



**NHS LANARKSHIRE**  
**COMMUNICATIONS AND ENGAGEMENT**  
**STRATEGY**  
**2020-2025**

## NHS LANARKSHIRE COMMUNICATIONS AND ENGAGEMENT STRATEGY 2020-2025

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## 1. EXECUTIVE SUMMARY

This communications and engagement strategy sets out NHS Lanarkshire's aims and objectives for further improving how it communicates and engages with the public, staff and other stakeholders. In doing so, the strategy will meet the overarching aims of supporting:

- NHS Lanarkshire's corporate objectives
- NHS Lanarkshire's healthcare strategy "Achieving Excellence"
- NHS Lanarkshire's values.

The strategy builds on previous NHS Lanarkshire communications and public involvement strategies. It includes:

- Strategic context
- Relevant legislation, standards and guidance
- NHS Lanarkshire's values and principles for communication and engagement
- Strategic aims and objectives – setting out actions and measures to implement these
- Associated action plans
- NHS Lanarkshire's main communication and engagement channels and methods
- Key stakeholders
- Measurement and evaluation methods
- Governance arrangements

The strategic aims and objectives span key activities including internal communications, media, campaigns, website, social media, Freedom of Information and engagement as well as setting out actions to improve both alignment with corporate priorities and the measurement and evaluation of communications and engagement.

The strategic aims and objectives have been designed so they work synergistically to provide a coherent approach to improving the effectiveness of NHS Lanarkshire's communications and engagement.

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

## 2. INTRODUCTION

In the seven years since the last communications strategy was published, the communications and engagement landscape has continued to transform. The shift from print to digital and from desktop to mobile, alongside the ongoing increase in social media usage, mean that NHS Lanarkshire must evolve and adapt its approach in order to successfully communicate its key messages

and engage effectively with stakeholders. This strategy will meet the challenges and capitalise on the opportunities this changing landscape presents.

At the heart of this strategy is a commitment to delivering effective communications and engagement that make a genuine and measurable difference to both NHS Lanarkshire's core purpose and priorities, and, as a consequence, the population of Lanarkshire. The communications and engagement actions set out here are crucial to ensuring the community are kept informed about their local health services and have the opportunity to influence and shape these.

While the Communications Department has a key role to play in leading on and delivering this strategy, NHS Lanarkshire needs the commitment and contribution of every member of staff if it is to communicate and engage effectively and deliver the aims of this strategy.

### **3. STRATEGIC CONTEXT**

#### **3.1 Achieving Excellence**

NHS Lanarkshire's healthcare strategy Achieving Excellence was published in March 2017 following a three-month public consultation in 2016. Achieving Excellence summarises NHS Lanarkshire's future plans, which play an important role in improving health and social care alongside - and integrated with - the two strategic commissioning plans for Health and Social Care North Lanarkshire and South Lanarkshire Health and Social Care Partnership (HSCP).

The goal through Achieving Excellence is to shift the balance away from treatment in hospitals. This includes preventing ill-health in the first instance and developing enhanced community services where people are looked after at home or in homely settings. Within clinical services, we will also create centres of excellence to deliver high quality patient care in accord with the national clinical strategy.

NHS Lanarkshire Quality Strategy 2018–2023 was approved by the NHS Lanarkshire Board in 2018 and sets out the Lanarkshire Quality Approach. The Quality Strategy 2018–2023 provides direction to ensure that high quality care is delivered across all health care settings within Lanarkshire in line with the aims set out in Achieving Excellence.

This communications and engagement strategy will support the ongoing implementation of Achieving Excellence, the health and social care strategic commissioning plans, and the Quality Strategy.

In taking this forward, the implementation of this strategy will be closely aligned and coordinated with the health and social care partnerships' communication and engagement strategies.

The communication strategy for South Lanarkshire HSCP was approved by the Integration Joint Board in June 2017 with a key aim of introducing standards of industry best practice and supporting the implementation of the strategic commissioning plan.

Implementation of the strategy is based on a strong spirit of partnership working which has been consolidated between the communication departments of NHS Lanarkshire, the respective local authorities and partner agencies, linked by a dedicated South Lanarkshire HSCP communication manager.

A dedicated communication manager was appointed by Health and Social Care North Lanarkshire in 2019. They will lead the development of a communications strategy for the North partnership.

Both HSCP communication managers are key members of the NHS Lanarkshire Communication Department with strong links to the respective local authority communication departments.

In addition, a considerable amount of engagement work on health and social care services is led by the HSCPs. This work is carried out in line with each of the partnerships' participation and engagement strategies. This strategy is consistent with both partnerships' engagement approaches.

