Good Practice Guide Appendices Appendix 28

Communication and Engagement with Cluster Staff

High levels of staff engagement are associated with job satisfaction, organisational commitment, discretionary effort, organisational advocacy, continuous improvement and productivity. This is explicit in the third pillar of the "quadruple aim" set out in the Parliamentary Review:

"to enrich the wellbeing, capability and engagement of the health and social care workforce"

Effective **internal communication and engagement** is therefore critical to the success of clusters and should be a key priority. Characteristics of good communication and engagement with cluster staff might include the following actions:

- Appointing leaders with credibility, so that they can get buy-in locally
- Leaders need to motivate participation and engagement from member practices through encouraging a sense of common purpose, mastery and self-direction
- Create an atmosphere of trust between practices and the Cluster Team, demonstrating that the cluster will be beneficial for professionals and patients
- Have a compact or other written agreement that binds together professionals, managers and practice staff and reinforces the sense of mutual accountability between the Cluster Team and its member practices
- Develop opportunities for practices to take on leadership roles outside the cluster, e.g. leadership roles for specific clinical areas
- Use education, benchmarking and peer review as tools for improvement and engagement
- Involve patients at all levels
- Actively seek feedback from staff and patients.

Channels and Approaches for Health and Care System Engagement

The success of the cluster will be critically dependent on how it works effectively as part of the health and are system. The relationship between the cluster and the wider system is described in more detail elsewhere in this document, but key features may include:

- Identifying organisational champions to engage in partnership working
- Focusing on staff engagement to increase organisational advocacy across the cluster
- Ensuring that your staff are clear about your aims and goals so that they can advocate for these within local partnership, and that they are also aware of how to bring stakeholder feedback to influence and inform cluster strategy and priorities