



Report

Communications and Engagement Strategy 2016 to 2019 Edinburgh Integration Joint Board

13 May 2016

Executive Summary

1. Each IJB is required to have a communications and engagement plan in place.
2. The attached high level plan sets out the principles and protocols for our communication and stakeholder engagement activity.
3. Only through effective stakeholder engagement will we be able to achieve our ambitious goals.
4. A series of more detailed communication action plans will be created for individual projects, campaigns and activities. This will include behaviour changing campaigns such as educating service users on visiting their GP, We will also actively support national awareness days and activities, for example Suicide Prevention Week

Recommendations

5. Support a proactive communication and engagement approach for the IJB and Edinburgh Health and Social Care Partnership's wide range of partners and stakeholders.
6. Agree the draft communication and engagement plan for 2016 to 2019.

Background

7. See attached communications and engagement plan for 2016 to 2019.

Main report

8. See attached communications and engagement plan for 2016 to 2019.

Key risks

9. There is limited risk in engaging stakeholders. There is, however, a high risk that we will not achieve our objectives if we do not engage our wide stakeholder audience which includes employees, service users, delivery partners and many other groups.

Financial implications

10. This plan should not incur additional costs as it is about agreeing a consistent approach and range of protocols for engagement and communication.

Involving people

11. Involving people is a key objective of the plan and it sets out the principles for how we engage and the communication tools and channels we will mainly use.

Impact on plans of other parties

12. There is no known impact on the plans of other parties.

Background reading/references

None.

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Links to priorities in strategic plan

[Link 1]

[Details]

[Link 2]

[Details]

Edinburgh Health and Social Care Partnership

Draft Communication and Engagement Plan 2016 to 2019



Working together for a caring,
healthier, safer Edinburgh

Introduction

Communication and engagement is critical to the success of the Edinburgh Integration Joint Board (EIJB) and the Edinburgh Health and Social Care Partnership (the Partnership). Only by truly working together with partners, colleagues and the general public will we be able to achieve our ambitious plans.

Strategic Plan

The Partnership and EIJB have produced and approved a strategic plan outlining its aspirations and priorities from 2016 to 2019.

The Partnership faces a number of challenges including the growing population, more people living with long term and complex conditions and a very difficult financial climate for the foreseeable future.

The plan identifies our key priorities which link together and are all equally important. They focus on:

- identifying those at risk
- preventing avoidable ill health
- providing timely and appropriate interventions that promote recovery
- using the resources and capacity of all partners effectively.

Our strategic plan sets out the Partnership's six priorities and 12 areas of focus which will allow us to deliver change. It also details an action plan containing 44 actions identified as required if we are to meet these priorities.

The strategic plan sets out in detail the challenges and the opportunities in delivering health and social care against Edinburgh's projected demographics and resources. The strategic plan and accompanying joint strategic needs assessment (JSNA) document will be updated on a regular basis and will be available online.

Key messages

We will have a series of different messages for various stakeholder groups throughout the three year period. We will develop individual communications plans to address specific issues, awareness and social marketing campaigns. Communications will be targeted both city-wide and to locality bases as appropriate. However, all communications will follow the protocols outlined in this plan and be in line with the Strategic Plan.

Our six key priorities from the Strategic Plan are:

1. Tackling inequalities

Working with our partners to tackle the causes of inequality and health inequality by supporting those at greatest risk and focusing on:

- mitigating the health and social consequences of inequalities
- helping individuals and communities resist the effects of inequality on health and wellbeing.

2. **Prevention and early intervention**

Supporting and encouraging people to achieve their full potential, stay resilient and take more responsibility for their own health and wellbeing; making choices that increase their chances of staying healthy for as long as possible and where they do experience ill health, promoting recovery and self-management approaches.

3. **Person centred care**

Placing 'good conversations' at the centre of our engagement with citizens so that they are actively involved in decisions about how their health and social care needs should be addressed.

4. **Providing the right care in the right place at the right time**

Delivering the right care in the right place at the right time for each individual, so that people:

- are assessed, treated and supported at home and within the community wherever possible and admitted to hospital only when clinically necessary
- are discharged from hospital as soon as possible with support to recover and regain their independence at home and in the community
- experience a smooth transition between services
- have their care and support reviewed regularly to ensure these remain appropriate
- are safe and protected.

