

PRESENTATION BY:

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# How should health services listen better?

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OPM Group is an independent employee-owned research and consultancy organisation. We support the delivery of social impact and help people have a say in the decisions that affect them and how services are designed for them. We deliver research and insight, evaluation and impact analysis, public engagement, consultation management and analysis, and organisational development and change management services. We were established in 1989 and were the UK's first employee owned public interest company.



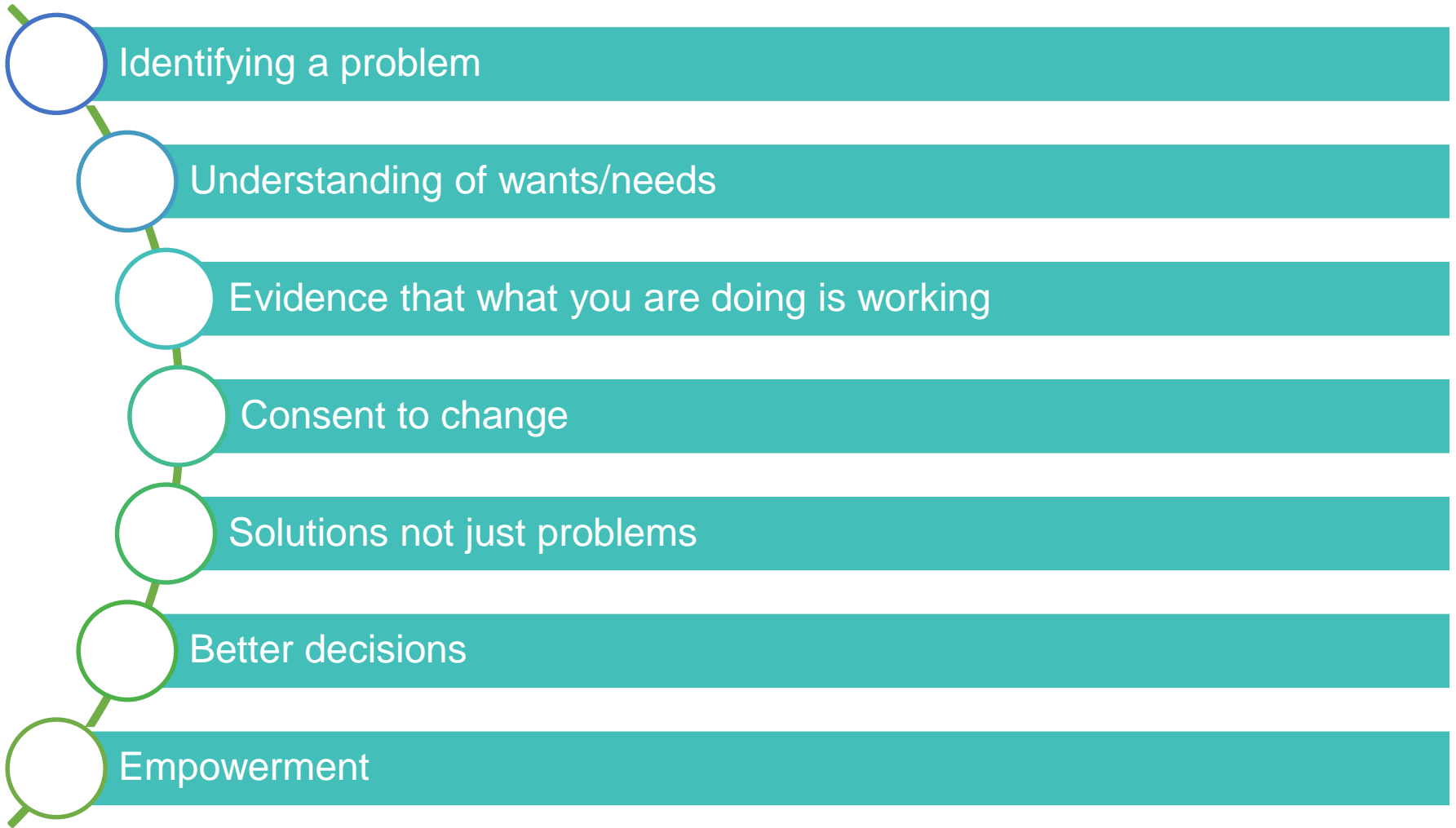
## SOME HEADLINES

**Lewisham and Woolwich hospitals consultation 'mockery' after leader appointed**

*"...if they really think that a formal consultation process after full draft plans have been produced in a secret process will in any way convince the public that they are being properly involved, it will fail"*

