



Item No: 11

Meeting Date: Wednesday 18 January 2017

Glasgow City Integration Joint Board

Report By: David Williams, Chief Officer

Contact: Allison Eccles

Tel: 0141 287 6724

COMMUNICATIONS STRATEGY 2017-19

| | |
|---------------------------|--|
| Purpose of Report: | The purpose of this report is to seek approval of the updated Communications Strategy 2017-19 for the Glasgow City Health and Social Care Partnership. |
|---------------------------|--|

| | |
|-------------------------|--|
| Recommendations: | The Integration Joint Board is asked to: a) note the contents of this report b) approve the updated Communications Strategy and its action plan for the Partnership and c) instruct the Head of Business Development to provide update reports on the progress of the action plan to the Integration Joint Board – Public Engagement Committee. |
|-------------------------|--|

Implications for Integration Joint Board:

| | |
|-------------------|------|
| Financial: | None |
|-------------------|------|

| | |
|-------------------|--|
| Personnel: | The implementation of the Partnership's Communications Strategy will require support from Council and Health staff within the Partnership's Business Development Team supporting communications. All managers and staff within the Partnership will also have a role to play in implementing the Communications Strategy. |
|-------------------|--|

| | | |
|--|---|---|
| Legal: | Under the Public Bodies (Joint Working) (Scotland) Act 2014, the Integration Joint Board has a statutory responsibility to communicate with its stakeholders. | |
| Economic Impact: | None | |
| Sustainability: | None | |
| Sustainable Procurement and Article 19: | None | |
| Equalities: | An Equality Impact Assessment has been carried out for the updated Communications Strategy. No significant impact was identified. However, there will be on-going monitoring of communication and engagement activity supporting the Strategy, and an action plan will be put in place if required. | |
| Risk Implications: | Without a clear and consistent approach to communications there is a risk that the Integration Joint Board and the Partnership do not engage with patients, service users and carers in the manner envisaged in the Public Bodies (Joint Working) (Scotland) Act 2014. | |
| Implications for Glasgow City Council: | As above for Personnel. | |
| Implications for NHS Greater Glasgow & Clyde: | As above for Personnel. | |
| Direction Required to Council, Health Board or Both | Direction to: | |
| | 1. No Direction Required | |
| | 2. Glasgow City Council | |
| | 3. NHS Greater Glasgow & Clyde | |
| | 4. Glasgow City Council and NHS Greater Glasgow & Clyde | ✓ |

1. Purpose

1. The purpose of this report is to seek approval of the updated Communications Strategy 2017-19 for the Glasgow City Health and Social Care Partnership.

2. Background

- 2.1 Effective communications make a vital contribution to the success of the Partnership ensuring that its stakeholders are aware of, understand and are engaged in its work. In addition, under the Public Bodies (Joint Working)

(Scotland) Act 2014, the Integration Joint Board has a statutory responsibility to communicate with its stakeholders.

- 2.2 The Partnership's Senior Management Team previously approved the Partnership's current Communications Strategy in April 2015. Work has been undertaken to update it to ensure that the way in which the Partnership communicates with its internal and external stakeholders is underpinned by a framework for consistent and effective communications. The draft updated Communications Strategy 2017-19 was reviewed and approved by the Partnership's Senior Management Team in December 2016 for further consideration by the Integration Joint Board. It is available at the following link: <https://www.glasgow.gov.uk/CHttpHandler.ashx?id=36381&p=0>