#### **4. LEGISLATION, STANDARDS AND GUIDANCE**

Delivery of this strategy will support compliance with the following legislation, standards and guidance:

- Freedom of Information (Scotland) Act 2002
- General Data Protection Regulation and Data Protection Act 2018
- Equality Act 2010
- Community Empowerment (Scotland) Act 2015
- Patients Rights (Scotland) Act 2011
- NHS Reform (Scotland) Act 2004
- The Gunning Principles (R v London Borough of Brent ex parte Gunning 1985)
- Informing, Engaging and Consulting People in Developing Health and Community Care Services (CEL 4, 2010) (Scottish Government, February 2010)
- Staff Governance Standard (4th Edition) (Scottish Government, March 2012)
- National Standards for Community Engagement (Scottish Development Community Centre)
- Fairer Scotland Duty 2018
- NHSScotland Identity guidelines (Scottish Government)

- NHS Lanarkshire Guideline for New Website, Logo and Social Media Requests
- NHS Lanarkshire Good Practice Guide To Written Communications
- NHS Lanarkshire Web Governance Standards
- NHS Lanarkshire Use of Social Media Policy

During 2019/20 the Scottish Government and the Convention of Scottish Local Authorities (COSLA) are jointly developing new guidance that is expected to replace Informing, Engaging and Consulting People in Developing Health and Community Care Services (CEL 4, 2010). Unlike the current CEL 4, it is intended the new guidance would apply to Integration Joint Boards as well as Health Boards.

NHS Lanarkshire is an active stakeholder in the process of developing the new guidance. This strategy will be updated as required to reflect the new guidance once it is published.

## 5. DEFINITIONS

There is often confusion between the terms communications, engagement and consultation. Communications and engagement are sometimes used interchangeably; likewise engagement and consultation. The following sets out how these terms are used within the context of this strategy.

**Communications** refers to communication activity carried out to inform stakeholders including patients, public and staff. The primary objective of communications is to deliver messages that generate desired outcomes such as understanding, awareness or a change in behaviour.

The focus of communication in this context is to inform stakeholders by raising their awareness of messages that are of value to both them and the organisation.

With **engagement** the focus shifts to listening. It is about building and maintaining relationships and creating a constructive dialogue with stakeholders. This dialogue should help shape and inform the organisation's thinking and decisions. It should be proportionate to the issue under consideration and carried out in an inclusive way. Communication is a prerequisite for engagement, but it is possible to have communication without engagement.

**Consultation** is a more formal process with specific requirements set out within national guidance (CEL 4, 2010) in relation to major service change. Consultation can also be undertaken even where the threshold for major service change is not met.

Boards must be able to demonstrate they have genuinely taken account of views or suggestions made during a consultation. It involves a commitment to 'conscientiously consider' what people say.

There are legally-enforceable rules for consultation, such as the Gunning Principles (R v London Borough of Brent ex parte Gunning 1985), which state that:

1. Consultations should take place when proposals are still at a formative stage;
2. There should be sufficient reasons for proposals to permit 'intelligent consideration';
3. Adequate time should be made available for consideration and response;
4. The responses to the consultation must be conscientiously taken into account.

## **6. COMMUNICATION AND ENGAGEMENT VALUES AND PRINCIPLES**

### **6.1 Organisational Values**

All communications and engagement carried out by NHS Lanarkshire should be consistent with its organisational values. The organisational values were developed and agreed through engagement with members of the public and staff. They are:

- Fairness
- Respect
- Quality
- Working Together.

Work is planned to align the NHS Lanarkshire values to NHSScotland's values of:

- Care and compassion
- Dignity and respect
- Openness, honesty and responsibility
- Quality and teamwork.

### **6.2 Guiding Principles**

The following guiding principles have been developed to help put NHS Lanarkshire's values into practice:

#### **Fairness**

- We will be open, transparent and timely when communicating and engaging.
- Our communications and engagement will be accessible by taking into account the needs of stakeholders to provide information and involvement opportunities that are suitable for them. This will include ensuring seldom heard voices are included wherever possible.

- We will carry out equality impact assessment of our communications and engagement activity.

### Respect

- Our approach to communications and engagement will be proportionate, targeted and relevant.
- We will respect the confidentiality of our patients, staff and other stakeholders.
- Stakeholders will be involved from the earliest opportunity.
- We will show a willingness to listen and be influenced.
- We will ensure we are personally well informed by seeking information on relevant issues and service changes and taking an active role in opportunities to seek and provide feedback.

### Quality

- We will take an evidence-based and best-practice approach.
- We will evaluate and measure outcomes and gather insights to improve future activity.
- We will comply with the requirements of relevant legislation, standards and guidance.
- We will have in place robust management and governance arrangements.

