

NHS Board
Meeting 25th March 2020

Lanarkshire NHS Board
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DRAFT COMMUNICATIONS AND ENGAGEMENT STRATEGY

1. PURPOSE

This paper is coming to the NHS Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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2. ROUTE TO BOARD

This paper has been:

Prepared	<input type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by the Corporate Management Team at its meeting of 16th March 2020.

3. SUMMARY OF KEY ISSUES

This paper provides an overview of the draft NHS Lanarkshire Communications and Engagement Strategy and the process of its development. The strategy accompanies this paper and is presented to the Board for approval.

The communications and engagement strategy sets out NHS Lanarkshire's strategic objectives for further improving how it communicates and engages with the public, staff and other stakeholders.

The contents of the draft strategy underpin the communications response to coronavirus (COVID-19). It is particularly important that our communications on this issue are in line with the values and principles set out in section 6 of the draft strategy.

A separate dedicated COVID-19 communications strategy is currently being developed in support of the existing COVID-19 communications plan. This will reference and be consistent with the NHS Lanarkshire Communications and Engagement Strategy.

A draft NHS Lanarkshire communications strategy was developed in early 2019. As a result of discussions at and following the Planning, Performance and Resources Committee in February 2019, it was agreed that this would be further developed into a communications and engagement strategy during 2019/20. This was to ensure that the Board had a joint strategic direction for communications and engagement.

A short life working group, which met for the first time in July 2019, was formed to ensure that representatives from the public partnership/health and social care forums,

staff side, Scottish Health Council, NHS Lanarkshire and the health and social care partnerships are involved in the production of the strategy.

Meetings took place with individual non-executive directors to gather feedback and a Board seminar session on the strategy took place on 25 September 2019.

Views to inform the development of the strategy were sought from a range of stakeholders including the Public Reference Forum, Area Partnership Forum, Area Clinical Forum, Human Resources Forum and Medical Leadership Group.

In addition, the Scottish Health Council sought feedback on communication and engagement from a range of local community groups on behalf of NHS Lanarkshire. This included Book bugs at Larkhall library, Mens Shed in Hamilton, the traveller community and a Fibromyalgia group. This mainly provided feedback on preferred means and topics of communication and engagement. The Communications Department also surveyed 111 young people at the NHS Lanarkshire Next Gen careers event.

Comments received during the development process that have shaped the draft strategy include:

- The importance of digital communications and engagement (NHS Lanarkshire and health and social care partnership websites, and social media) to stakeholders – particular young people
- The importance of strengthening the governance of engagement activities
- The need to ensure that GPs and other independent contractors have access to NHS Lanarkshire communications and engagement – either through existing or bespoke channels and methods
- The need to build on existing engagement with young people
- The importance of developing new approaches to listening to the seldom heard and widening opportunities for stakeholders to be involved
- The desire to ensure that NHS Lanarkshire's strategy works in collaboration with health and social care partnership communications and engagement
- The importance of staff communication and engagement both through face-to-face opportunities and by supporting our staff's skills and knowledge in this area
- The desire to be innovative in how we communicate and engage and to test and measure the effectiveness of new approaches.

NHS Lanarkshire has reviewed communication and engagement strategies from other health boards and organisations to ensure examples of best practice are captured and reflected in the strategy. The strategy benchmarks well against the position in other Boards several of which are in the early stages of developing a joint strategic approach to communications and engagement.

Learning has also been incorporated from the Monklands Replacement Project consultation and engagement exercises, particularly in relation to advice received by the Consultation Institute about alternative engagement methods.

Based on the comments received - and examples of best practice from within NHS Lanarkshire, other Boards and organisation - strategic aims and objectives have been developed. These span key activities including internal communications and engagement, media, campaigns, website, social media, Freedom of Information, stakeholders and

engagement methods as well as setting out actions to improve both alignment with corporate priorities and the measurement and evaluation of communications and engagement.

In addition to specific objectives, the strategy also includes values and principles for good communication and engagement by all staff, a list of key stakeholders, and communication and engagement channels and methods.

The strategy takes account of the joint approach to communications and engagement in relation to work led by both North and South health and social care partnerships.

The strategy will be supported by a five-year delivery plan. The plan will set out intended progress against the strategic aims and objectives over a five-year period. The delivery plan will be reviewed and updated annually.

This plan will be developed and overseen by a new Communications and Engagement Strategy Delivery Group, which will replace the Short Life Working Group, and presented to the Board for approval in the first half of 2020/21. The plan will include the strategic priorities for year one.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate Objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government Policy	<input checked="" type="checkbox"/>
Government Directive	<input checked="" type="checkbox"/>	Statutory Requirement	<input checked="" type="checkbox"/>	Achieving Excellence	<input checked="" type="checkbox"/>
Urgent Operational Issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

The measures for improvement are set out in the strategy against each draft objective.

7. FINANCIAL IMPLICATIONS

While communication resources are concentrated within the Communications Department, organisational support and activities relating to engagement are across multiple departments including Planning, Quality and Organisational Development and the health and social care partnerships.

The strategy aims to make the most effective and efficient use of these existing resources through improved coordination and consistency of approach. To fully unlock this, a stakeholder management system will need to be procured at an annual cost of approximately £10,000. Initial discussions have taken place to explore how this could be funded jointly from existing budgets. Therefore no additional resources are being sought from the Board in relation to the implementation of this strategy.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

No specific risk analysis is required.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

An Equality and Diversity Impact Assessment has been completed and has informed the draft strategy document.

11. CONSULTATION AND ENGAGEMENT

Engagement on the draft strategy has been carried out with internal and external stakeholders as set out in section 3 of this paper.

12. ACTIONS FOR THE NHS BOARD

The NHS Board are asked to:

Approve	<input checked="" type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input checked="" type="checkbox"/>

Board members are asked to:

1. Approve the communications and engagement strategy;
2. Agree to receive a five-year delivery plan at a future Board meeting in the first half of 2020/21.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

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