

Southdown



**CLIENT  
INVOLVEMENT STRATEGY**

**2017-19**

## **Client involvement Strategy 2017-19**

### **Background**

Southdown provide services to over 9,000 client's spanning East and West Sussex and Brighton and Hove.

We work in partnership with Local Authorities, Clinical Commissioning Teams and other stakeholders to create safe, sustainable communities. Our vision is "Making Life Work".

The Strategy has been reviewed in light of a new lead for Client Involvement in Southdown's Executive Team with the CSS Director of Operations taking over the role from the Chief Executive. This Strategy builds on the good work already being done and will take us forward over the coming three years, ensuring we embed Client involvement across the organisation.

### **Vision**

Successfully involving our clients is key to Southdown achieving its objectives. It is vital that client's views influence what we do and the service improvements we make.

### **Links to Organisational Business Strategy**

Our 2017/18 Organisational Business Strategy and Plan describes our vision to be an excellent organisation. It provides a clear view of the challenges, drivers, goals and priorities we must face to meet needs.

The 2017-19 Client Involvement Strategy sets out how Southdown intends to engage with and involve its clients in shaping the services we deliver to them, as well as allowing them to take up opportunities that will develop their capacity and skills. Our focus will be to listen to client views and aspirations and to enable clients to get involved in different initiatives, which might involve Client Reference Group, Open Days or Volunteering into Work programme.

This strategy recognises the importance of Southdown staff and clients working together to enable opportunities to shape and deliver Southdown Services.

Our focus will be to:

- Deliver a Strategy, which covers the whole of Southdown, across all services, and contributes to the delivery of Southdown's Organisational Business Strategy and Plan.
- Building a successful client governance structure, by ensuring skilled representatives are supported and recruited to have active involvement in the Client Involvement Strategy.
- Increasing the opportunities for informal involvement, in a way, which suits clients.
- Use client feedback to improve existing services and involve them in shaping new services. This will be carried out via the Quality and Performance Team and through the forums that make up the Client Involvement Strategy.
- Have a clear view of the issues that are important to clients

<b>Aims and Objectives</b>
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The Client Involvement Strategy supports our Organisational Business Strategy and ensures we meet the regulatory requirements of the HCA Tenant Involvement and Empowerment Standard.

Specifically within the Strategy, our client involvement work contributes to the objective of Southdown being recognised as trustworthy, reliable and innovative.

<b>Some advantages</b>	<b>Some things to consider</b>
Involving clients can be empowering for them	Clients may not wish to be involved
It's a way of giving clients an opportunity to learn new skills and build confidence	A lot of time and commitment can be required to involve clients
Services learn how to improve the quality and effectiveness of their provision	Be careful of being tokenistic
Involvement makes decision-making more open and democratic	More than one method of involvement will probably be needed to give the full picture
It challenges stigma and myths by improving perceptions of clients	Clients with literacy issues may avoid being involved
It may improve the reputation and credibility of the service	Some methods of involvement can be costly
It enables diversity in experience and opinion to influence decision making	Services should be open to unexpected outcomes from clients involvement activities
It helps to create a sense of ownership in people who access services	Careful planning of the involvement process is required
It sends a strong message about an organisation's commitment to clients	There can be potential for misrepresenting client views
It can help clients to build social networks	Client's should always be given feedback on the results of their involvement
Volunteer opportunities may emerge from involvement	Training may be needed before clients can be fully involved
The skills and confidence gained may improve employability levels	Try to ensure that it is not always the same clients who take roles in involvement activities
It helps create a partnership between staff and clients	

<b>Key parts of the Strategy</b>
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### 1) Monitoring and Evaluation Group

This will replace the current working group and will include staff, board members and clients from across the organisation.

The Group will monitor and evaluate the Client Involvement Strategy and will develop an annual work plan.

The Group will have a TOR to reflect duties.

The CSS Director of Operations will lead the group and will review and renew membership annually in consultation with the group.

The Group will receive updates on all aspects of the strategy, recommend improvements, and scrutinise outcomes.

The Group will set standards for all client involvement initiatives.

The Group will develop and monitor Client involvement KPI's.

## **2) Local Client Involvement Initiatives**

The Client Involvement Coordinator will hold a list of all current local client involvement initiatives that exist across the organisation. Examples include Homework's Roadshows, Recovery College Panel etc.

All initiatives will include objectives, criteria, outcomes and membership standards.

The Client Involvement Manager will enable activities are led with correct standards in place and support teams to deliver tailored initiatives that meet the needs of the service and reflect clients accessing the service.

## **3) Feedback**

The Strategy will support the organisation's wider complaints process and encourage feedback and complaints as a positive indicator that services provide transparent and accessible services and welcome feedback that can lead to service improvement. The Strategy will also support the Annual Client Survey.

## **4) Champions Good Practice Forum**

We currently have a group of Champions across the organisation. The CSS Director and Client Involvement Manager to ensure they have the correct skills, are enabled to cascade, and deliver good practice in their team will support the Group. Champion status will be reviewed annually.

The Champions will be trained in involvement strategies and will report their progress to the Monitoring and Evaluation Group

## **5) Peer Trainers and Co-production in delivery**

Built on the model of the Recovery College we will recruit and develop Peer Trainers that will work with our Training Team in the co-production and delivery of training throughout the organisation. These will initially be voluntary opportunities.

## **6) Volunteer Project and Volunteering into Work**

The Volunteer Project will provide opportunities to clients with lived experience and experts by experience, which can include family and friends.

This will be led by a Volunteer Co-ordinator.

The Co-ordinator will develop standards, criteria, policies, and procedures to ensure we deliver an effective Volunteer Project.

The Co-ordinator will support Managers to develop vacancies across the organisation that will provide added value and can be effectively supported so volunteers have an excellent experience.