### Working Together

- We all have a contribution to make to ensure excellence in communications and engagement - from the chief executive to front-line staff.
- We will consider staff both as consultees and as advocates for change.
- We will take a partnership approach to communications and engagement with the public, staff, partner organisations and other stakeholders.
- We will ensure the Staff Governance Standards of Well Informed and Involved in Decisions are taken into account and recognise that decisions require to be made in partnership.
- We will ensure communications and engagement on joint issues, services and initiatives with other organisations are both consistent and co-ordinated.



## **7. STRATEGIC AIMS AND OBJECTIVES**

### **7.1 Aim: To better align communications and engagement activity with key corporate priorities**

#### **7.1.1 Background**

NHS Lanarkshire has made a conscious shift in recent years to prioritising communications activity that supports the delivery of corporate objectives. A new system of managing job requests has ensured that the Communications Department's efforts are now less driven by ad hoc requests for media releases, articles in The Pulse, items in the staff briefing, videos, or social media posts that do not feature highly in the list of corporate priorities. The demand for effective communications and engagement support continues to rise and further work is therefore required to consolidate this approach and ensure enough time and resource is provided to priority campaigns such as the winter plan and seasonal influenza vaccination, and key strategic engagement exercises.

Currently, a regular corporate communications report is considered by the NHS Lanarkshire Board. However, there is no regular reporting to the Board that provides an overview of engagement activity. The standard Board paper template for NHS Lanarkshire includes a section titled "Consultation and Engagement" to ensure this is reported to the Board for any items it considers. The level and nature of information included within this section varies. Improved reporting as set out in the actions below would enable the Board to strengthen the governance of engagement activity. This will be further supported by planned changes to the Board reporting template.

#### **7.1.2 Objective**

To ensure an agreed set of campaigns and engagement activity is signed off by the NHS Lanarkshire Board through the production of an annual NHS Lanarkshire communications and engagement plan as part of the organisation's annual planning cycle.

#### **7.1.3 Actions**

- Working with the Corporate Management Team, produce an annual NHS Lanarkshire communications and engagement plan for consideration by the NHS Lanarkshire Board.
- Review organisational communications and engagement activity - including that which the Communications Department does not lead on – and put systems in place to ensure it aligns with corporate priorities and delivers best value.
- Develop a dashboard to improve the measurement, evaluation and reporting of organisational communications activity.
- Expand the existing regular Board report into a communications and engagement report.

- Produce an annual communications and engagement report for consideration by the NHS Lanarkshire Board.
- Develop guidelines for the completion of the “Consultation and Engagement” section of the Board paper template, which is being reviewed. The guidelines will take into account the Staff Governance Standard “Involved in Decisions”.

#### **7.1.4 Measurement**

Progress against the annual plan will be reported to the NHS Lanarkshire Board as part of the regular communications and engagement report and annual report.

### **7.2 Aim: To develop communication campaigns and engagement plans that make a measurable difference**

#### **7.2.1 Background**

A campaign is a coordinated set of communication and marketing activities aimed at delivering key messages to achieve a measurable outcome. NHS Lanarkshire uses the OASIS (Objective, Audience insight, Strategy/Idea, Scoring/Evaluation) framework to develop campaigns. By increasingly focusing on campaigns that deliver quantifiable behaviour change, as opposed to often unmeasurable awareness raising, NHS Lanarkshire can better support the delivery of its organisation priorities. Strong and effective campaigns also enhance organisational reputation through positive media and social media coverage.

There are also opportunities to strengthen the way in which NHS Lanarkshire measures and evaluated its engagement activity. NHS Lanarkshire currently measures the number of stakeholders involved in significant engagement activity. This is, for example, included within consultation reports on major service change. However, it is important to develop measures of whether activity has been valuable and impactful to ensure continuous improvement and efficient and effective use of resources. Together with strategic aim 7.1 such metrics would support good governance of NHS Lanarkshire’s engagement activities.

#### **7.2.2 Objective**

To further develop use of the OASIS model in Lanarkshire with particular focus on improved audience insight and evaluation.

#### **7.2.3 Actions**

- Produce an updated OASIS template for NHS Lanarkshire campaigns that includes consideration of stakeholder characteristics.
- Map the organisation’s key messages into a framework that supports effective campaigns and the organisations overall vision.

- Develop a training plan for NHS Lanarkshire communication staff to improve skills in campaign planning and evaluation.
- Produce a standardised campaign measurement dashboard to support the evaluation of communication activities.
- Use insights generated from evaluation to improve and inform future campaigns.
- Develop a set of engagement metrics to gauge the success and impact of engagement activities beyond numbers of stakeholders reached.
- Work with the Scottish Health Council to develop a clear approach to the quality assurance of engagement activity that is in line with national guidance.

