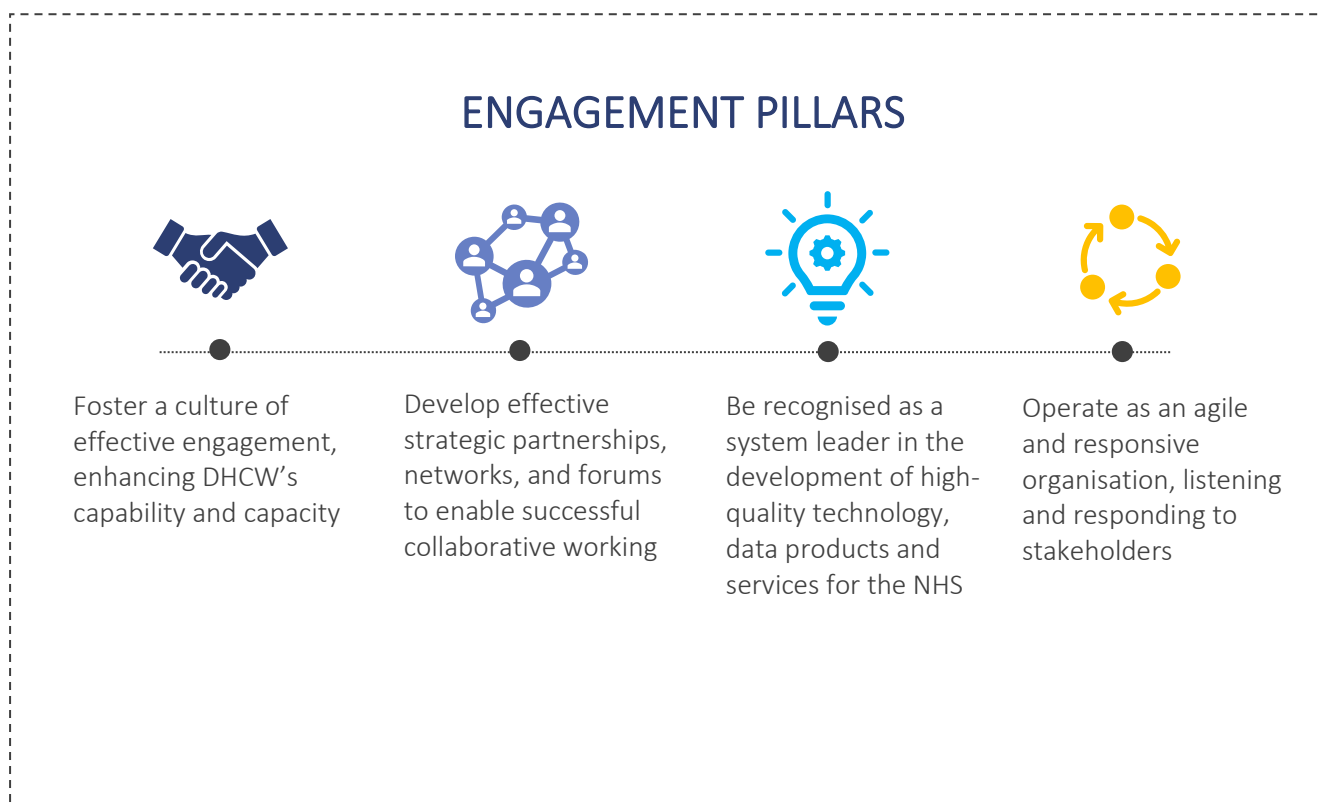
### 3 SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

#### 3.1 Review of Current Activities and Plan

Everyone plays a role in engagement and activity takes place across DHCW, including through DHCW board members, directors, departments, major strategic programmes, and projects, with relationships varying from embedded to burgeoning, and for differing purposes. Individuals and teams are often working independently from one another, with assets and intelligence not always utilised in the most effective way, and confusion and frustration arising for stakeholders.

- 3.2 As DHCW continues to grow and we develop more national programmes and initiatives, with increased staff mobility, having a sound structure underpinning our engagement activities becomes even more important. **Fostering relationships of trust and learning are essential.** There is great potential to develop a more coordinated strategic engagement approach, providing a more informed experience for both DHCW staff and stakeholders and realising more value from our collective efforts.

Following review, including an initial mapping of activities and resource across DHCW, and discussions with stakeholders, the refined plan focuses around four interlinked ‘Engagement Pillars’ that provide the necessary infrastructure and platform for DHCW to achieve its objectives. The pillars contextualise our engagement strategy, provide the focus for our efforts and help communicate our ambitions to our stakeholders.