3. Communications Context

- 3.1 The Partnership's updated Communications Strategy is informed by Glasgow City Council's and NHS Greater Glasgow and Clyde's corporate communications strategies. It is further underpinned by a number of corporate standards, policies and guidelines relating to communications.
- 3.2 The Strategy is also informed by a communications survey that the Partnership conducted with internal and external stakeholders, which was reported to the Partnership's Senior Management Team in February 2016 (for example, staff within the Partnership; shadow Integration Joint Board Members; patient, service user and carer representatives and the third and independent sectors). A citywide leadership session with the Partnership's senior managers was also held.
- 3.3 The survey captured stakeholders' views on the effectiveness of existing communications on Health and Social Care Integration and how stakeholders preferred to be communicated with. Some of the key findings included:
- 825 people participated in the survey;
 - almost all people had a degree of understanding of Integration within Glasgow, over nine in 10 (95%), and over two-fifths (43%) of people found that the current information was very useful/useful;
 - the most common ways in which people heard about Integration was by email (52%), the Partnership's e-newsletter (46%) and their immediate line manager (31%);
 - people's preferred methods of communicating were electronic and face-to-face: email (77%), team meetings (65%), immediate line manager (62%), the Partnership's newsletter (52%), staff Intranet sites (47%) and senior management (43%) and
 - about a sixth of people identified barriers to how information had been communicated about Integration and they made suggestions on how they could be removed. This included clear and jargon-free information, communicating timeously, more face-to-face communications and raising awareness of the different sources for communicating.

4. Communications Strategy: Purpose and Contents

4.1 Purpose. The Partnership's updated Communications Strategy:

- sets out a framework for effective communications by the Partnership;
- defines the Partnership's internal and external audience who it will communicate with;
- defines the communication channels and sets out how the Partnership will communicate with its audience and
- sets out communications developments that will be taken forward with an associated action plan.

4.2 The Communications Strategy largely focuses on communications with large audiences. It also sets out how the Partnership will internally engage with its staff.

4.3 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.

4.4 **Framework.** The Communications Strategy's framework for effective communications includes a communications vision, objectives, approach, standards and governance. The communications vision, which is underpinned by 10 objectives, is defined as:

- "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."

4.5 For communications to be an enabler and overcome barriers, the Partnership's approach to communications and engagement should be clear; concise; consistent; accessible; timely, accurate and approved; three-way; evidence-based and endorsed.

4.6 The Partnership's Communications Strategy is underpinned by standards, policies 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.

4.7 Internal Partnership communications must be approved by the relevant member of the Partnership's Senior Management Team for the service area that it relates to. The Partnership's Joint Media Protocol sets out the governance arrangements for media enquiries and proactive communications with the media. The Chair of the Integration Joint Board and Chief Officer (or other relevant executive and senior

managers) take a lead with support from the Council's and Health Board's corporate communications teams.

4.8 **Audience.** The Partnership will communicate with the following groups of stakeholders:

- 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.

4.9 **Channels.** In addition to using existing internal and external Council and Health Board communications channels, the Partnership will communicate through its own tailored channels. Their main audience and frequency are outlined in the Strategy. The channels include:

- 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)
- 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).

4.10 **Staff Engagement.** Good and effective staff communication is not the responsibility of one person or team. Further, staff communications will not be effective if they are simply unilateral information flow. There also needs to be engagement opportunities so that staff can share their views, ideas and issues to inform service planning and development and make collaborative service improvements. Both managers and staff within the Partnership have a role to play in this, and it needs embedded at all levels, with buy-in and a visible lead from leadership. The following staff engagement programmes have been developed (or are in development):

- Chief Officer and Head of Service staff sessions;
- Partnership-wide Leadership sessions for managers Grade 9 (Social Work)/Band 8 (Health) and above;
- Head of Operations and Head of Service staff sessions within localities;
- service-led staff sessions with Core Leadership Leads
- Team Meeting Communications Briefing (communications as a standing agenda item for team meetings using existing communications channels);
- iMatters (a continuous improvement tool to help individual staff and teams to understand and improve staff experience) and

- HSCP Voice (also known as Employee Voice) (likened to Facebook for ideas at work, a tool supporting LEAN activity that enables staff to input problems, ideas and issues to collaboratively improve performance and make service improvements with their colleagues).