#### **7.2.4 Measurement**

- Evaluation of priority campaigns and their impact on meeting organisational objectives
- Updates on campaign and engagement evaluations will be included in the regular communications and engagement Board report
- Engagement metrics
- Benefits realisation of service change engagement

### **7.3 Aim: To harness increasing use of social media by patients, staff departments, services and hospital sites to deliver NHS Lanarkshire's key messages more effectively**

#### **7.3.1 Background**

Use of social media has seen massive growth since NHS Lanarkshire's corporate Facebook and Twitter accounts were established. Individual services and departments have set up their own social media accounts that are managed locally. There are now Twitter accounts for the three acute hospitals. In addition, many staff use their own personal Twitter accounts to share news and have conversations about their work. This presents a challenge around ensuring a consistent and appropriate presence and message across multiple social media accounts. However, the continued growth in use provides a huge opportunity to amplify NHS Lanarkshire's key messages by taking a coordinated approach.

#### **7.3.2 Objective**

To put in place guidelines, support structures and resources to ensure an appropriate, effective and coordinated approach to social media that is in line with the existing NHS Lanarkshire Use of Social Media Policy.

#### **7.3.3 Actions**

- Create a register of NHS Lanarkshire social media accounts.

- Produce a standard template and guidelines for staff responsible for departmental/service/site social media accounts that builds on the existing NHS Lanarkshire Social Media Policy.
- Set up an NHS Lanarkshire Social Media Users Group.
- Develop a repository of NHS Lanarkshire campaign materials (e.g. photographs, infographics, text, video) for use by department, site and individual social media users.
- Work with partners including GP practices, third sector, health and social care partnerships, and local authorities to coordinate and amplify social media messaging.

#### **7.3.4 Measurement**

- Number of social media engagements – including likes, views and comments
- Number of social media followers
- Effectiveness of social media activities against planned objectives through campaign evaluation

### **7.4 Aim: To continue to develop and improve the new NHS Lanarkshire public website**

#### **7.4.1 Background**

In 2018/19, a new NHS Lanarkshire website was developed in-house and the ambition over the next five years is to grow this to its full potential, not simply as a website but as a digital service, maximising the opportunities this presents to improve the health of local people.

In developing the new web site to date, the focus has been on creating a site that is mobile and tablet friendly, improving technical resilience and reviewing and transferring content on the existing site, ensuring it conforms to the new approach. A key focus for the next phase of the new website development will increasingly move towards looking at how we can improve content and expand it where we have identified information gaps.

Many campaign materials are designed around raising awareness or capturing attention and therefore signpost back to our website for more information. We need to review the role of the web and the benefits of a 'digital first' approach to communications to ensure that we are using our website content to support effective campaigns.

Digital and social media channels also provide excellent analytical information and therefore greater audience insight that we can use to inform all campaigns.

### 7.4.2 Objective

To further develop website content and design to meet user needs, improve user experience and progress opportunities to develop the new website as a digital service.

### 7.4.3 Actions

- Review and strengthen governance arrangements for the web.
- Ensure the skills and structure are in place across the organisation in relation to content.
- User and service engagement to identify content gaps and needs
- Increase use of Google analytics and user satisfaction surveys to evaluate effectiveness.
- Conduct service engagement and benchmark with other boards and public sector partner organisations to identify opportunities and options.
- Scope out and assess potential opportunities to provide digital services
- Progress identified priorities.

### 7.4.4 Measurement

- Google Analytics information on website usage, including number of visits and number of unique users
- User feedback gathered through surveys

## 7.5. Aim: To ensure effective internal communications and engagement

### 7.5.1 Background

NHS Lanarkshire has an obligation to communicate and engage effectively with staff to meet the Well Informed and Involved in Decisions Staff Governance Standards. Specific communication actions to meet these requirements are included within the annual Everyone Matters: 2020 Workforce Vision Implementation Plan.

In addition, research has shown that good employee communications and engagement is a significant factor in motivating staff, resulting in improved attendance, better retention, increased discretionary effort and more innovation.

High performing organisations are excellent employee communicators. They recognise that in order to nurture high-performing staff it is essential to not only inform staff, but engage with them and enable them to have a voice and influence what happens in the workplace.

Participation in the iMatter programme provides a platform for gauging employee experience in the workplace, while mediums such as The Pulse and the staff briefing routinely push out information. The current challenge facing retention and recruitment in the NHS, the continual drive for efficiency

and ever-developing technology are key drivers for continuously improving our internal communications.

NHS Lanarkshire should ensure that good internal communications and engagement extends to independent contractors – GPs, dentists, optometrists and community pharmacists – as well as students and trainees working with NHS Lanarkshire. Particular consideration should also be given to the needs of staff who work in the out-of-hours period and may therefore not have access to some communication and engagement opportunities.