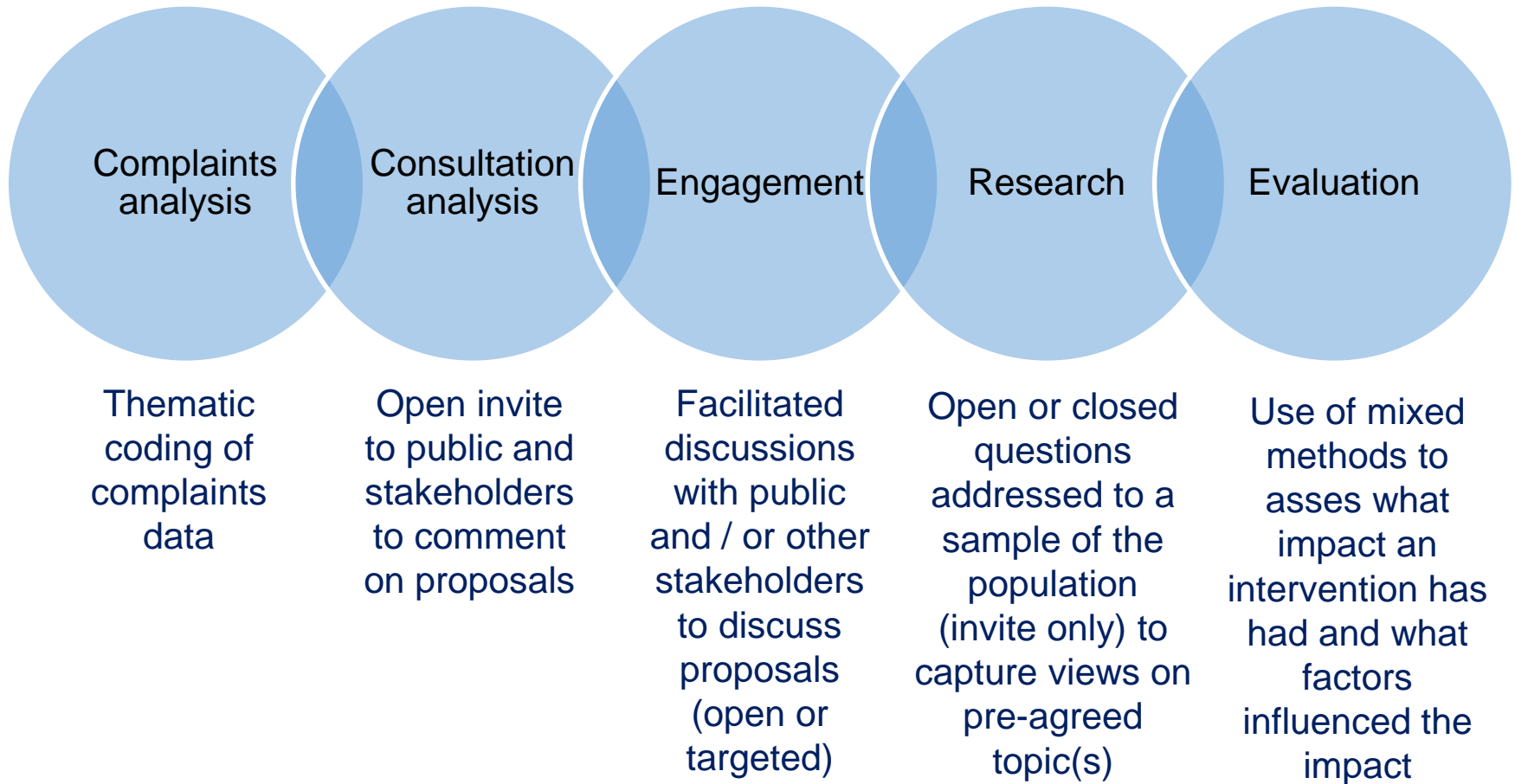
"Staff's failure to listen to me at Caludon Centre compromised my care."

# WHAT MIGHT YOU WANT TO ACHIEVE



## HOW TO ACHIEVE IT

The spectrum of options:



# THERE'S A BALANCE TO BE STRUCK



## Research

- Representative - the hard to reach / those less motivated to comment are also able to influence decisions that will effect them



## Consultation

- Democratic - everyone can have their say, and means people with strong views feel heard



## SOME EXAMPLES

Nursing and midwifery  
council: fitness to practice  
analysis

CQC: Consultation on  
2016-21 strategy

South West London  
Sustainability and  
Transformation Plan

Human Fertilisation and  
Embryology authority:  
debating mitochondria  
replacement

Evaluation of non-medical  
endoscopists training for  
HEE

# NURSING AND MIDWIFERY COUNCIL: FITNESS TO PRACTICE ANALYSIS

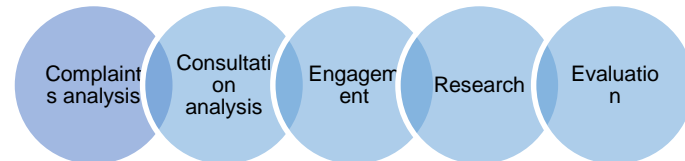
**The challenge:** Help NMC to understand whether there are themes/trends in the issues identified through fitness to practice cases

## What we did

- Reviewed c.900 cases
- Developed a thematic code-frame to support analysis
- Back-coded the existing cases
- Provided training so that NMC can start coding cases as they enter their systems in future

## The results

- NMC now have a clearer picture of why people are subject to fitness to practice cases and have a tool that will help identify emerging trends. They can use this information to target training and support, to support registrants.





