Glasgow City HSCP
Health and Social Care Partnership

Communications Strategy
EXECUTIVE SUMMARY
2017-19

NEWS

NHS Greater Glasgow and Clyde

Glasgow CITY COUNCIL

Executive Summary

The following is an Executive Summary of the Glasgow City Health and Social Care Partnership's Communication Strategy, which is intended to outline and summarise the main areas of the Strategy. It can be read as a standalone document for ease of reference. The full Communications Strategy sets out these areas in more detail.

E1. Introduction and Purpose

Effective internal and external communications make a vital contribution to the success of the Glasgow City Health and Social Care Partnership ensuring that its stakeholders are aware of, understand and are engaged in its work.

Good communication is crucial to the planning and delivery of services (including their transformation), effective professional practice and stakeholder satisfaction among other areas, assisting the Partnership to improve outcomes for its stakeholders and achieve its vision for health and social care services within Glasgow City.

This Communications Strategy for the Partnership:

- sets out a framework for effective communications by the Partnership – communications vision, objectives, approach, standards and governance
- defines the Partnership's audience who it will communicate with – both internal and external
- defines the communication channels and sets out how the Partnership will communicate with its audience and
- sets out the areas that will be investigated and developed by the Partnership to further improve the way in which it communicates with an associated action plan.

The Strategy largely focuses on communications and activity to communicate with large audiences, both internal and external to the Partnership. Coupled with this, the Strategy also places importance on engagement in communications activity. The Strategy sets out how the Partnership will internally engage with its staff. There is a separate Participation and Engagement Strategy that sets out the principles and approach to the Partnership engaging with individuals, groups and communities in service planning and development. A significant degree of communications and engagement activity takes place in the Partnership's localities and at an individual level, often face-to-face, at engagement sessions or in writing. Actions to promote and enhance such activity are include in the Integration Joint Board's Participation and Engagement Strategy and associated action plan.

E2. Background to Health and Social Care Integration

The way in which health and social care services are planned and delivered across Scotland has changed as part of the Public Bodies (Joint Working) (Scotland) Act 2014 (the 'Act'). Local Authorities and Health Boards are required by law to work together in planning and delivering adult social care and community health services as a minimum, which includes services for older people. This new way of working is sometimes referred to as 'Health and Social Care Integration.'

At its heart, Integration is about ensuring that those who use health and social care services get the right care and support whatever their needs, at the right time and in the right setting at any point in their care journey, with a focus on community-based and preventative care and support.

Within Glasgow City, Glasgow City Council and NHS Greater Glasgow and Clyde have integrated all community health and social care services, including services for children, adults, older people, along with homelessness and criminal justice services. This work is directed by a seprate legal body called the 'Glasgow City Integration Joint Board,' with the Council and Health Board delivering services under the banner of the 'Glasgow City Health and Social Care Partnership.' The Board has local responsibility for the planning and monitoring of the delivery of integrated services through its Strategic Plan.

The Glasgow City Integration Joint Board Strategic Plan 2016-19 sets out the vision for integrated health and social care services within Glasgow City:

"We believe that the City's people can flourish, with access to health and social care support when they need it. This will be done by transforming health and social care services for better lives. We believe that stronger communities make healthier lives.

We will do this by:

- focussing on being responsive to Glasgow's population and where health is poorest
- supporting vulnerable people and promoting social well-being
- working with others to improve health
- designing and delivering services around the needs of individuals, carers and communities
- showing transparency, equity and fairness in the allocation of resources
- developing a competent, confident and valued workforce
- striving for innovation
- developing a strong identity and
- focussing on continuous improvement."

E3. Communications Context

The Partnership's Communications Strategy is in line with both the Council's and Health Board's corporate communications strategies and internal and external communications channels.

A web-based communications survey with the Partnership's stakeholders and a citywide leadership session with the Partnership's senior managers have further informed the Partnership's Communications Strategy. The survey sought to capture stakeholders' views on the effectiveness of existing communications on Health and Social Care Integration and how stakeholders preferred to be communicated with.