### 3.3 Prioritisation and focus – our engagement pillars

The table below outlines the four engagement pillars of focus and the status, challenges and opportunities identified for DHCW and how we can address these.

Through our collaborative approach, DHCW will look to partner with local and national organisations to support the development and delivery of the digital systems for health and care in Wales, including supporting the value case for digital and looking at digital inclusion.

<b>Pillar 1: Foster a culture of effective engagement, enhancing DHCW’s capability and capacity</b>	
<p><b>What we need to do</b></p> <ul style="list-style-type: none"> <li>• Support coordinated approach to stakeholder engagement across programmes and departments</li> <li>• Create a consistent engagement experience for our stakeholders</li> <li>• Enable and support our staff to engage effectively</li> <li>• Share best practice and learning</li> </ul>	<p><b>How we will achieve this</b></p> <ul style="list-style-type: none"> <li>• Create a DHCW professional network for engagement and communications staff</li> <li>• Make visible and align engagement activities and plans across DHCW</li> <li>• Develop an engagement toolkit</li> <li>• Develop internal platform to share engagement activities and intelligence across DHCW</li> <li>• Develop success criteria and consolidated reporting to measure performance and inform activity</li> </ul>
<b>Pillar 2: Develop effective strategic partnerships, networks, and forums to enable successful collaborative working</b>	
<p><b>What we need to do</b></p> <ul style="list-style-type: none"> <li>• Support strategic engagement and structured working with key delivery partners</li> <li>• Create clear ownership and coordinated management of relationships</li> <li>• Raise awareness and engage with opportunities to influence</li> <li>• Support new digital health lead and policy development at WG</li> <li>• Understand and respond to changing political landscape at UK level</li> </ul>	<p><b>How we will achieve this</b></p> <ul style="list-style-type: none"> <li>• Identify and develop a core set of strategic partnerships, agreeing joint plans and programmes of work</li> <li>• Introduce engagement lead approach</li> <li>• Work with partners to support digital inclusion and secure Digital Inclusion Charter Accreditation.</li> <li>• Map and highlight opportunities to influence and DHCW interaction</li> <li>• Establish regular meetings with WG CDO Office and support development of new strategy</li> <li>• Identify and nurture effective relationships with other relevant political and funding organisations</li> </ul>

**Pillar 3: Be recognised as a system leader in the development of high-quality technology, data products and services for the NHS**

<p><b>What we need to do</b></p> <ul style="list-style-type: none"> <li>• Raise awareness of purpose and work of DHCW in Wales, UK and beyond</li> <li>• Demonstrate our value as a trusted strategic partner</li> <li>• Contribute to thought leadership series</li> <li>• Support value case for digital</li> </ul>	<p><b>How we will achieve this</b></p> <ul style="list-style-type: none"> <li>• Refine and publish our engagement strategy</li> <li>• Support development of comms plan that highlights engagement activities and our coproduction approach</li> <li>• Highlight and engage on opportunities where we can lead in adding value for our stakeholders and define our value proposition through key messaging.</li> <li>• Deliver a thought leadership series with partners</li> <li>• Enable and promote ‘communities of practice’</li> <li>• Identify and engage with global best practice and compare and measure progress, reputation and success</li> </ul>
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**Pillar 4: Operate as an agile and responsive organisation, listening and responding to stakeholders**

<p><b>What we need to do</b></p> <ul style="list-style-type: none"> <li>• Introduce regular feedback mechanisms for delivery and other partners</li> <li>• Consolidate data and Intelligence on engagement to inform actions and decision making</li> <li>• Increase our understanding of our stakeholders and their views of DHCW</li> <li>• Ensure coordinated and timely feedback for stakeholders</li> </ul>	<p><b>How we will achieve this</b></p> <ul style="list-style-type: none"> <li>• Undertake retrospectives with partners and an annual feedback mechanism with stakeholders to increase understanding and inform future focus</li> <li>• Support undertaking of digital maturity assessment around system usability</li> <li>• Scope potential for DHCW National Stakeholder Open Forum.</li> <li>• Embed public voice across DHCW - Map existing public and patient engagement activity and promote PaPAG as mechanism for engagement across DHCW</li> </ul>
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**3.4 Streamlined Action Plan**

To achieve our objectives, and aligned to the engagement pillars, the original fifty-two actions have been reviewed, rationalised, and amended to twenty-three with eighteen for commencement within the next 12-month period. This streamlined plan still represents a significant piece of work. It looks to address the current structures and activities within DHCW and importantly it supports the development of the underpinning processes, resources and tools in which we can realise the value from both our

current and future engagement efforts. Many of these actions are essential to provide the platform and building blocks from which to develop our stakeholder engagement.