5. **Making best use of capacity across the whole system**

Developing and making best use of the capacity available within the city by working collaboratively across:

- the statutory sector
- third and independent sectors
- housing organisations
- communities
- individual citizens, including unpaid carers

to deliver timely and appropriate care and support to people with health and social care needs, including frail older people, those with long term conditions and people with complex needs.

6. **Managing our resources effectively**

Making the best use of our shared resources (people, buildings, technology, information, procurement approaches) to deliver high quality, integrated and personalised services, which improve the health and wellbeing of citizens whilst managing the financial challenge.

Health and social care outcomes



Communication protocols

We will undertake a wide range of communications which reflect our **vision** and **values**. Our communications will:

- ensure service users and their carers can have a genuine influence on how services are provided and who provides them
- ensure that any engagement is a positive experience for all those involved
- bring together knowledge and information from engagement in service planning and development in other areas, for example the work in Neighbourhood Partnerships
- ensure there is a clear explanation for service users and carers about their roles
- where possible, use venues preferred by service users and carers which are fully accessible
- ensure all activities will be recorded and made public
- recognise that large events may not encourage people to speak out and a range of opportunities to do so will be provided, that ensure the integrity of the consultation, through:
 - letter and/or response to other written or visual publications
 - provision of advice from user and carer led organisations
 - focus groups
 - user and carer forums involving different interest groups
 - surveys of service user and carer experience and views
 - support from advocacy workers for service users and carers to present their views and protect their interests.

Our vision

People and organisations working together for a caring, healthier, safer Edinburgh.

Our values

We will respect the principles of equality, human rights, independent living, and will treat people fairly.

The following principles will guide communications with our key audiences.

- **Clear, concise and inclusive**
Language will be accessible, jargon free and easy to read. We will commission easy read versions of relevant print materials and the Interpretation and Translation Service can provide large print and translations if needed.
- **Open and honest**
Ensure complete transparency and understanding by our target audience.
- **Sustainable**
Maintain a regular dialogue with target audiences without it feeling onerous.
- **Targeted**
Reach the right audience, in the right place and at the right time.



- **Tested**
Check with service users to ensure we are using the right language to speak to our audiences. This is particularly relevant for those with low literacy, learning disabilities, older people and where English is not someone's first language. It is also a key to success for behaviour changing campaigns.
- **Timely**
Respond to the need for information at the right time and ensure we give people enough time to respond to consultations and surveys.
- **Two-way**
Listen to people and give them the opportunity to respond or ask questions in a way that suits them.

Communication and engagement objectives

Significant work has already taken place in engaging stakeholders in the development of the strategic plan for Edinburgh.

In addition the Partnership workforce has a very good track record of engagement with key stakeholders on both the health and social care sides.

Effective engagement with stakeholders is integral to the way we must work going forward. To succeed in our objectives we need to:

- ensure effective communications and engagement across the integrated workforce
- ensure the public and services users have an understanding of the services available and how to access these
- work closely with and engage partners and key stakeholders to achieve common goals
- protect and enhance the reputation of the Health and Social Care Partnership and the partner organisations.

In addition, as part of the Integrated Care Fund, funding has been identified to continue, and build on, previous health and social care campaign and engagement activities which focus on prevention work. In the past this has included dementia awareness and falls prevention campaigns as well as Live Well in Later Life activities. These campaigns rely on working closely with organisations and services that support these vulnerable audiences.

Communication approach and activities

We will employ a range of communications activities, methods and tools for two-way communication with our key audiences. These will include:

Branding

Maintaining a consistent visual identity, or look and feel, supports engagement with user groups and Edinburgh Health and Social Care Partnership colleagues.

The information we provide will be clear and easy to understand and as accessible as possible, following best practice guidelines.

The Partnership has adopted an icon-based look and feel, tested with target audiences. All leaflets will carry the “Happy to Translate” information and be available in large print and different languages.

Employee communications and engagement

It is a priority to ensure that everyone understands the vision and strategy for the new organisation, as well as their role in the integrated workforce so that they feel engaged.