Volunteers will be integrated in teams and managed alongside paid staff.

The Co-ordinator will provide advice and guidance to staff across the organisation and monitor and evaluate the volunteer experience.

## **7) Volunteering Into Work Programme**

We will develop a Volunteering into Work Programme will combine training with work placement, mentoring and skills practice.

Following an initial assessment day successful clients will undertake training that includes employability and industry specific courses depending on the placements available. Clients are fully supported throughout the training, which can last between 2-6 weeks.

Once participants have completed the training, they will be offered up to 3 months of voluntary placement in a relevant team. This allows the client to enhance and practice their newly acquired skills and gain experience in a real working environment. During their placement, clients will also have a mock interview, receive feedback and be mentored by an existing member of staff. They have also gained a referee that can be used for future job applications as well as gaining valuable additions for their CV.

During the placement, and after it has come to an end if they meet contract criteria, Southdown will continue to support the client, working with them intensively until they secure employment.

### **8) Peer Support Volunteer and Employment Opportunities**

Building on our model established as part of the Peers into Partnership East Sussex project we will further develop this model to embed Peer Support across the organisation.

The model will be similar to the Volunteering Project and will assess which vacancies can be created across the organisation, some of which will be paid.

The Peer Supporters will be supported and managed within the team.

Peer Supporters will be supported in training and development opportunities.

### **9) Encouraging Informal Peer support**

This occurs when people provide knowledge, experience, emotional or practical help to each other. We want to encourage informal peer support when people who use services meet up at service user forums, social events or external support groups. Both parties can benefit from peer support, some of these benefits include:

- Feelings of fear and self-stigma may be reduced
- Peer support helps put difficulties into context to encourage new ways of looking at things
- People may take more control over their own wellbeing
- Supporters often grow in self confidence
- Peer support helps people accept what's happening in their life
- Having someone who really understands help people develop trust and openness.

### **10) Client Reference Group**

To support formal client involvement and ensure clear frameworks we will provide:

- Recruitment policy and procedure
- Role profiles and job specifications
- Agreed terms of reference
- Agreed Code of Conduct, including how breaches are dealt with
- 121 coaching
- Undertake annual appraisals, and from this develop individual development plans
- Networking opportunities with involved clients from other organisations.

We will aim to have clear progression and succession routes between informal and formal activities to ensure continuity and to build up expert knowledge within the client group.

Client Involvement Champions will have responsibility for recruiting to and supporting the Reference Group. We will hold recruitment drives and induction days for clients, and have information available on the website. As all staff have a role to play in promoting client involvement and encouraging active input, opportunities will be promoted internally, with staff encouraged to identify and refer clients who may wish to become involved.

### **11) Quality and Performance Team**

Quality Consultancy (QCs) and Quality Checkers – volunteer clients are trained and supported to undertake independent internal quality audit reviews of service delivery, with recommendation reports presented to our Board.

### **12) Menu of involvement**

Our aim is that through consulting and involving clients we will better understand their experiences of how services are provided, which will lead to quality improvements, drive efficiency and increase customer satisfaction. The Client Involvement Strategy provides a menu of involvement covering a range of activities which clients can get involved with, for example surveys, focus groups, workshops, mystery shopping, video diaries, user testing and on line involvement.

Key to the success of the strategy is maximising the use of technology, via smartphone, tablet or computer. As part of our Digital Inclusion Strategy we will support clients to be able to engage and share their views without necessarily needing to travel or commit lots of time. We believe this approach will increase levels of involvement, provide responses from a diverse range of residents and allow for in-time responses and feedback; be this online surveys, online discussion forums, Facebook or twitter posts. By having a range of involvement tools, we are offering a compelling and engaging offer, suited to the needs of our clients, we will be able to increase overall client involvement and allow the client to choose the time commitment they make to involvement activities

### **13) Other Opportunities**

As part of the organisation's commitment to listening to the views of clients there are a range of opportunities for locally based staff to seek views and get closer to clients. Please contact our Client Involvement Coordinator for further information.

## **Our Vision - What will Involvement look like by 2019?**

We will establish close working between our formal and informal structures for client involvement, which will ensure the efficient delivery of client focussed services. To achieve this we will have:

- A formal involvement structure, which will continue to ensure compliance with regulatory requirements
- Clear ways of feeding information to the business and all other involvement activities, to ensure we capture client views in all aspects of our work
- A Client Reference Group supported to take up roles within the formal structure
- Providing opportunities for clients to shape and develop local involvement opportunities, to share views and shape the business
- Increased use of technology to deliver Client involvement, with on line opportunities being available
- A consistent and published menu of involvement, that provides opportunities for all clients to be engaged in a way appropriate to them
- Clear outcomes, which demonstrate the value of involving clients, in delivering benefits to the business
- Be able to target involvement to the right people at the right time, so they are asked to be involved in relevant consultations and by their preferred contact method.
- Contributed to the achievement of overall client satisfaction.

To ensure delivery of the strategy we will develop annual work plans, detailing actions and expected outcomes.

## **How will we measure the success of the strategy?**

Client involvement will be the responsibility of all members of staff; well planned and meaningful work with clients and acting on the feedback is critical to how we deliver services.

We aim to have outcomes, which complement our organisation strategy and to produce targets, which will demonstrate our progress and successes

Therefore, we will:

- Develop clear action plans with performance indicators
- Provide regular reports to Southdown Care and Support Committee and main Board showing performance against targets
- Measure satisfaction levels with the opportunity to get involved and being involved.
- The profile of clients involved will reflect the wider population.

## **Reviewing the Strategy**

To ensure we achieve this it will be reviewed throughout its lifetime and annual work plans developed.