As we move forward, with enhanced capability, capacity and understanding of our stakeholders, we will be able to further build on this work. The full action plan is included in appendix 1.

### 3.5 Measuring Success

To measure the success of our engagement activities our action plan includes deliverables and timelines against each action. The refined action plan includes the development of an engagement dashboard and several activities to better capture and respond to stakeholder feedback. Our six-monthly reports to board will include capturing of both outputs and impacts.

### 3.6 Governance

A six-monthly engagement report will be provided to the Management Board to update on the activities, review progress against milestones and discuss and approve any adjustments or amendments to the plan. The regular review will ensure the engagement activities remain aligned to DHCW overall ambitions and reflect any developments or emerging opportunities.

All major programmes will be encouraged to develop engagement plans for approval by their Boards and sharing and alignment across DHCW.

### 3.7 Resource

To support delivery of the action plan, an initial two Engagement Managers and an Engagement Officer will be funded from within the Directorate. The engagement team will support our strategic engagement with partners including NHS Wales partners, Welsh Government and others, and develop the structure and platform to enable coordinated working across DHCW, including in major programmes and departments. The refined action plan identifies opportunities to engage existing resource and expertise. For example, with partnerships, a standard structure and process will be adopted with visibility across the organisation but 'account management' will be dispersed across DHCW as appropriate.

It is anticipated the newly formed engagement team will work closely with commercial services team, supporting pre-market engagement and consider wider opportunities regarding commercial partners. Further consideration will be needed to develop resource around supporting significant investments and decisions.

Close working with the central communications team is essential to provide the necessary communications support. Joint planning is underway with the newly appointed Assistant Director of Communications who is fully supportive of the refined engagement action plan.

## 4 KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 4.1 If the refined action plan is not approved there is a risk that the engagement objectives will not be achieved.

- 4.2 The successful delivery of the action plan is dependent on building additional resource in the central engagement team and the embedding of effective and coordinated engagement across DHCW. The establishment of the Professional Network for Engagement and Communications to consolidate and align existing resource, alongside other activities to support this, are underway.

## 5 RECOMMENDATION

- 5.1 The Board is asked to **NOTE** the Stakeholder Engagement Plan Update.

## 6 APPROVAL / SCRUTINY ROUTE

Person / Committee / Group who have received or considered this paper prior to this meeting		
PERSON, COMMITTEE OR GROUP	DATE	OUTCOME
Director of Planning and Performance/Chief Commercial Officer	7th March 2023	Agreed
Executive Director of Strategy	7 <sup>th</sup> March 2023	Approved
Management Board	16 <sup>th</sup> March 2023	Approved

## Appendix 1: Stakeholder Engagement Refined Action Plan 2023-25

No	Action	Measure of success	Lead(s)	Stakeholders	Start Date	End Date
<b>1. Foster a culture of effective engagement, enhancing DHCW's capability and capacity</b>						
1	Establish a DHCW Professional Network for Engagement and Communications	Creation of professional network for DHCW engagement and comms staff with regular meetings agreed	Head of Engagement & Assistant Director of Communications	Internal platform development / all stakeholders	Apr-23	Sep-23
2	Scope and develop an engagement toolkit	Development of an engagement toolkit with materials and resources to support DHCW staff to engage effectively	Head of Engagement/ Professional Network for Engagement and Comms	Internal platform development / all stakeholders	Oct-23	Oct-24
3	Build dedicated capacity in strategic engagement	Recruited initial engagement team staff to deliver refined action plan	Head of Engagement	Internal platform development / all stakeholders	Mar-23	Oct-23
4	Coordinate and make visible engagement strategies and activities across programmes and departments	Creation of accessible central platform with engagement action plans and activities from across DHCW shared	Head of Engagement/ Professional Network for Engagement and Comms	Internal platform development / all stakeholders	Oct-23	Jun-24
5	Set up 'Tractivity' as pilot tool to share engagement intelligence across DHCW	Functioning 'Tractivity' platform to record and share stakeholder information and activity	Public Engagement Lead	Internal platform development / all stakeholders	Apr-23	Aug-23