### **7.5.2 Objective**

To ensure a strategic and measurable approach to internal communications focusing on:

- Ensuring employee voice to support two-way communications
- Enabling managers as key communicators
- Leadership communications
- Improving connectivity
- Enabling employees as communicators

### **7.5.3 Actions**

- Conduct an audit and review of the current approach to internal communications to assess effectiveness and identify areas for improvement in both channels and content.
- Consider the most effective and efficient delivery of The Pulse staff news – across both printed and online versions.
- Provide opportunities for staff engagement in the review process such as surveys and focus groups.
- Develop an internal communications strategy as a sub-strategy of the overarching communications strategy.
- Develop resources to support and enable staff as communicators.
- Identify opportunities to strengthen senior leadership input into internal communications such as using Back To The Floor visits to engage with staff on culture and values.
- Identify and maximise opportunities to improve internal communications through the planned roll out of Microsoft Office 365.

### **7.5.4 Measurement**

- Develop internal communications and engagement measurements to support continuous evaluation and reporting including these within the Board's corporate communications and engagement report
- Measure staff feedback via iMatter reports, focus groups and surveys

## **7.6 Aim: To enhance NHS Lanarkshire's reputation and promote its key messages through high quality media relations with local, national and online media**

### **7.6.1 Background**

The way in which people access news and information is changing with decreased use of traditional media and more online consumption of news via social media, news website and online content. NHS Lanarkshire needs to respond to the growing demand for people to receive news and information instantly through audio and video content rather than in print. The challenge is the need to react quickly and produce content that is relevant and targeted for key stakeholders. Doing so will result in improved delivery of key messages and positive coverage to enhance reputation. Reputation is important to ensuring NHS Lanarkshire is trusted by stakeholders and is an employer of choice.

### **7.6.2 Objective**

To develop responsive and targeted mixed media content to increase the positive profile of NHS Lanarkshire and its key messages in print, broadcast and social media and respond effectively to developing media incidents.

### **7.6.3 Actions**

- Identify key media spokespeople who can undertake live interviews with the media.
- Ensure all spokespeople have received media training.
- Develop an in-house programme of media training.
- Maximise the use of audio/video content for proactive media content to ensure media skills of staff are developed.
- Undertake audience insight research to identify how people access information and the type of information they want to receive from NHS Lanarkshire.
- Identify and meet with key influencers, such as local editors, health journalists and bloggers, to establish what content they would use from NHS Lanarkshire.
- Review how media coverage is evaluated.
- Update database of media contacts.
- Develop a Resilience Communications Strategy.

### **7.6.4 Measurement**

- Number of 'talking heads' video/audio content
- Media evaluation score – reported to the Corporate Management Team and NHS Lanarkshire Board

## **7.7. Aim: To meet NHS Lanarkshire's statutory obligations under the Freedom of Information (Scotland) Act**

### **7.7.1 Background**

The volume of Freedom of Information (FOI) requests which NHS Lanarkshire receives has increased substantially since legislation was introduced in 2005 with more than 750 requests received in 2018/19. While FOI is centrally managed by the Communications Department, all staff and departments are responsible for providing requested information that they hold. An action plan was undertaken following an organisation-wide review of FOI processes in 2017/18. However, despite a reduction in requests during 2019/20 performance against the 20-day target dropped. This highlighted issues in the resiliency of FOI arrangements within the Communications Department which the actions below will address.

### **7.7.2 Objective**

To ensure NHS Lanarkshire responds to all FOI requests in a timely fashion and increases proactive publication on the new website to reduce the demand on NHS Lanarkshire in responding to requests.

### **7.7.3 Actions**

- Move to a new system of processing and monitoring requests on the ServiceNow platform which will deliver efficiency improvements.
- Restructure FOI roles and up skill staff within the Communications Department to provide greater resilience of FOI support.
- Monitor the volume of requests and compliance against the 20-day deadline.
- Review the action plan to assess progress and identify if further action is required.
- Introduce FOI LearnPro module in NHS Lanarkshire.
- Liaise with services to increase proactive publication of regularly requested information.
- Comply with directives/guidance issued by the Office of the Scottish Information Commissioner.

### **7.7.4 Measurement**

- Performance against statutory deadline reported to Corporate Management Team and NHS Lanarkshire Board
- Measure use of section 25 exemption – information already published
- Benchmarking with other NHS Boards
- Number of reviews and appeals



## **7.8 Aim: To ensure a coordinated and consistent approach to engaging with stakeholders**

### **7.8.1 Background**

NHS Lanarkshire engages with stakeholders in a variety of ways on a wide range of issues. This includes everything from regular engagement, through groups such as the Public Reference Forum, to consultation exercises on major service changes. In engaging with stakeholders on service change Health Boards follows specific guidance set out in Chief Executive Letter (CEL) 4 (2010) Informing, Engaging and Consulting People in Developing Health and Community Care Services (Scottish Government).

