



# Report

## Health and Social Care Partnership Communications Action Plan Edinburgh Integration Joint Board

26 January 2018

### 1. Executive Summary

---

- 1.1 The Edinburgh Health and Social Care Partnership Communications and Engagement Plan 2016-19 was approved by the Integration Joint Board (IJB) at its April 2016 meeting. The Strategy set out the principles and protocols for communication and stakeholder engagement activity.
- 1.2 An action plan for the Health and Social Care Partnership has been developed in response to the priorities for the next 12 months, including:
- leadership visibility
  - communicating and engaging with staff
  - engaging the public in key decisions/service development
  - engaging key stakeholders and service providers in key decisions/service development.
- 1.3 An engagement/communication plan for the IJB will be developed separately, given the different role and function of the two bodies. When agreed, the two action plans will be brought together as separate sections of a single document.

### 2. Recommendation

---

- 2.1 The IJB is recommended to:
- 2.1.1 consider and comment on the Partnership's communications approach and action plan for the forthcoming year; and
- 2.1.2 note that a separate engagement/communication plan for the IJB will be presented for consideration and agreement within 6 months.

### 3. Background

---

- 3.1 Communication in its many forms was criticised in the joint inspection report of older people's services. The main areas for improvement are set out in paragraph 1.2 above.
- 3.2 The Partnership workforce is going through an extended period of change. This includes the way in which the Partnership works with stakeholders to deliver services. With any change, communication is key to success, and this report outlines the activity planned by the Council's Communications Team to support the Partnership to engage with and involve key stakeholders.

## 4. Main report

---

- 4.1 Integration of health and social care services has brought about many changes for staff from two separate organisations who will now work together in integrated teams, with revised management and reporting. Localities are well on their way to being set up, with multi-agency triage teams (MATTs) in operation and the workforce moving to new geographic boundaries. These changes affect everyone who interacts with the Partnership – staff, partners and the full range of stakeholders, and it is essential that all are involved in decisions affecting the services to be delivered in Edinburgh.
- 4.2 The focus will be on the following forms of communication:
- leadership visibility and accessibility
  - engaging staff to ensure they fully understand the Partnership's vision and their role in its success
  - involving our key stakeholders and delivery partners
  - involving the communities and people we serve.

### **Leadership visibility and accessibility**

- 4.3 This will be achieved by:
- a mix of quarterly 'town hall' and geographic two-way engagement events, focusing on introducing the Partnership's senior leadership team, explaining the vision and strategy, and giving the workforce regular access to senior managers
  - developing a schedule of monthly visits to all service areas in the Partnership, listening to frontline workers on how we can make improvements

- regular and consistent communication from the Chief Officer in the form of e-newsletters, providing information from around the Partnership, celebrating success, highlighting service developments, etc.
- localities running engagement events for the partners in their area, and setting up local networks of partner agencies and providers; this locality-based engagement will support implementation of local improvement plans
- developing regular locality bulletins

### **Engaging staff**

4.4 The town hall and smaller events led by the Partnership's senior leadership team will be a significant factor in engaging staff. In addition, the following will be developed:

- a monthly newsletter for managers to use in team meetings, combining NHS Lothian and Council topics that need to be cascaded
- an annual employee survey for Partnership staff (using iMatter); this year's survey has been undertaken and will be followed up with results and action plans at team level
- locality-based whole-team Hub and Cluster meetings; electronic suggestion boxes and news bulletins
- locality staff development sessions

### **Involving key stakeholders and delivery partners**

4.5 It is important that stakeholders feel involved, empowered and passionate about the success of the Partnership in delivering optimum results for Edinburgh's citizens.

4.6 The locality model will require an increased emphasis on developing relationships at this level, in addition to those at a city-wide level.

4.7 Stakeholders will be involved in a range of ways, through:

- regular engagement sessions throughout the year in both localities and at a Partnership level; these will focus on building relationships, understanding each other's objectives and exploring how we can work better together
- regular (bi-monthly or quarterly) newsletters at both locality and Partnership level, highlighting integration progress, IJB decisions, opportunities to

becoming involved in service development and changes, etc; these will be customised for the various stakeholder groups and topics

- in-depth involvement in consultations and service delivery discussions
- media management and media engagement
- a range of locality-based meetings, focused on improvement plan implementation, with an emphasis on:
  - ✓ improving access to services
  - ✓ tackling social isolation
  - ✓ healthier lifestyles
  - ✓ improved mental health

### **Involving the communities and people we serve**

4.8 The Partnership will continue to engage communities and the people we serve:

- in shaping our service delivery; an example of this is the range of engagement currently taking place across the city around introduction of the Carers Act in 2018
- by holding awareness events, such as the dementia café events to highlight World Alzheimer's Day in September 2017
- through media and social media engagement, highlighting prevention and early intervention topics, for example the Learning Disability Festival in August 2017
- by awareness and behaviour changing campaigns, for example highlighting the changes to services over the winter period and top tips for how residents can stay healthy
- throughout the localities by a range of service development groups.

## **5. Key risks**

---

5.1 There is little risk in fully engaging stakeholders. There is, however, a high risk of failure to achieve our objectives if we do not engage our wide stakeholder audience, which includes employees, service users, delivery partners and many other groups.

## 6. Financial implications

---

- 6.1 Most communications activity has limited financial impact other than large workforce town hall events. The impact is the investment of staff time to conduct and manage the engagement activity.

## 7. Involving people

---

- 7.1 Involving people is a key objective of the communications plan, which sets out the activities planned to engage and involve.

## 8. Impact on plans of other parties

---

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

## Background reading/references

---

Edinburgh Health and Social Care Partnership Communications and Engagement Plan 2016-19.

## Report Author

---

**Michelle Miller**  
**Interim Chief Officer, Edinburgh Health and Social Care Partnership**

Contact: Ann Duff, Senior Communications Officer  
Email: [ann.duff@edinburgh.gov.uk](mailto:ann.duff@edinburgh.gov.uk) | Tel: 0131 529 7210