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CONNECTING COMMUNITIES

Fife Health and Social Care Partnership Communication Strategy 2016-19

Introduction and Context

Over the next three years the delivery of health and social care services will be transformed so people can access the care they need at home or close to home, in ways that are safe, reliable and effective. Fife's Health and Social Care Partnership brings together NHS Fife and Fife Council Social Work Service working with Third Sector organisations and the Independent Sector. Together, the aim is to provide seamless care which is personalised to fit a person's wishes and responsive to their changing needs.

The integration of health and social care is being rolled out across Scotland and is a key plank of the Scottish Government's strategy; 2020 Vision. It is in part a response to a rising elderly population and growing numbers of people living longer with chronic, and sometimes multiple conditions, such as dementia, diabetes and heart disease. It also recognises that innovation in medicine and in social care practices mean more conditions can be treated successfully out-with an acute setting, especially if the right care is provided earlier, and more people can be helped to live fuller, more active and independent lives for longer.

Fife's Health and Social Care Partnership communication reflects this joined up ethos and supports the shared vision of the Partnership organisations to deliver self directed care at home or closer to home. This strategy defines priorities and outlines how communications will work with Fife Council, NHS Fife, service partners and communities to make sure communication about changes in the delivery of health and social care are clear, effective and supportive. In keeping with the Scottish Government's 'Our Voice' programme, this strategy has been informed and shaped by feedback from patients, service users, partners, staff and the wider community over the last 18 months (Appendix 1) and builds on the achievements of the past two years (Appendix 2).

Fife's Partnership involves and serves over 365,000 people across Fife. Through this strategy:

“We aim to build confidence in Fife’s health and social care services through good conversations and excellent visual multimedia communications which inform and connect with people in a personal and responsive way.”

Why the Partnership will invest in communication

Effective communication should be at the centre of effective change management and service delivery. Early involvement and time invested as part of service re-design and project planning will help the Partnership:

- build public understanding of the need for change
- demonstrate and reassure that the action being taken to transition care services into more personal and community settings will make a positive difference for people when accessing services
- build trust, involve and empower the workforce as they drive change
- gather useful feedback which can influence service re-design
- reach vulnerable communities
- position and manage reputation in times of significant change

And of course, there is a legal and statutory duty on partners to communicate too.

The Partnership’s key communication aims

- To communicate effectively with the public, patients and their representatives so they understand the changes that are happening and how they will benefit.
- To encourage feedback from all interested parties and provide several clear means of giving feedback
- To provide clear, information and advice on a full range of services and facilities and to ensure this is timely when delivery design is changing.
- To ensure the public, service users and patients know how to connect with the right service at the right time
- To ensure our communication with vulnerable groups and people living in deprivation in particular are effective.
- To help people to look after and improve their own wellbeing so that they live in good health, and as independently as possible, for longer.
- To engage affectively with staff so they are well informed about change and what it means for them and are encouraged to help shape delivery solutions.
- To ensure feedback is used to improve services to support excellent social and clinical outcomes

- To raise awareness of changes and improvements in the delivery of services across Fife.
- To ensure joint partnership initiatives are communicated in one voice, eliminating the possibility of conflicting messages.
- To build trust in the aims of integrated health and social care and in its delivery.
- To protect and enhance the reputation of the partnership organisations.

Shared principles

All Partnership communication will be guided by 8 principles and collective commitments to be:

1. Clear.
2. Open.
3. Concise.
4. Engaging.
5. Responsive.
6. Inclusive.
7. Insight-led.
8. Personal and conversational, in style and tone.

The Partnership's key messages

1. With our partners in the independent and third sector, we will help you live well and support your health and wellbeing whatever your age or ability and wherever you live in Fife.
2. We aim to help you remain well at home and to support you in the most effective way possible when additional need arises.
3. You are encouraged to be involved in and make decisions about the care and support you receive.
4. You can influence how health and social care services are planned and delivered in your area.
5. If we plan to change any services we will ask for your views, listen and respond, and where required, carry out formal consultation before taking a final decision.

Priority audiences

The changes ahead touch every single audience either directly or indirectly at any given time. Through this strategy, the Partnership will reach out to everyone in Fife and many public, third and independent sector employees. However, messages will need to be

targeted with audiences being prioritised in line with business needs over the course of the next three years including:

- Patients, service users, carers and families
- Vulnerable groups and communities who are harder to reach
- All staff across the broad partnership of organisations working to deliver health and social care services in Fife in the public, private and third sectors.
- Staff side representatives and Unions
- Media
- Elected representatives
- Board Members

Achieving these key aims

Putting the plan into action will require a new focus and commitment by the Partnership as it moves into a 'live' phase. The approach will be in 4 parts:

1. Media Relations - We'll build confidence and reputation

It is essential the media understands the objectives of health and social care Integration, sees it as part of Scotland wide policy shift and recognises the benefits it will offer people. Group and individual media briefings will be held and good relationships nurtured with individual journalists on the local and national scene to help optimise coverage of positive stories and ensure balanced reporting of negative issues.