6	Establish T&F group to scope CRM system and review Tractvity	Established T&F Group with representation from across DHCW to scope requirements for system for managing stakeholder engagement	Head of Engagement	Internal platform development / all stakeholders	Apr-24	Dec-25
7	Develop success criteria and reporting to measure performance and inform activity	Defined measures of success for engagement actions and agreed reporting structure for engagement activity with DHCW Management Board	Head of Engagement	Internal platform development / all stakeholders	Jan-23	Jun-23
<b>2. Develop effective strategic partnerships, networks, and forums to enable successful collaborative working</b>						
8	Identify and develop a core set of strategic partnerships, agreeing joint plans and programmes of work	List of agreed priority stakeholders with joint plans and programmes of work in place	Head of Engagement and DHCW Management Board	All partners (inc. NHS partners, national bodies, strategic programmes, commercial organisations, universities, and community partners)	Jan-23	Mar-24
9	Introduce an engagement lead approach to better manage stakeholder relationships	Identified and appointed engagement leads for different partners and stakeholder groups to better support collaborative working and communicated this to the external partners and colleagues within DHCW.	Head of Engagement & DHCW engagement leads	All stakeholders	Jul-23	Dec-24
10	Map and highlight opportunities to influence and develop appropriate DHCW engagement	Creation of one accessible list across DHCW of relevant boards and forums and DHCW representation	Head of Engagement / Professional Network for Engagement and Comms	All stakeholders	Oct-23	Mar-24

11	Establish relationship with WG CDO Office	Initiated engagement with the new WG CDO Health, with regular meetings established with team across different levels	Head of Engagement, Chief Executive Officer and Director of Finance	Welsh Government	Apr-23	Sep-23
12	Achieve Digital Inclusion Charter accreditation and deliver action plan to embed the six pledges	Achieved Digital Inclusion Charter accreditation and delivered action plan to embed the six pledges working with our partners	Organisational Development, Culture and Engagement Lead, Head of Engagement & Public Engagement Lead	Cwmpas, Digital Communities Wales, Welsh Government, NHS partners	Apr-23	Mar-24
<b>3. Be recognised as a system leader in the development of high-quality technology, data products and services for the NHS</b>						
13	Support delivery of communications strategy that highlights our purpose, collaborative approach and outcomes	Developed a 12-month comms plan to support our engagement objectives	Head of Engagement & Assistant Director of Communications	All stakeholders	Jul-23	Mar-24
14	Create value proposition to define our 'offer' for our stakeholders including key messaging	Created suite of materials that make our 'offer' clear for stakeholders, highlighting areas where we can work together and where we add value	Head of Engagement & Assistant Director of Communications	All stakeholders	Oct-23	Oct-24
15	Enable and support communities of practice	List of communities of practice run by DHCW to share with DHCW staff and stakeholders	Head of Engagement / Professional Network for Engagement and Comms	All stakeholders	Apr-24	Sep-24
16	Support delivery of thought leadership series working with other partners	Agreed partnership with LSHW to deliver series of thought leadership sessions in 2023-24.	Head of Engagement, Executive Director of Strategy	LSHW, Academia, Welsh and UK Government, NHS Wales partners and commercial partners	Jul-23	Mar-24

17	Publicise refined engagement strategy, highlighting our ambitions and how we will achieve these	Published our refined engagement strategy, highlighting our ambitions and how we will achieve these	Head of Engagement	All stakeholders	Apr-23	Sep-23
18	Identify and engage with global best practice/exemplar orgs, compare and measure progress, reputation and success	Identified a list of global exemplars and mapped our engagement with healthcare ecosystems outside Wales	Head of Engagement, Executive Director of Strategy	LSHW, Academia, Welsh and UK Government, NHS Wales partners and commercial partners	Jul-24	Dec-24
<b>4. Operate as an agile and responsive organisation, listening and responding to stakeholders</b>						
19	Scope potential for DHCW National Stakeholder Open Forum	Review and provide recommendations for DHCW Management Board on suitability of establishment of National Stakeholder Open Forum	Head of Engagement	All stakeholders	Apr-24	Oct-24
20	Undertake retrospectives on partnerships	Undertaken retrospectives on partnerships, with results collated and shared with DHCW colleagues to inform future working	Head of Engagement, allocated account leads on partnerships	DHCW partners including Health Boards and trusts, and national representative bodies	Dec-23	Jun-24
21	Support undertaking of digital maturity assessment across NHS Wales	Completed an assessment of digital maturity with clinical users of NHS Wales against KLAS framework	Executive Director of Strategy, Head of Planning, Business Change Lead, Head of Engagement	NHS Wales Health Boards and Velindre	Jan-23	Jun-23

22	Scope and undertake an annual feedback mechanism	Scoped and undertaken an annual survey of stakeholders and semi structured interviews with results collated and shared with DHCW colleagues to inform future actions and feedback mechanisms to stakeholders established.	Head of Engagement	All stakeholders	Jul-23	Dec-23
23	Map existing public and patient engagement activity and develop a roadmap including promotion of PaPAG as mechanism for engagement across DHCW	Roadmap for public and patient engagement, including promotion of engagement lead and PaPAG as mechanism for engagement across DHCW	Public Engagement Lead	Public and Patients	Apr-23	Mar-24