

Collaborative Project Working

Using 'Just One Norfolk' as an example



Introduction

This guide is designed to share the experiences of the Norfolk Children & Young People's Services, during their time working to develop the Just One Norfolk platform. Specifically it focuses on the collaborative approach that the project took and how this engagement with stakeholders has led to successful project implementation.

The processes and principles used for this project are very transferable and will support project success across a range of specialties.

Eastern **AHSN**



Just one Norfolk



What is Just One Norfolk?

Just One Norfolk is an attractive, interactive digital platform integrated within service delivery of the Norfolk Healthy Child Programme (NHCP), providing a single digital access point for Norfolk's families/professionals to validated information, support and resources designed to improve a family's confidence and ability to care for their children, reducing over-reliance on professional resources and improving health literacy which will in turn increase their children's opportunity to thrive.

This is the first time a digital approach has been taken by any Healthy Child Programme to provide care for families and has generated much local and national interest with initial success a catalyst for whole-system engagement and funding.

All the content on the site has been created, sourced and approved by qualified NHS professionals in the NHS Norfolk Children and Young People's Service and verified by external stakeholders, so families know they can rely on the advice.

The site is now part of the NHCP service offer; from antenatal onwards users are routinely sent links to the site before contact (including 6 mandated visits, National Childhood Measurement Programme (NCMP), transition to school and transition to high school) introducing resources but also giving personalised access to interactive tools rating confidence and generating bespoke resources within the site.

A collaborative project team

Ensure you have a collaborative project team that has the capacity to drive the project forward. The team for the JON project was multi-disciplinary and included:

- Senior sponsor - this person should have the relationships and links into the wider local system.
 - A member of the leadership team - to support engagement to the project
 - Operational Lead – manage relationships (internal/ external), day to day running of the digital platform. Leadership of the digital platform delivery team.
 - Coproduction resource – this was a specific post but could be someone who just has a special interest and allocated time
 - Communications resource – lead on social media activity and any graphics or animations required on the platform
 - Content creator (resource)
 - Admin resource
 - Clinical support
 - Project team (implementation team) and subject experts
 - Safeguarding resource
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- Arrange for monthly catch ups with different teams e.g. communications, coproduction and content creation. These only need to be for half an hour but will ensure progress and priority areas are being focused on.

Collaborating with commissioners

The JON team were lucky to have an existing good relationship with their commissioners. However it is still important to take the steps to ensure:

- They see the value of the project to both patients and themselves e.g. potential monetary savings
- Ensure the project you are trying to do can be linked into their organisational strategy when 'selling' the idea
- Get them to understand that the cohort or project target group is the same which ever service is seeing them e.g. by influencing at an early stage it may stop the person going to a formal health service



Collaborating with external stakeholders

External stakeholders are important to help support the sharing of resources and messages. There are a number of ways to do this:

- Ensure there is regular communication – sometimes this may even be daily
- Make sure the project team understand the expectations of the stakeholders and visa versa
 - For stakeholders you want to involve closely with the project – remember they are busy and so it is important to make good use of time. e.g. JON made it clear it was not an expectation that an external team needed to write all content but contribute how it links into what exists. The organisation maintain control of their specialist content.
- Make use of technology e.g. online resource such as Basecamp was used to share content and views without having to arrange a face to face meeting.
- Consider holding an information day with external stakeholders. You can use this as an opportunity to:
 - Get feedback on the site
 - Ask what else they would like to see
 - Encourages a feeling of shared ownership and being helpful
- It is important to have a clear understanding of the innovation and be able to articulate the vision. Then people will come to you rather than having to engage them all the time. Repeat this regularly. Once a quarter and more if really trying to engage a stakeholder.
- Consider who are the stakeholders are and what works for them e.g. for JON the schools rarely attend events in the day time or evening so a different way to engage is required. Consider piggybacking onto existing forums if you can
- Twitter is a great way to share things with a professional audience
- Attend conferences and encourage others to share your messages
- Look for sponsorship from an organisation that has a good reputation in the area e.g. Eastern AHSN's support for JON was useful as they have a reputation to support digital innovation.