E4. Communications Framework

Communications Vision
"Glasgow City Health and Social Care Partnership is committed to effective communications with its stakeholders so that they are aware of, understand and are engaged in its work as appropriate. Good communication assists in the planning and delivery of health and social care services, supporting the Partnership to improve outcomes for its stakeholders and achieve its vision for health and social care services within Glasgow City."

Communications Objectives
Communications should be developed and used by the Partnership to:

1. create awareness, understanding and engagement of the Partnership's vision for health and social care services within Glasgow City
2. assist in the development, promotion and embedding of the Partnership's shared culture – its identity, values and behaviours
3. provide information about the Partnership that enables its stakeholders to be kept up to date on and/or participate (as appropriate) in the planning and delivery of services (for example, its strategic direction, services, people and places)
4. provide stakeholders with opportunities to share their views and ideas to contribute to the transformational change of health and social care services within Glasgow City
5. provide information about the Partnership's services (contracted/purchased or provided) so that people can make better informed decisions about meeting their health and social care needs and aspirations
6. make stakeholders of the Partnership aware of any issues that may affect them
7. assist in developing, sharing and promoting best professional practice
8. create awareness of, promote, recognise and celebrate successes of the Partnership
9. uphold, promote and embed the approaches, standards and governance for effective communications by the Partnership as set out within its Communications Strategy and

10. keep apace with new, innovative ways of communicating so that the Partnership continues to improve its communications and engagement.

Communications Approach

In order for communications to be an enabler and overcome barriers, the Partnership's approach to communications and any engagement activity should be:

- **clear**: communications will be jargon-free and in Plain English as appropriate, and they will be tailored according to the needs of the audience
- **concise**: communications will be relevant and easy to understand
- **consistent**: messages will be consistent for both internal and external audiences, and they will be consistent with the Partnership's vision
- **accessible**: communications will be delivered using styles, formats and materials that are accessible and appropriate to the needs of the audience (except where there is an overwhelming technical reason not to)
- **timely, accurate and approved**: communications will be timely, accurate and reflect the position of the Partnership, and relevant stakeholders should hear about changes or issues before they are reported in the media or told by a third party. Communications must always be approved by a relevant senior manager as appropriate
- **three-way**: communications channels should be used to engage with stakeholders and actively listen to and understand their views and ideas to meaningfully contribute to the planning, delivery and transformation of health and social care services. Communications that are up, down and across the Partnership should also always be encouraged to support effective partnership working
- **evidence-based**: research, statistics, proof of concepts, case studies, real life examples and story-telling should be used to illustrate and back up messages wherever possible and
- **endorsed**: credible 'third party endorsements' should be used to illustrate the benefits of the Partnership's programmes, activities and services wherever possible.

Communications Standards

Glasgow City Health and Social Care Partnership's Communications Strategy and activity are underpinned by standards, policies and/or guidelines on:

- the Partnership's brand identity
- accessible communications
- the Partnership's protocol on working with the media and
- the acceptable use of social media by Council and Health staff.

Communications Governance

Partnership communications must be approved by the relevant member of the Partnership's Executive and Senior Management Team (Head of Service and above) (or his/her delegate) for the service area that it relates to. Where a communication cuts across service areas, then a member of the Executive Management Team (Chief Officer or Clinical Lead) (or his/her delegate) should give final approval – any

service area content should still be approved by the relevant Senior Management Team member in the first instance.

The Partnership's Joint Media Protocol sets out the governance arrangements for media enquiries and proactive communications with the media, where the Chair of the Integration Joint Board and Chief Officer (or other relevant executive and senior managers) take the lead with support from the Council's and Health Board's corporate communications teams.