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 as well as the health and social care partnerships.

For example, the significant scale of the consultation and engagement activity undertaken for both the Achieving Excellence strategy and Monklands Replacement Project required the input of staff from across the organisation.

In addition, many services and departments engage directly with patients and staff without the involvement of corporate services.

While there are numerous examples of best practice among this work, there is no central coordination or overview to ensure consistency and quality which the actions below will address. It is recognised that while greater consistency is desirable any prescribed approach must be flexible enough to enable engagement activity to be proportionate and tailored to the needs of stakeholders.

### **7.8.2 Objective**

To develop an engagement approach that coordinates resources and activities across the organisation to meet the requirements of relevant guidance.

### **7.8.3 Actions**

- Carry out a system wide stakeholder mapping exercise and create a stakeholder master list.
- Implement a central stakeholder and engagement management system to record and coordinate all significant engagement exercises and stakeholders.
- Create an NHS Lanarkshire engagement framework and supporting toolkit to promote a consistent across the organisation.
- Reconstitute the Communications and Engagement Strategy Short Life Working Group as a delivery group responsible for a five-year strategic delivery plan.

#### 7.8.4 Measurement

- Completion of stakeholder mapping exercise
- Implementation of a central stakeholder and engagement system
- Progress against the five-year strategic delivery plan

### 7.9 Aim: To ensure NHS Lanarkshire uses best practice engagement methods tailored to the needs of stakeholders

#### 7.9.1 Background

Best practice in engagement is continually evolving. It is important that NHS Lanarkshire makes use of both technology and the latest experience within and beyond the NHS to inform the engagement methods it uses.

NHS Lanarkshire needs to be responsive to the feedback that stakeholders often feel methods such as traditional public meetings can feel like a platform for the health board to inform stakeholders rather than to not to listen to the public.

Over reliance on particular methods of engagement can exclude some groups and individuals from the process and result in NHS Lanarkshire engaging with a narrower range of stakeholders. In particular, it is important that attention is paid to groups and individuals that may not readily engage through standard methods. Equality Impact Assessment of engagement activity can ensure the needs of stakeholders are considered to inform the approach taken.

Article 12 of the United Nations Convention on the Rights of the Child states that every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously. It is important that methods of engagement accommodate this and recognise that children and young people a valuable contribution to make as current and/or future users of services.

The recruitment of public partners is another approach that can ensure a more diverse range of stakeholder input. Public partners can:

- Act as a catalyst for change
- Help achieve improvement in the health of the public
- Help strengthen public confidence

Public partners have a key role in bringing a patient or public perspective to our work. This is distinct from the role of our staff and is not necessarily linked to any professional background or experience that a public partner might have; for example, they may have a background in finance or project management, but those are not skills we would expect them to use, as those skills or experience would be provided by staff.

NHS Lanarkshire is committed to working inclusively with individuals and groups to ensure the people of Lanarkshire are at the centre of everything we do. Public Partners whilst offering their time, should not be considered “volunteers”. The engagement and assurance role of public partners is crucial in ensuring NHS Lanarkshire:

- Provides evidence and shares knowledge that enables people to get the best out of the services they use and helps services to improve;
- Enables people to make informed decisions about their own care and treatment;
- Listens to the voice of service users when developing services;
- Provides and embeds quality assurance that gives people confidence in the quality and sustainability of services and supports providers to improve;
- Makes best use of all resources;

Public partners will be supported with preparation, training and other opportunities where appropriate.

### **7.9.2 Objective**

To introduce and evaluate new methods of engagement that promote engagement with a diverse range of stakeholders including young people.

### **7.9.3 Actions**

- Recruit public partners to strengthen public involvement in NHS Lanarkshire.
- Explore opportunities to work with local authorities and other groups regarding young people engagement.
- Test and evaluate different approaches to engagement, such as People’s Hearings, which put the emphasis on listening.
- Develop training and support materials for clinical leaders and other staff participating in public engagement events.

### **7.9.4 Measurement**

- Evaluation of public partners programme
- Engagement survey carried out with young people
- Ongoing evaluation of new methods of engagement

## **8. ACTION PLANS**

### **8.1 Five-Year Delivery Plan**

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.

### **8.2 NHS Lanarkshire Annual Communications and Engagement Plan**

An annual communications and engagement plan setting out priority communications and engagement projects for the year will be developed in line with the organisation's planning cycle. The plan will include communication activity to support service change, engagement, campaigns and delivery of the strategic communication objectives. The annual plan will be presented to the NHS Lanarkshire Board for approval and progress reported on through the regular communications and engagement report.

