

# Report

## Communications Action Plan for the EIJB

### Edinburgh Integration Joint Board

8 February 2019



#### Executive Summary

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1. An action plan has been developed in response to the Edinburgh Integration Board's (EIJB) growing requirement to communicate and the opportunities presented to do so by a wide variety of media. This plan will develop over time to reflect new audiences, objectives and communications needs.
2. This plan complements the communications action plan for the Edinburgh Health and Social Care Partnership.

#### Recommendations

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3. The Integration Joint Board is asked to:
  - i. Approve the EIJB communication action plan;
  - ii. Agree to updates on this as it develops, at least annually.

#### Background

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4. A communications action plan for the Edinburgh Health and Social Care Partnership was presented to the EIJB in January 2018. At that time it was agreed that a separate action plan for the EIJB should be created to respond to the individual needs of the EIJB and its members.

#### Main report

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5. The attached draft communications action plan outlines the objectives and key audiences for EIJB communications.
6. The action plan will continue to develop over time as new audiences, communications needs and mechanisms are identified.

7. The main communications objectives are:
  - i. To help people understand the role of the EIJB in the changing landscape of health and social care in Edinburgh.
  - ii. To provide the platform to allow EIJB members to engage with key stakeholders.
  - iii. To allow access to EIJB meetings for the general public.
  - iv. To offer interested parties an opportunity to be heard at EIJB meetings through deputations.
  - v. To communicate with other members of the EIJB and have a private way of sharing papers and ideas.
  - vi. To support the ongoing development of EIJB members' knowledge through an induction and development programme.
  - vii. To provide a mechanism for individual EIJB members to visit health and social care sites providing services to Edinburgh's citizens.
8. The EIJB is already meeting the majority of these objectives and activity is underway to meet the remainder.
9. The most recent activity has been the introduction of a bi-monthly newsletter to stakeholders and the scoping work for creating and launching a new website for the Partnership and EIJB.

## Key risks

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10. 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.

## Financial implications

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11. The main financial implications are the commissioning of a website for the EIJB and Partnership and funding is available for these within Chief Officer's delegated authority.

## Implications for Directions

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12. There are no known implications for Directions.

## Equalities implications

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13. The communications action plan will increase access and therefore reduce inequality.

## Sustainability implications

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14. There are no known implications on sustainability.

## Involving people

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

## Impact on plans of other parties

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

## Background reading/references

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

## Report author

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## Appendices

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**Appendix 1**

Communications Action Plan paper - January 2018

# Appendix 1

## Draft communications action plan

## Edinburgh Integration Joint Board

### Background

The Edinburgh IJB's reported lack of a clear communication plan was criticised in the joint inspection report of older people's services. A communications action plan for the Edinburgh Health and Social Care Partnership (EHSCP) was agreed in January 2018 on the understanding that a separate plan would be developed for the EIJB.

This communications plan aims to support Edinburgh Integration Joint Board (EIJB) members in communicating more effectively and create a better understanding of the Edinburgh Integration Joint Board's role among its key stakeholders.

This plan will focus on the EIJB's communications to develop a deeper understanding of the governance arrangements at stakeholder level. It will complement the EHSCP communications plan and aid the growing understanding of integration and the EIJB's role for other audiences.

### Communication objectives

The focus will be on these main objectives:

- To help people understand the role of the EIJB in the changing landscape of health and social care in Edinburgh.
- To provide the platform to allow EIJB members to engage with key stakeholders.
- To allow access to EIJB meetings for the general public.
- To offer interested parties an opportunity to be heard at EIJB meetings through deputations.
- To communicate with other members of the EIJB and have a private way of sharing papers and ideas.
- To support the ongoing development of EIJB members' knowledge through an induction and development programme.
- To support the EIJB communicating its intent, priorities, vision and values to the citizens of Edinburgh and HSCP staff.
- To provide a mechanism for individual EIJB members to visit health and social care sites providing services to Edinburgh's citizens.

### Communication principles

These principles will guide communications with our key audiences:

- **Clear, concise and inclusive** - language will be accessible, jargon free and easy to read.
- **Open and honest** - ensure complete transparency and understanding by our target audience.
- **Sustainable** - maintain a regular dialogue with target audiences.
- **Targeted** - reach the right audience, in the right place and at the right time.
- **Tested** - to ensure we are using the right language to speak to our audiences.
- **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.

## Key messages

The key messages for the various audiences will be developed by the Chair and Vice-Chair of the EIJB.