E5. Communications Audience and Channels

Communications Audience
The key audience groups for the Partnership to communicate with includes:

- the public
- patients, service users, carers and their representatives
- staff within the Glasgow City Health and Social Care Partnership
- Glasgow City Council Family and NHS Greater Glasgow and Clyde staff
- Glasgow City Integration Joint Board Members
- Glasgow City Council Elected Members and NHS Greater Glasgow and Clyde Non-Executive Director Board Members
- Trade Unions/Staffside
- contractors/providers of health and social care services within Glasgow City and their representative groups (including the third and independent sectors and General Practitioners)
- Glasgow City Community Planning Partners
- MPs/MSPs within Glasgow City and/or with a health and social care remit
- relevant external organisations (for example, The Scottish Government and Scottish health and social care regulators) and
- the media.

Communications Channels
The following key channels will be used by the Partnership to communicate with its audience:

Glasgow City Council (Corporate)
- Insider (staff magazine)
- Glasgow City Council Internet website
- Connect (Intranet website for staff and authorised users)
- Twitter – @GlasgowCC
- Facebook – Glasgow City Council
- Executive Message and Corporate Briefing (corporate briefing for staff from the Chief Executive)
- Managers' Briefing (corporate briefing for staff on specific topics affecting them)
- Corporate Announcements (all-staff emails)
- Glasgow City Council approved Committee agendas, minutes and reports

NHS Greater Glasgow and Clyde (Corporate)
- Health News (public newspaper)
- Staff News (staff magazine)
- NHS Greater Glasgow and Clyde Internet website
- Staffnet (Intranet website for staff and authorised users)
- Twitter – @NHSGGC
- Facebook – NHS Greater Glasgow and Clyde
- Team Brief (corporate briefing for staff from the Chief Executive)
- Core Brief (corporate briefing for staff on specific topics affecting them)
- all-staff emails
- Health Board approved Board/Committee agendas, minutes and reports

Glasgow City Health and Social Care Partnership
- Health and Social Care Integration e-newsletter (public and staff newsletter with the Chief Officer's message)
- Glasgow City Health and Social Care Partnership Internet website (in development)
- Glasgow City Council and NHS Greater Glasgow and Clyde health- and social-care specific web pages (Internet web pages for the public)
- Twitter – @GCHSCP
- Glasgow City Integration Joint Board and its committees approved agendas, minutes and reports
- Your Support Your Way Glasgow (public website for social care supports)
- service-specific newsletters (for example, Adult Protection, GIRFEC, Corporate Parenting and Health Improvement)
- service-specific websites and social media (for example, Adult Protection, Child Protection, Fostering and Adoption, Leaving Care, Health Improvement North West Smoking Project, Sexual Health/Sandyford, Aye Mind and Mental Health)
- service-specific leaflets and posters displayed in GP offices, social work offices, health centres, hospitals, libraries, schools and community centres (for example, Glasgow and Partners Emergency Social Work Services, Social Care Direct, Tomorrow's Residential and Day Care Services, Smoke Free and Health Improvement)
- service-specific projects/initiatives/campaigns (for example, Fostering and Adoption, Stop Smoking, Dementia Awareness, Power of Attorney, Winter Planning and Chronic Obstructive Pulmonary Disease)
- local engagement groups (for example, Locality Engagement Forums, Carers Reference Group, Voices for Change, Public Partnership Forums and Mental Health Network)
- third sector/voluntary and independent providers (e.g., Social Care Ideas Factory and Glasgow Council for the Voluntary Sector Third Sector Interface)
- events (for example, Social Care Provider event, Equalities events, Health Improvement events, Strategic Planning Groups event and participation in external events promoting the Partnership)
- Solus screens in health centres (information on LCD/plasma screens)
- other channels (for example, service directories, press office/media stories and marketing campaigns for Alcohol Awareness, Stop Smoking and Fostering and Adoption among others)

- Healthy Working Lives Newsletter (staff newsletter to inform staff within the Partnership about health and wellbeing issues and promotions/campaigns)
- Partnership Briefing (briefing for staff within the Partnership on specific topics affecting them – as and when required)
- Team Meeting Communications Briefing (communications as part of staff team meetings)
- staff engagement opportunities including Chief Officers and Heads of Service sessions, Partnership-wide Leadership sessions, Head of Operations and Head of Service sessions within localities, service-led sessions with Core Leadership Leads, iMatters and HSCP Voice (also known as Employee Voice)
- Connect and Staffnet health- and social care-specific web pages (Intranet web pages for staff and authorised users) and
- all-staff emails (either all-Partnership, all-Health or all-Social Work).