### **8.3 Other Communications and Engagement Plans**

In addition to these strategic action plans, NHS Lanarkshire develops communications and engagement plans to support a wide range of individual service changes, campaigns, initiatives and events. This includes, but is not limited to:

- Lanarkshire Quality Approach
- Infection Control and Prevention
- Winter Health
- Primary Care Improvement Plan
- Mental Health and Wellbeing Strategy
- Financial Sustainability
- Unscheduled Care
- Staff Awards
- Annual Review
- iMatter
- Prescribing
- Realistic Medicine
- Organ Donation
- Stop Smoking
- Breastfeeding
- Weaning
- Fairwarning
- Resilience

Communications and engagement actions are also captured within the organisation's annual Everyone Matters: 2020 Workforce Vision Implementation Plan and Equality and Diversity Steering Group Action Plan.

## 9. COMMUNICATIONS AND ENGAGEMENT CHANNELS AND METHODS

The ways in which NHS Lanarkshire communicates and engages is shaped by feedback from the public, staff and other stakeholders. Below is a list of communication and engagement channels and methods commonly used by NHS Lanarkshire. These will continue to evolve and develop to respond to new opportunities and technologies.

- Media releases
- Media interviews
- Photography
- Videos
- Podcasts
- NHS Lanarkshire website
  - [www.nhslanarkshire.scot.nhs.uk](http://www.nhslanarkshire.scot.nhs.uk)
- Twitter
  - [www.twitter.com/@nhslanarkshire](http://www.twitter.com/@nhslanarkshire)
- Facebook
  - [www.facebook.com/nhslanarkshire](http://www.facebook.com/nhslanarkshire)
- Instagram
  - [www.instagram.com/nhslanarkshire](http://www.instagram.com/nhslanarkshire)
- YouTube
  - [www.youtube.com/nhslanarkshire](http://www.youtube.com/nhslanarkshire)
- Vimeo
  - [www.vimeo.com/nhslanarkshire](http://www.vimeo.com/nhslanarkshire)
- Annual report
- Advertising
- MSP/MP and local councillor briefings
- The Pulse (staff magazine)
- The Pulse online
  - [www.thepulse.scot.nhs.uk](http://www.thepulse.scot.nhs.uk)
- Roadshows
- Posters
- Leaflets
- Public meetings
- Weekly email staff briefing
- FirstPort (Intranet)
- Notice boards
- PC desktop wallpaper
- Blogs
- Surveys
- Focus groups

## 10. KEY STAKEHOLDERS

### 10.1 Internal

- NHS Lanarkshire staff
- Non-executive directors
- Partnership/staff-side representatives
- Independent contractors and their staff:
  - General Practitioners
  - Dentists
  - Pharmacists
  - Opticians

### 10.2 Public, patients, users and advocates

- Lanarkshire public
- Patients, relatives and carers
- Scottish Health Council
- GP practice patient participation groups
- Local voluntary and community groups/organisations
- North Lanarkshire Carers Together
- South Lanarkshire Carers Network
- Lanarkshire Carers Centre
- Third sector service providers of health and social care services
- Patient advocacy organisations
- North Lanarkshire Public Partnership Forum
- South Lanarkshire Health and Social Care Forum
- South Lanarkshire Locality Public Partnership Forums
- North Lanarkshire Community Forums
- NHS Lanarkshire Public Reference Forum
- Community Councils
- NHS Lanarkshire Disability Engagement Group
- Lanarkshire Links
- Deaf Lanarkshire
- Lanarkshire Ethnic Minority Action Group
- Partnership for Change User and Carer Engagement and Representation Forum
- Seniors Together

### 10.3 Partner organisations

- South Lanarkshire Health and Social Care Partnership
- Health and Social Care North Lanarkshire
- North Lanarkshire Partnership Board (members included in this list)
- South Lanarkshire Planning Partnership (members included in this list)
- South Lanarkshire Council
- North Lanarkshire Council
- Police Scotland

- Scottish Enterprise
- Scottish Fire and Rescue Service
- Scottish Government
- Skills Development Scotland
- Strathclyde Partnership for Transport
- University of the West of Scotland
- Glasgow Caledonian University
- University of Strathclyde
- Other universities and colleges
- North Lanarkshire Consortium of further education colleges
- Voluntary Action South Lanarkshire (Voluntary Action North Lanarkshire)
- Department for Work and Pensions
- NHS Boards operating within our area - NHS 24, Scottish Ambulance Service, The State Hospital
- Neighbouring NHS Boards – regional partners in the West and East of Scotland
- National NHS Boards (e.g. National Services Scotland, NHS Health Scotland, NHS National Education Scotland)
- Scottish Government
- Nursing/residential homes
- Prisons/state hospitals in Lanarkshire
- Trade Union/Staff Organisations
- Private finance initiative consortia
- Suppliers
- Mental Welfare Commission
- Care Inspectorate
- Health and Safety Executive
- Royal Colleges
- Central Scotland Forest Trust
- Central Scotland Green Network
- Clyde Valley Green Network
- Forestry Commission
- Health and Care Partnership
- Jobcentre Plus
- Lanarkshire Alcohol and Drug Partnership
- Lanarkshire Community Justice Authority
- North Lanarkshire Leisure Ltd
- Scottish Natural Heritage
- Scottish Prison Service
- Town Centre Activities Ltd