## Communications timeline

<u>Date</u>	<u>Activity</u>
Ongoing	Development sessions for EIJB members
September 2018 then bi-monthly/timed around EIJB meetings	IJB stakeholder newsletter
September 2018	First webcast of the EIJB meeting
September 2018	Induction for new service user representatives. This will be done on a rolling basis as new members join the EIJB or subgroups
March 2019	Launch of new website to share information
December 2019	Development and launch of interactive functions and the development of a private forum for EIJB members

## Key audiences and stakeholders

<b>Stakeholder groups</b>	<b>Type of communications/ what they want or need to know</b>	<b>Responsibility</b>
EIJB members	Confidential papers and sharing of ideas	Chief Officer/Senior Executive Assistant
	Induction to the EIJB for new members	Chief Officer/Senior Executive Assistant
	Continued development and learning for EIJB members	Chief Officer/Senior Executive Assistant
	Informal visit programme to health and social care sites	Chief Officer/Senior Executive Assistant
IJB committees and sub-committees NHS Lothian	Regular flow of communication on the work of the EIJB	EIJB
	Budget allocation	Chief Officer/Chief Finance Officer
	Directions	Chief Officer/Head of Strategic Planning/Chief Finance Officer
	At board and executive level	Chair/Chief Officer and NHS Lothian-nominated voting members
	At a service provision level, visibility of EIJB members through a site visit (quality assurance) programme	Chief Officer/Senior Executive Assistant

<b>Stakeholder groups</b>	<b>Type of communications/ what they want or need to know</b>	<b>Responsibility</b>
City of Edinburgh Council (senior management and elected members)	Budget allocation  Directions  At board and executive level  EIJB members through a site visit (quality assurance) programme	Chief Officer/Chief Finance Officer  Chief Officer/Head of Strategic Planning/Chief Finance Officer  Chair/Chief Officer and NHS Lothian-nominated voting members  Chief Officer/Senior Executive Assistant
Politicians (Scottish Government)	Communication on the EIJB's strategic direction, major successes and issues, influencing, visits by ministers and cabinet ministers etc	Chair/Chief Officer
Other Lothian IJBs	Pan-Lothian issues and strategic planning opportunities across boundaries	Chair/Chief Officer
Chief Officer and EHSCP Executive Team	Detailed discussions on strategy and operational matters	Chief Officer
EHSCP workforce and services	Ensure a general understanding of the EIJB's role  Regular contact should be through the Chief Officer, eg EIJB decisions reported in Chief Officer newsletters  At service level, visibility of EIJB members through an informal visits programme	Chief Officer / Executive Team  Chief Officer/Senior Executive Assistant  Chief Officer/Executive Team/Senior Executive Assistant
Partner organisations, eg EVOC, service delivery partners etc	Regular stakeholder engagement on the work of the EIJB  Access to EIJB meetings	EIJB  Trial of webcasting meetings.  IJB meetings are held in public - stakeholders are free to attend.

Stakeholder groups	Type of communications/ what they want or need to know	Responsibility
Media	Proactive and reactive media management and engagement  Access to EIJB meetings	The EIJB Chair is the spokesperson for strategy and resources for health and social care in Edinburgh.  The Chief Officer is the spokesperson for delivery of health and social care services in Edinburgh.  Trial of webcasting meetings.  EIJB meetings are held in public - members of the media are free to attend.
Citizens	Provide open access to papers and meetings.  Provide the opportunity for individuals and organisations to have deputations to the EIJB.  Access to EIJB meetings	EIJB – the new website will have access to EIJB papers and links to webcasts  EIJB  Trial of webcasting meetings.  EIJB meetings are held in public - members of the media are free to attend.
Other stakeholders (to be identified)	Access to EIJB meetings	Trial of webcasting meetings.  EIJB meetings are held in public – anyone is free to attend.

## Communications tools, resources and channels

Tool/channel	Comment
Dedicated website for the Edinburgh Health and Social Care Partnership	Development of a new website providing private space to host confidential papers and discussions.  A more accessible site will give public, stakeholders and staff a better experience and improved access to information on the EIJB and the Partnership.
Intranet site/s	Information on the EIJB for the EHSCP workforce.  There are currently separate staff sites hosted by NHS Lothian and City of Edinburgh Council.