Communications Matrix

The following tables set out the channels that will be used by the Partnership to communicate with its stakeholders at the corporate and Partnership levels.

Glasgow City Health and Social Care Partnership Communications Matrix

Glasgow City Council/NHS Greater Glasgow and Clyde Corporate Level

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Health News (NHSGGC)	Public magazine/newsletter	Corporate	External	Quarterly	X	X	X	X	X	X	X	X	X	X	X
Insider (GCC) and Staff News (NHSGGC)	Staff magazine	Corporate	Internal	Monthly			X	X	X	X					
Executive Message and Corporate Briefing (GCC) and Team Brief (NHSGGC)	Corporate Briefing with Chief Executive Message for staff	Corporate	Internal	Monthly			X	X	X	X					
Managers' Briefing (GCC) and Core Brief (NHSGGC)	Manager/Staff briefings on specific topics affecting staff	Corporate	Internal	As and when required			X	X	X	X					
GCC and NHSGGC Internet websites including social media (e.g., Facebook and Twitter) and health- and social care-related web pages	As in title	Both	External	On-going	X	X	X	X	X	X	X	X	X	X	X
GCC and NHSGGC Intranet websites including health- and social-care related webpages (Connect [GCC] and StaffNet [NHSGGC])	As in title	Both	Internal	On-going			X	X	X	X					
All-staff emails (all-GCC and all-NHSGGC)	As in title	Corporate	Internal	On-going			X	X	X	X					
Council and Health Board approved Committee/Board agendas, minutes and reports	As in title	Both	External	On-going	X	X	X	X	X		X	X	X	X	X

Glasgow City Health and Social Care Partnership Level

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Communications Audience											
					Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Health and Social Care Integration e-newsletter	Public and staff newsletter with the Chief Officer's message	GCHSCP	External	Bimonthly	X	X	X	X	X	X	X	X	X	X	X
Glasgow City Health and Social Care Partnership Internet website (in development) including Twitter	Public website and social media for the GCHSCP and Glasgow City Integration Joint Board	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Glasgow City Integration Joint Board and its committees approved agendas, minutes and reports	As in title	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Your Support Your Way Glasgow	Public website for social care supports	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Service-specific channels: newsletters, websites, social media, leaflets, posters and projects/initiatives/campaigns	As in title	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Local engagement groups and third sectory/voluntary and independent providers	As in title	GCHSCP	External	On-going	X	X					X				
Events	As in title	GCHSCP	Internal and External	On-going	X	X	X	X			X				
Solus screens in health centres	Information on LCD/plasma screens	GCHSCP	External	On-going	X	X									

Glasgow City Health and Social Care Partnership Level, continued

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Communications Audience											
					Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Healthy Working Lives Newsletter	Staff newsletter to inform staff within the Partnership about health and wellbeing issues and promotions/campaigns	GCHSCP	Internal	Triannual			X			X					
Partnership Briefing	Manager/Staff briefings on specific topics affecting staff	GCHSCP	Internal	As and when required			X			X					
Team Meeting Communications Briefing	Team meeting communications briefing model for staff within the Partnership	GCHSCP	Internal	On-going			X								
Chief Officers and Heads of Service sessions, Partnership-wide Leadership sessions, Head of Operations and Head of Service sessions within localities, service-led sessions with Core Leadership Leads, iMatters and HSCP Voice (Employee Voice)	Engagement opportunities for Partnership staff with Chief Officers, Heads of Service, senior managers and first line managers	GCHSCP	Internal	On-going			X								
All-staff emails (all-Partnership, all-Health and all-Social Work and all-NHSGGC)	As in title	GCHSCP	Internal	On-going			X			X					

E6. Communications Developments

The following communications developments will be taken forward:

- the development and embedding of internal engagement opportunities with Chief Officers and Heads of Service with staff across the Partnership
- the development of the Partnership's and Integration Joint Board's external website
- the review and redevelopment of content on staff Intranets (Connect and Staffnet) to reflect Partnership arrangements
- the further development of Your Support Your Way Glasgow and
- support to Chief Officer and Head of Service Twitter engagement with the Partnership's Twitter profile.