## CQC: CONSULTATION ON 2016-21 STRATEGY

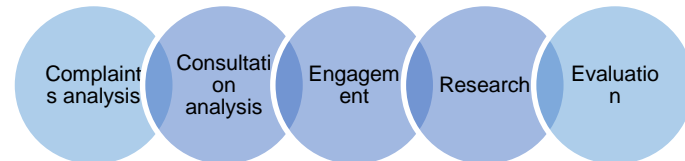
**The challenge:** Help design and manage the consultation for the CQC's new strategy

### What we did

- Online questionnaire
- Series of consultation events
- Analysed other engagement activities, including internal focus groups and online discussions
- 768 responses, almost half care providers

### The results

- Informed the development of the strategy, identifying areas of concern and areas of agreement, ensuring the final strategy balanced the needs of different stakeholder groups.



# SOUTH WEST LONDON SUSTAINABILITY AND TRANSFORMATION PLAN

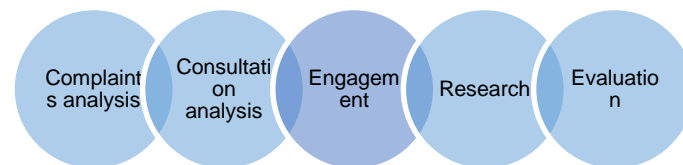
**The challenge:** Offer people the opportunity to give their views on the emerging STP, and to capture questions, concerns and opportunities

## What we did

- Open events (one in each of the six boroughs)
- 20-80 participants, recruited through radio, poster in GPs, Healthwatch, PALs and PPGs
- Standard presentation by the STP leads
- Discussion on facilitated tables, focussed on six themes

## The results

Work is ongoing but initial indications are that people appreciated the opportunity to be involved early before ideas are firmed up. There will be future opportunities (formal and informal) to comment further as the ideas are firmed up.



# HUMAN FERTILISATION AND EMBRYOLOGY AUTHORITY: DEBATING MITOCHONDRIA REPLACEMENT

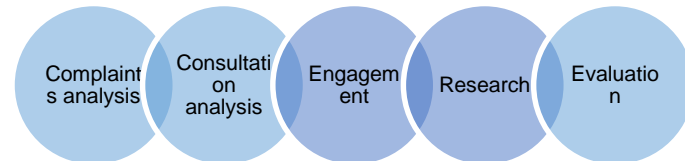
**The challenge:** Gauge opinion on the introduction of new IVF-based techniques for the avoidance of mitochondrial disease

## What we did

- Deliberative public workshops
- Public representative survey
- Patient focus groups
- Open consultation questionnaire
- Open consultation meetings

## The results

Informed HFEA advice that there was broad support for mitochondria replacement being made available to families at risk of passing on a serious mitochondrial disease with safeguards.



# EVALUATION OF A FAST-TRACK APPROACH FOR NON-MEDICAL ENDOSCOPISTS FOR HEALTH EDUCATION ENGLAND

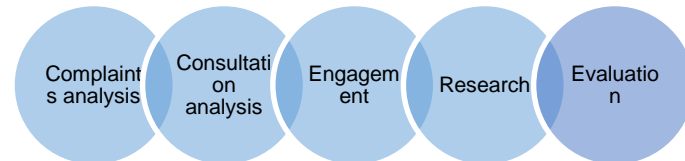
**The challenge:** HEE was introducing a new, fast-track training programme for non-medical endoscopists. They wanted to a) learn as the programme was delivered so that it could be improved for future waves and b) evaluate the impact of the training

## What we did

- Desk research
- Stakeholder interviews including professionals and patients
- Surveys with trainees and their mentors
- Analysis of monitoring data

## The results

After the first year evaluation evidence suggests that the training programme has achieved 'proof of concept'. Many of the evaluation's interim recommendations have been used by the programme leads to refine and improve the design of the programme.



## WHAT WORKS WHEN?

	Complaints analysis	Consultation analysis	Engagement	Research	Evaluation
Identifying a problem	★	★			★
Understanding of wants/needs		★	★	★	
Evidence that what you are doing is working	★				★
Consent to change			★		
Solutions not just problems			★	★	★
Better decisions	★	★	★	★	★
Empowerment			★		

## LISTENING BETTER: LESSONS FROM INFRASTRUCTURE

Consultation shouldn't be the only thing you do

Engagement is different to communications

Requirement to have regard to all responses

Use reference groups:  
develops an informed group of stakeholders

Statements of common ground

Clarity of regulatory requirement

# Thank you

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