Different activities and opportunities will be developed to help journalists get to know the leaders involved in the services being delivered. This will drive a positive news agenda to increase the public profile of all that is being offered and achieved. This will build trust and confidence.

News will be planned with partners and training and support will be offered to help the Partnership deliver a strong, coordinated and consistent message for staff and the public.

In all we do, we will develop a fresh and informal tone and style for Partnership communication to support the drive to be more personal and responsive.

2. Public Engagement: We'll make connections through relevant, engaging content.

For patients, service users, carers, families and our wider community, the focus will be on creating straightforward information about the range of services available, how to access them and other support that's available. Use of customer journey mapping and others tools

such as analytics and targeted surveys will help to understand what information people might need next, and look at how it can be offered more proactively.

Jargon will be busted. People will understand how they will be empowered to make choices and be involved in decisions about the care they receive and that more of that care will be delivered at home or closer to home in community hubs.

Our business is all about creating relationships - people working on the frontline in hospitals or social care centres, directly with patients, carers, service users and their families and across leadership groups. Good conversation is the bedrock of that – and of great health and social care services – so we make time for it.

Our communication activity will be a two way street: We'll listen to what people tell us about their experiences of joined up care and the impact this is having on their lives and we'll use these real examples to help us explain the benefits and challenges of integrated care. Staff are one of the biggest communication tools we have and they are key to helping keep a pulse on what people are really experiencing and the Partnership must respond.

Seeing is believing. We will create 'you said, we did' promotions to show how people's views have impacted on the Partnership's action. The Partnership must be open and honest about the challenges and promote a realistic view of how far Fife has come.

A range of communication tools and tactics will be used:

Website – There will be an emphasis on clear signposting, relevant information, simple user journeys and compelling 'human interest' storytelling highlighting a broad range of case studies. Mobile responsive design will be standard.

Social Media – We'll be strategic in our use of social media choosing channel and content type best suited to the target audience and we will encourage people to interact with us, creating conversations. We'll 'listen' online as much as we 'speak'.

Public Information Screens – We'll make use of monitors in public areas to display up to date information about service delivery. We will explore the possibility of using these screens to run video content of case studies and wellbeing advice.

Print materials – We'll collaborate with partners to co-produce leaflets, posters and other collateral to explain how to access services and to illustrate the benefits of integrated health and social care.

Face to Face – We'll have a presence at public events, set up 'pop up' stands in public places such as shopping malls and be available for public meetings in conjunction with private and third sector delivery partners to help raise awareness and understanding of health and social care integration and 'what it means for me'.

3. Staff Engagement: We'll encourage good conversations

For staff, communications will help join up the vision, Strategic Plan and Clinical Strategy and activities on the ground. The vision of self-directed and seamless care will be supported, along with a call to action on how they can play their part in making it work. A dialogue with staff will be explored to ensure they are listened to and involved and their participation in designing solutions is encouraged.

Senior staff will be expected to role-model two way communications. Communications can help co-create effective mechanisms for developing and sharing information and to help staff connect with each other across services and in localities.

This will be achieved via:

- Better use of technology.
- Improved use of the intranet - suggestions forum
- Quality online and offline content
- Consistent information made available through Team Briefs
- Seeking communication and change champions for peer- to- peer influencing in every area
- Workshops with partners
- Regular "Let's talk" events

4. We'll collaborate to create effective, joined up communication across the Partnership

The Partnership has been launched but it is still in an emerging stage, with key strategic decisions to be made. This will see change happen in 'real time', whilst day to day services keep going. Communications will support the leadership team to manage the challenging conversations that come with the transformation ahead, for example savings and investment proposals, new commissioning models and impact on workforce and partners.

A Partnership Communication Steering Group is already in place, reporting to the Senior Leadership Team and the Integration Joint Board. This group will continue to develop in line with the business need and coordinate professional communication resources across the Partnership. This will ensure there is informed, consistent and timely approach to the following activities across Partnership services:

- Strategic communication advice
- Internal and change communication
- Web and social media activity

- Branding and visual displays linked to the Partnership
- Public information including publications
- Community campaigning including links with public health
- Customer contact and signposting arrangements
- Inclusive communication and the provision of alternative formats
- Media policy and practice
- Employee media/communication training and development

To ensure strategic communication supports the Partnership's wider stakeholder relations the Communications Steering Group will work closely with colleagues driving the strategies for:

- **Participation and Engagement, and**
- **Workforce and Organisational Development**

Resources and governance

- This strategy will be delivered by the dedicated and jointly funded Health and Social Care Partnership Communications Officer, with support from the wider communication teams in Fife Council and NHS Fife.
- Design, marketing, photography and film priorities will be supported, where possible, in-house by Fife Council.
 - There is no operational communication budget at this stage. Some modest funding may be required for example to support print requirements for specific audiences, filming and/or other visual communication. To support the proposed activity, a costed proposal for 2016/17 and recurring budget requirement has been included in this report. (Appendix 3)
 - Structured guidance will be provided by the Partnership leadership and management teams every 3 months. The Chair of the Steering Group and Partnership Communications Officer will attend quarterly to provide a performance report and agree forward plans.
- Strategic guidance, decision making and additional support will be provided by the Health and Social Care Partnership Communication Steering Group. The Steering Group reports to the Partnership Senior Leadership Team and the Integration Joint Board.