We also need to provide colleagues with the opportunity to share their views and clearly demonstrate that they are part of a listening and responsive organisation.

Stakeholder engagement

A wide range of stakeholders exists across the health and social care spectrum. However, our two main target audiences are our service users and their carers along with partner organisations that help us deliver health and social care services. Our commitments to these audiences mean that:

- **public involvement**
we will continue to carry out our duty of meaningful public involvement, participation and consultation with service users and their carers
- **partner involvement**
we will work effectively with partner organisations to understand each other's needs and businesses, agree objectives and achieve our common goals.

Digital

While a range of communication channels will be adopted, there is an expectation that information is easily accessible in a digital format.

An easily available and accessible web presence, providing useful information and clear links to partner organisations, will be fundamental to our communicating effectively.

The Partnership will also engage with stakeholders through social media. This will help encourage participation and provide a channel to respond to feedback.



Integrating
Edinburgh's Health
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Media relations

Effective media relations offers the opportunity to enhance and protect the Partnership's reputation and to promote public confidence.

As the Partnership develops we will need to proactively manage the organisation's reputation and news agenda, and respond to questions regarding the decisions being taken and the strategic approach to the provision of services.

Social marketing and campaigns

The Partnership has a key role in championing prevention and supporting people to make lifestyle choices that reduce their longer term need for health and social care services.

A wide range of campaign or public information materials will be produced to reflect the strategic plan priorities. This may range from service specific leaflets to wider campaigns on for example public protection, smoking cessation and breast feeding and dementia awareness.



Audience segmentation and targeting

We can segment our audiences into several high level groups, as below.

Key stakeholder groups:

- EIJB members and sub-committee members
- Political/legislative stakeholders including Scottish Government, MSPs and MPs
- EHSCP workforce in locality hubs and premises throughout the city
- Patients/service users and carers
- NHS Lothian:
 - Board and sub-committees
 - Support services eg Organisational Development (OD), Finance, Communications
 - Acute services
 - Set aside services
- City of Edinburgh Council:
 - Elected members
 - Directors
 - Centralised services, eg OD, Workforce Planning, Finance, Committee Services, Business Intelligence and Communications.
 - Localities and related support services, eg delivery partners in Housing, Safer and Stronger Communities, locality workforce in each of the four localities, services to support children.
- Other IJBs, particularly those in Lothian with hosted services
- Third sector and interface organisations, for example EVOC, Edinburgh Social Enterprise Network, CCPS etc

- The independent sector
- Commissioned service providers of EHSCP services
- Community Planning Partnerships, including Neighbourhood Partnerships, Community Councils, Police Scotland, Scottish Fire and Rescue Service, community groups etc
- Regulatory bodies
- Representative bodies and groups, for example Edinburgh Health Forum and A City For All Ages
- Trade unions.

This list is not exhaustive and will continue to develop over time.

Communications tools and resources

We will use these tools and resources to ensure understanding of the Edinburgh Health and Social Care Partnership:

Tool/channel	Audience	Purpose	Frequency
Branding			
The Edinburgh Health and Social Care Partnership visual identity	All audiences	Information is clear and easy to understand. Maintaining a consistent visual identity, or look and feel, can help support engagement with user groups and employees	On all publications
Employee communication and engagement			
EHSCP newsletter	EHSCP workforce	To provide regular updates and allow two-way communication with the Chief Officer	Fortnightly
Transform Edinburgh website	EHSCP workforce	To inform and engage	Regular updates
FAQs in print form and hosted on the Transform Edinburgh website	EHSCP workforce	To inform and allay fears about change	As new questions arise
NHS Lothian and City of Edinburgh Council intranet sites	EHSCP workforce and Council/ NHS Lothian colleagues	For employment-related information, eg salary scales	Regular updates
Executive visibility programme	EHSCP workforce	To introduce EIJB and executive team members to frontline colleagues and allow two-way communication	Year round programme
Employee recognition	EHSCP workforce	To recognise the workforce for excellent performance	Annually
Employee survey	EHSCP workforce	To monitor engagement and analyse and respond to results	Annually