Collaboration with service users

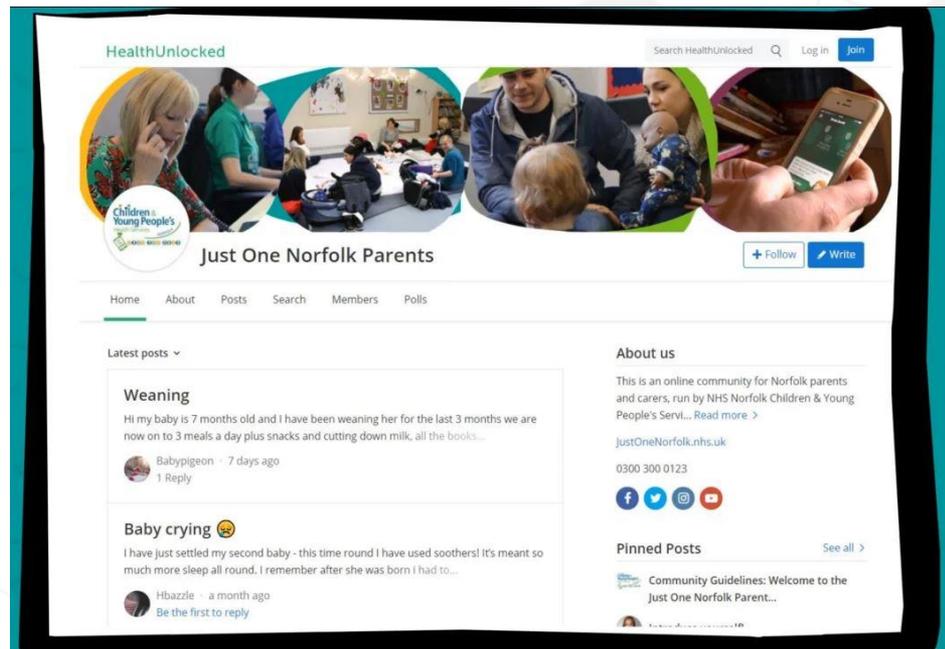
Co-production lead Michelle shares her top tips

- Be clear on what you want to find out from potential users and stick to that topic
- Consider the local demographics and geographic e.g. Are people living in rural or urban areas? Do they have access to their own transport or are they reliant on public transport?
- Multiple smaller focus groups across a range of areas might work better than a larger one that some find harder to access.
- Consider the timing of the groups e.g. for the Just One Norfolk project the target group was families with young children. For this group a focus group at 10am wouldn't work as if parents have dropped older children at school they don't want to go home and then come out again. We found a group at 9.15ish worked well and for those who work consider an evening session.
- Make use of existing groups e.g. libraries, schools, children's centres and colleges and faith communities. This will help to build professional networks and perhaps access people who otherwise wouldn't put themselves forward.
- Always be open, honest and realistic with other professionals, families and all other stakeholders - don't promise things that may not be possible to change.
- Engage with your groups throughout and regularly check whether they are still happy with their level of involvement. Remember people's personal circumstances may change and they may no longer want to be involved.
- Don't make assumptions about what people want. I've found that even after years of offering services and working with families, children and young people that their answers are not always as expected. When doing surveys don't lead service users towards a response. Always give them the option to write their own comments.
- Success will be seen if people feel truly involved and engaged and they can identify a benefit or positive outcome for them personally. They will need to see what they can get from it if they get involved. For example a family who have experienced a service may want to ensure someone else gets the same level of care they did or if they had a negative experience ensure it doesn't happen again. Another may see that a resource will bring extra services to their area or have a skill they want to share. This involvement can be a very positive experience raising confidence and potentially enabling someone to make a move back into the workplace.

Collaboration for online peer support

How to set up and encourage engagement for an online community

- To set up an online peer support network, recognise that a separate clinical lead might be required for this to provide oversight and supervision
- To make a sense of community – create ‘fake user accounts’ to show that conversations are happening to encourage others to start theirs
- Make use of community champions – these are volunteers who want to give something back but they will require supervision and guidance
- To encourage people to join make use of other platforms. For example – Facebook, and or embedded related forum questions into the right website pages.
- Make sure the pages are coproduced – this will allow families to know what’s going and opportunities.
- Encourage staff to promote the opportunity of peer support so they understand that this will support their job rather than threaten it.



Collaborating with service delivery staff (family facing)

- It is important to be able to articulate the why you are doing the project
- Allow the staff to see both the benefits to the service user and themselves
- Understanding the barriers that staff may face during implementation and put things in place to help overcome these.
- Provide training sessions e.g. for the JON project all staff received mandatory Patient Activation Measure training
- Continue to upskill staff e.g. The NHCP team are working to digitally upskill staff. This supports their understanding of the JON site but also meets one of the objectives of the Long Term Plan
- Co-production training is also being provided to a wider staff group. This helps them to understand the needs of families they are working with and be able to feed this back for future developments. It will also help them to encourage the family to be involved in development if they want to going forward.
- Ensure you have something tangible to show staff e.g. to start with the NHCP team didn't have an example of what the site would look like and it was difficult for staff to understand it.
- Stop ordering old resources to try and enforce the change
- Update process and SOPs to include new ways of working
- Be visible to staff so they can ask questions with minimal effort and normalise talk about the innovation
- Provide the opportunity to be part of the change (done with not done too)

Technical and Creative Developers

Spend time scoping and go through a robust procurement process (have we got the right person)

The procurement process is key to ensure the relationship is good. Understand the needs and requirements of other internal departments e.g. IT and information governance before procuring

Ensure the product can be used to its full potential - something might look good but operating systems may be too dated to run it properly.

Ensure any external organisations fully understand the NHS requirements and how to interface with NHS systems e.g. one company approached didn't fully understand the sensitivity around health data and therefore this piece of work couldn't be taken forward

Find someone who is receptive and able to answer requests at short notice e.g. consider if an independent provider may be able to be more responsive than a larger firm with more competing priorities



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