<b>Tool/channel</b>	<b>Comment</b>
Webcasting of EIJB meetings – this is currently taking place as a trial	Open access to everyone. Will be of particular interest to stakeholders, media and staff.
Deputations	Deputations by citizens or organisations on specific items on the EIJB agenda.
Stakeholder newsletter	Regular newsletters to key stakeholders
Media relations	Proactive and reactive media engagement and media management.
Executive visibility programme for EIJB members	EIJB members to express interest in any health and social care visits on an individual basis as part of their ongoing learning and development. EIJB members invited to attend staff open access sessions. EIJB members invited to official openings and to attend conferences and events as appropriate
Edinburgh Health and Social Care Partnership twitter account	Gives ability to share information with interested stakeholders/professionals.
Briefings on specific issues	Gives ability to give in-depth briefings to appropriate audiences on specific issues.

## **Risks, issues and dependencies**

The majority of issues relate to obtaining funding or identifying a dedicated resource within the Partnership to develop and sustain communications vehicles and programmes:

### **Risk, issue or dependency**

The executive visibility programme will need a dedicated resource and commitment at senior level.

The risks and issues for developing a Partnership website are contained in a separate paper.

Increasing the profile of EIJB members with staff may cause confusion on the difference between the EIJB and Partnership

### **Mitigation or comment**

This programme will be picked up and developed by the Chief Officer's office and align to the recommendations stated in the Governance review paper.

The main risk to the development of the website is the cost to develop a truly interactive website. The more complex a website build is, the higher the costing to develop and support.

If managed effectively, this gives a good opportunity to explain the EIJB's role.

## **Monitoring, measurement and evaluation**

Each aspect or activity within the plan will be monitored, measured and evaluated for effectiveness.

## Principal stakeholder list

### Integration Joint Board members

Robert Aldridge	Jackie Irvine
Mike Ash	Carole Macartney
Colin Beck	Angus McCann
Carl Bickler	Ian McKay
Ian Campbell	Melanie Main
Andrew Coull	Moira Pringle
Lynne Douglas	Judith Proctor
Christine Farquhar	Alison Robertson
Helen FitzGerald	Ella Simpson
Ricky Henderson	Susan Webber
Kirsten Hey	Richard Williams
Martin Hill	Pat Wynne
Carolyn Hirst	

### Audit and Risk Committee

Mike Ash	Moira Pringle
Robert Aldridge	Grace Scanlin
Nick Bennett	Ella Simpson
Sarah Bryson	Julie Tickle
Laura Calder	Susan Webber
Christine Farquhar	Richard Williams
Lesley Newdall	Cathy Wilson

### Strategic Planning Group

Alison Allison	Ricky Henderson (Vice-Chair)
Colin Beck	Carolyn Hirst (Chair)
Colin Briggs	Linda Irvine-Fitzpatrick
Ian Campbell	Fanchea Kelly
Eleanor Cunningham	Carole Macartney
Tom Cowan	Peter McCormick
Bruce Dickie	Katie McWilliam
Tony Duncan	Michele Mulvaney
Christine Farquhar	Judith Proctor
Dermot Gorman	Moira Pringle
Mark Grierson	Rene Rigby
Belinda Hacking	Alison Robertson
Stephanie-Anne Harris	Ella Simpson
Nigel Henderson	David White

## **Professional advisory group**

Lorraine Aitken	Kirsten Hey
Kath Anderson	Jennifer Houliston
Dawn Arundel	Andrew Jeffries
Eddie Balfour	Aileen Kenny
Robin Balfour	Sylvia Latona
Colin Beck	Caroline Lawrie
Carl Bickler	Peter LeFevre
Sheena Borthwick	Angela Lindsay
Chris Brannan	Ian McKay
Moyra Burns	Stephen McBurney
Patricia Burns	John McKnight
Sharon Cameron	Sandra McNaughton
Carol Chalmers	Katie McWilliam
Nikki Conway	Melanie Main
Tom Cowan	Catherine Mathieson
Alison Craig	Alison Meiklejohn
Ewan Crawford	Graeme Mollon
Eleanor Cunningham	Isobel Nisbet
John Davidson	Ben Owen
Katherine Dorman-Jackson	Kate Pestell
Lynne Douglas	Judith Proctor
Aisling Downey	Mike Reid
David Farquharson	Elaine Rogers
Helen Faulding-Bird	Mike Ryan
Alasdair FitzGerald	Tracy Sanderson
Helen FitzGerald	Linda NicolSmith
Andrew Flapan	Anne Walker
Susan Fowlie	Linda Walker
Philip Galt	Kevin Wallace
David Gow	David White
Marian Gray	Nigel Williams
Jen Grundy	Emma Wilson
Belinda Hacking	Pat Wynne