Tool/channel	Audience	Purpose	Frequency
Email healthsocialcareintegration@edinburgh.gov.uk	EHSCP workforce and some external organisations	To provide an easy two-way communication method	As needed
Text alerts	EHSCP frontline colleagues	Instant short messages to frontline colleagues	Urgent business needs
Printed materials eg Connections	EHSCP workforce and NHSL colleagues	To inform and engage	Quarterly
Stakeholder engagement			
Consultations and consultation events	Service users and key stakeholders	Public involvement, engagement and consultation on strategy and services	As required
EHSCP newsletter	Key stakeholder groups	To inform, engage and update	Monthly
Deputations to EIJB meeting	Interested bodies and groups	For the general public to present their views on agenda items	At EIJB meetings
Briefings	Target audiences, eg elected members, NHS Lothian and Council directors and senior management	To inform, engage and update on key issues	Ad hoc
FAQs (hosted online and in print)	All target audiences	To provide answers in an easy to digest format	As new questions arise
Digital			
Transform Edinburgh website friendly URL edinburgh.gov.uk/ehscpartnership Also links to and from NHS Lothian and City of Edinburgh Council website for specific information	All target audiences	To inform, engage and educate.	Regular updates
Email TransformEdinburgh@edinburgh.gov.uk	Web visitors	To provide an easy two-way communication vehicle	Ongoing
Email healthsocialcareintegration@edinburgh.gov.uk	EHSCP colleagues and some external organisations	To provide an easy two-way communication vehicle	Ongoing
Social media channels (predominantly Twitter and Facebook)	All target audiences	To inform, engage and educate	Planned content
Media relations			
Media engagement in the form of press releases, photocalls, case studies etc	Media	Reactive and proactive engagement to enhance and build the Partnership's reputation and promote confidence in the Partnership	Regular and as needed

Tool/channel	Audience	Purpose	Frequency
Social marketing and campaigns			
Series of campaigns and literature on relevant topics to encourage citizens to take responsibility for their health and change their behaviour	Targeted audiences	Will range from service specific leaflets to wider campaigns, for example public protection, falls prevention, smoking cessation, breast feeding or dementia awareness	Ongoing
Freedom of information/complaints process			
Complaints process	General public	Respond to complaints, issues and compliments	As needed
Freedom of information process	Media and general public	Receive and respond to Freedom of Information requests that may cut across both the local authority and health board	As needed

Risks, issues and dependencies

Risk, issue or dependency	Mitigation or comment
Web development needed	Make best use of and create links between Transform Edinburgh, City of Edinburgh Council and NHS Lothian websites until a way forward can be agreed.
Complex subject to communicate	Break down the strategy and complex structure and governance in to a story that people can understand. Use accessible channels and language. Create easy read versions of significant documents.
Expectation of changes immediately after 1 April	Manage expectations by communicating in terms of next steps and key milestones.
Changes creates uncertainty and anxiety	Clear and timely communications plan developed and implemented including monitoring and measurement to gauge effectiveness.
Wide range of stakeholders involved in the health and social care spectrum	Full stakeholder analysis to be undertaken to aid development of a comprehensive engagement plan.
Confusion over contact points	Roles and responsibilities to be agreed and communicated. Develop clear communications and contact points to target audiences.
Differences in culture and language used between the two organisations and service users	Service Level Agreements will be put in place to agree a robust approvals process.
Resource for communication	Communications resource in place to deliver the communications and engagement strategy.

Monitoring, measurement and evaluation

We will develop a range of metrics to measure the effectiveness of our communications against SMART objectives.

For each communication project or campaign we will set objectives and monitor throughout the campaign or project period.

We will establish and use a variety of methods to monitor, measure and evaluate including:

- Web and social media analytics to measure awareness, attitude, behaviour and action
- Focus groups and surveys to gauge opinion and feedback
- Consultation tools to develop services and engage key stakeholders
- Client and stakeholder feedback to monitor effectiveness
- Success of campaign calls to action (eg phone this number, visit this web page)
- Changes in behaviour for social marketing campaigns
- Media monitoring to evaluate media enquiries and coverage
- Employee surveys to measure engagement and satisfaction.