E7. Communications Advice, Guidance and Support

Advice, guidance and support on the full range of communications channels and activities across the Partnership, Council and Health Board are provided by staff in the Partnership's Business Development Team at centre headquarters. Both the Council's and Health Board's corporate communications teams also support external Partnership communications with the media and external organisations.

E8. Review

The Partnership will regularly review its Communications Strategy. This will include the effectiveness of its internal and external communications and internal engagement activity in meeting the Partnership's communications vision and objectives. The Partnership's communications survey with its key stakeholders will be the key tool to do this, and it will allow the Partnership to track changes over time. The survey will also be an opportunity to understand stakeholders' awareness and understanding of the Partnership and Integration Joint Board and their work.

E9. Action Plan

The following action plan has been developed to support the Partnership's Communications Strategy. It outlines the communications activity that will take place over the course of the Strategy to implement, embed, improve and develop the ways in which the Partnership communicates with its different audiences. It is anticipated that progress on delivery of the action plan will be reported to the Integration Joint Board – Public Engagement Committee.

Number	Action	Owner	Timescale
1	Regularly communicate with the Partnership's internal and external audiences through the	Executive and Senior Management	January 2017 and on-going

Number	Action	Owner	Timescale
	channels outlined in Section 5 of the Partnership's Communications Strategy	Team / Senior Managers / Direct Line Managers Head of Business Development for Partnership-wide communications	
2	Develop and conduct a communications survey with the internal and external audiences who the Partnership communicates with to understand: • the channels used for communications • the effectiveness of existing communications channels • preferred communications channels and • internal and external stakeholders' awareness and understanding of the Partnership and Integration Joint Board and their work. To track changes and implement opportunities for improvement, conduct the survey three times over the course of the Communications Strategy, which will further inform its review in 2019.	Head of Business Development	By April 2017 (baseline) April 2018 (mid-point) March 2019 (end-point)
3	Develop and implement an external website for the Partnership and Integration Joint Board to communicate with internal and external stakeholders including patients, service users, carers and their representatives and the public.	Head of Business Development	Initial launch April 2017 and on-going
4	Further develop the Partnership's public website of social care supports, Your Support Your Way Glasgow, to reflect Partnership arrangements and include community health information and resources. As part of this, review current and any planned social care and community health directories to inform either participation in them or further development of Your Support Your Way Glasgow to link with them.	Head of Business Development	By December 2017 and on-going
5	Examine different and better ways of communicating with patients, service users, carers and their representatives, particularly hard-to-reach and vulnerable groups.	Head of Business Development	By October 2017
6	Support Chief Officer and Head of Service Twitter engagement with the Partnership's public Twitter profile.	Head of Business Development	January 2017 and on-going
7	Develop and implement a programme of internal engagement opportunities for staff in addition to current ones: Chief Officer and Head of Service sessions; HSCP Voice (likened to Facebook for ideas at work) and iMatters (continuous improvement tool to help improve staff experience).	Head of Business Development / Head of Organisational Development /	January 2017 and on-going January 2017 and on-going

Number	Action	Owner	Timescale
		Head of HR/Corporate Services	March 2017 and on-going
8	Review and implement the framework for Team Meeting Communications Briefing for staff.	Head of Business Development / Head of Organisational Development	By June 2017 and on-going
9	Review and redevelop the content on staff Intranets (Connect and Staffnet) to reflect Partnership arrangements.	Head of Business Development	By December 2017 and on-going
10	Co-ordinate staff awards from the Partnership for Flourish Awards (Glasgow City Council) and Facing the Future Together/Chairman's Awards (NHS Greater Glasgow and Clyde) and any other submissions for external awards.	Head of Business Development / Head of Organisational Development	Spring 2017 Autumn 2017 On-going