4.11 **Developments.** The Partnership needs to be proactive in reviewing existing communications channels and developing new ones to improve how it communicates. The following communications developments will be taken forward:

- the embedding of internal staff engagement opportunities with Chief Officers and Heads of Service;
- development of the Partnership's external website;
- review of content on staff Intranets to reflect Partnership arrangements;
- further development of Your Support Your Way Glasgow and
- support to Leadership engagement with the Partnership's Twitter profile.

4.12 The Partnership's external website will be a key communication channel, and it will include a range of information about the Partnership and the Integration Joint Board; social care and community health services provided by the Partnership; publications including strategies, governance documents and meeting agendas and papers; participation and engagement and news and announcements. A tender specification has been approved, and NHS Greater Glasgow and Clyde ICT Procurement is currently coordinating the tender exercise. It is being planned to launch in April 2017.

4.13 **Review.** The Communications Strategy will cover the remainder of the timeframe for the Integration Joint Board's Strategic Plan 2016-19, at such time it will be reviewed. It will be informed by a communications survey similar to that of the Partnership's most recent one to measure the effectiveness of communications channels with stakeholders and their particular needs. The survey will also be an opportunity to understand stakeholders' awareness and understanding of the Partnership and Integration Joint Board and their work. It will be conducted at the start, mid- and end-points of the Strategy so that the Strategy's impact can be monitored and measured against a baseline, and it will be made available to the Partnership's range of stakeholders. Patient, service user and carer engagement structures will be used to raise awareness of the survey and increase participation in it. If any improvements are identified by the survey in advance of the Strategy's review, then these will be considered for incorporation.

4.14 **Action Plan.** An action plan has been developed to support the Partnership's Communications Strategy (attached at Appendix 1). 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.

4.15 **Equality Impact Assessment.** An Equality Impact Assessment has been carried out for the updated Communications Strategy. No significant impact was identified. However, there will be on-going monitoring of communication and engagement activity supporting the Strategy, and an action plan will be put in place if required.

5. **Recommendations**

5.1 The Integration Joint Board is asked to:

- a) note the contents of this report
- b) approve the updated Communications Strategy and its action plan for the Partnership and
- c) instruct the Head of Business Development to provide update reports on the progress of the action plan to the Integration Joint Board – Public Engagement Committee.

Appendix 1: Communications Strategy Action Plan

| Number | Action | Owner | Timescale |
|--------|--|---|--|
| 1 | Regularly communicate with the Partnership's internal and external audiences through the channels outlined in Section 5 of the Partnership's Communications Strategy | Executive and Senior Management Team / Senior Managers / Direct Line Managers Head of Business Development for Partnership-wide communications | January 2017 and on-going |
| 2 | Develop and conduct a communications survey with the internal and external audiences who the Partnership communicates with to understand: <ul style="list-style-type: none"> 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. <p>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.</p> | 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 |

| Number | Action | Owner | Timescale |
|--------|---|---|---|
| 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 / Head of HR/Corporate Services | January 2017 and on-going January 2017 and on-going 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 |

DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

| | | |
|----|---|---|
| 1 | Reference number | 180117-11-a |
| 2 | Date direction issued by Integration Joint Board | 18 January 2017 |
| 3 | Date from which direction takes effect | 18 January 2017 |
| 4 | Direction to: | Glasgow City Council and NHS Greater Glasgow and Clyde |
| 5 | Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s) | No |
| 6 | Functions covered by direction | All functions delegated to the Integration Joint Board |
| 7 | Full text of direction | Glasgow City Council and NHS Greater Glasgow and Clyde are directed to provide support from Council and Health staff within the Partnership's Business Development Team in supporting the Communications Strategy and its action plan as outlined in this report. |
| 8 | Budget allocated by Integration Joint Board to carry out direction | Direction to be carried out from within existing resource allocation as directed by the Chief Officer, Finance and Resources. |
| 9 | Performance monitoring arrangements | In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership. |
| 10 | Date direction will be reviewed | March 2019 |