#### **10.4 Media**

- Local media
- National media

## **10.5 Elected representatives**

- MSPs
- MPs
- Councillors

## **11. MEASUREMENT AND EVALUATION**

### **11.1 Campaigns**

Routine evaluation of campaigns is built into the OASIS (Objective, Audience insight, Strategy/Idea, Implementation, Scoring/Evaluation) planning model which is used by NHS Lanarkshire. The Communications Department has developed a campaign evaluation template to support the measurement of priority campaigns. The emphasis wherever possible is on evaluating outcomes of communications activity to identify how effectively they have supported the organisation's underlying objectives. In line with the strategic objectives, a campaign dashboard will be developed to improve campaign evaluation.

### **11.2 Media Monitoring**

The Communications Department routinely monitors press coverage of NHS Lanarkshire to monitor the effectiveness of proactive media activity, assist with effective targeting of future activity and to gauge organisational reputation. This is done on a daily basis and headlines shared with an internal distribution list.

All coverage is scored based on whether it is rated as very positive, positive, neutral, negative or very negative and assigned a weighing based on publication and prominence. This approach is based on best practice and consistent with the International Association for the Measurement and Evaluation of Communication's (AMEC) Barcelona Principles 2.0.

The media score and the percentage of articles which are very positive, positive or neutral are discussed weekly as part of the Corporate Management Team's Quality Huddle.

### **11.3 NHS Lanarkshire Public Website**

Usage of NHS Lanarkshire's public website is monitored using Google Analytics. NHS Lanarkshire tracks metrics such as users, page views and most popular pages in order to identify improvement actions. NHS Lanarkshire will develop its use of Google Analytics Goals to measure how well the website supports our communication objectives. This could include tracking how many people download a particular document or view a web page linked to a priority campaign. Online benchmarking tools are used to compare performance with other health board websites.



## **11.4 Social Media**

NHS Lanarkshire tracks and analyses its use of social media to identify best practices, make improvements and evaluate the effectiveness of campaigns. This includes monitoring its highest performing tweets, Facebook posts and videos.

## **11.5 Freedom of Information**

Numbers of Freedom of Information requests and responses are monitored daily by the Communications Department to quickly identify pressure points and manage performance. Performance against the 20 working day requirement is discussed monthly as part of the Corporate Management Team's Quality Huddle.

Quarterly and annual reports are also produced which measure number of requests, number and percentage of responses within 20 working days and number of reviews. These are submitted to the Information Governance Committee. Statistics are also shared quarterly with the Scottish Information Commissioner.

## **11.6 Internal communications**

As set out in the strategic aims objectives, measures of the effectiveness of internal communications will be developed and reported on by the Communications Department.

## **11.7 Engagement**

As set out in the strategic aims and objectives, measures of the effectiveness of engagement activity will be developed. This will go beyond counting the number of stakeholders reached.

# **12. GOVERNANCE**

## **12.1 NHS Lanarkshire Board**

The new annual communications and engagement plan will be submitted to the Board each year for approval as part of the organisation's planning cycle.

The Board receives a regular Corporate Communications Report which updates on campaigns and captures key measurement and evaluation metrics. This report will be further developed to provide a regular update on engagement activities.

## **12.2 Staff Governance Committee**

The Staff Governance Committee oversees the Board's responsibilities for

meeting the Staff Governance Standard. The committee receives reports on progress with the annual Everyone Matters: 2020 Vision Annual Action Plan, which includes specific communication actions to meet the Well Informed Staff Governance Standard.

### **12.3 Information Governance Committee**

Freedom of Information (FOI) is included within the remit of the Information Governance Committee. Quarterly reports and an annual report are submitted to the committee setting out number of requests, number and percentage of responses within 20 working days and number of reviews. The quarterly report also sets out reason individual responses were delayed and provides updates on the FOI Review and Publication Scheme.

### **12.4 Communications and Engagement Strategy Delivery Group**

The existing Communications and Engagement Strategy Short Life Working Group will become a delivery group responsible for developing and implementing the five year strategic delivery plan and producing the annual communications and engagement plan.

#### **For more information contact:**

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