Action Plan

Overtime, the Partnership's leadership team will be required to demonstrate that:

- The public understand health and social care services in Fife, which services are in the Partnership and how to access help if they need it.
- Patients and service users receiving Partnership services understand the new way of working and what impact it will have on them, if any.
- Staff working in the Partnership, are engaged - saying they have influence and are informed about any changes that impact on them and/or are relevant to their jobs.
- Communication strategy and action is informed by stakeholder insight.

This will require additional financial resource and communication measures will be developed accordingly.

In the immediate months ahead, the strategy will be delivered using the current resource available, through a rolling annual action plan. This will be refreshed in March of each year. Between October 2016 and March 2018, the action to deliver on the **four priorities** outlined above will be:

1 Media relations and reputation

Objectives:

- Ensure key messages are clearly communicated
- Tell the story of staff and service innovation across localities which put people first and is in line with the Strategic Plan and Clinical Strategy
- Ensure context is understood - Strive for balanced reporting of negative issues

Action:

- Story-banks, regular features and briefings for journalists and bloggers
- Dedicated support for spokespeople
- Video news and direct publishing through the Partnerships' Mini-site and partner websites
- More use of video and social media
- New coordinated media schedule, monitoring and reports
- Partnership policy and guidance on media handling

Measures:

- Percentage of news coverage that is positive, negative or neutral

- Percentage increase across social media platforms and impact e.g. reach, likes and shares
- Measure activity on Mini-site such as pages visited, hits to videos,
- Collect qualitative feedback from staff, partners and public

2 Information for staff and for the public explaining change, how to get involved and how to access core services

Objectives:

- Engage staff across the joint workforce.
- Critical public and staff information is clear and concise across all communication channels.

Action:

- Review and refresh public information leaflets online and in print for most used services
- Core facts and figures, case studies and examples of change from different stakeholder perspectives
- Regular 'Taking a closer look at...' briefings for a broader partnership audience
- Visual timelines, infographics and strategy drawings to simplify how things are coming together
- Communication activities to support those leading the Participation and Engagement and Workforce and OD strategies.
- Communication activities to support those leading the Participation and Engagement Network.

Measures:

- Monitor publications content against Plain English standards and writing for the web standards for online content.
- Liaise with Fife Centre for Equalities and service partners to ensure public information is easily accessed and produced within the resources available
- Survey samples of staff for feedback and use to develop and target communication
- Jointly monitor communications with colleagues and stakeholders leading and involved in the Participation and Engagement and Workforce and OD strategies to ensure communications is timely and effective

3 Raise awareness and understanding across the Partnership and with stakeholders

Objectives:

- Establish a strong and recognisable communication tool to bring communications together across key audiences.
- All professionals involved directly or indirectly in the Partnership's work are appropriately connected and there are regular communication routes.

- To develop a fully inclusive service it is important to engage with all members of the community, including members from within the nine protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation). This will be done by, for example, adequately using translation and interpreting services or inclusive communication tools and software.

Action:

- A public and staff information campaign to help people connect the Partnership’s vision with active and real transformation through service plans and local delivery models. This will be through stories and personal accounts of everyday work in practice.
- The **working title** is *Let’s Connect...Health and Social Care Services*. This may change, but it illustrates the concept. The campaign will have a number of strands internally and externally including for example:

<i>Let’s Connect...</i>	with the big picture	e.g. talking about how the strategic plan, clinical strategy, local planning will come together with budget discussions
<i>Let’s Connect...</i>	for wellbeing	E.g. self-directed support, frailty, More Able, children’s community services
<i>Let’s Connect...</i>	for healthier lives	E.g. Active Fife and Common Health
<i>Let’s Connect...</i>	our local voices	E.g. Staff and public feedback, patient and care opinion
<i>Let’s Connect...</i>	as employees	E.g. roles, the importance of good conversations, leading change
<i>Let’s Connect...</i>	for equality	E.g. . producing inclusive communications, engaging with groups such as FCOPA, Fife Society for the Blind, etc.

The campaign will include a range of on and offline multimedia material including videos, briefings, case studies and well promoted signposts to access additional support.

Measures:

- Survey samples of stakeholder groups and staff both inside and outside the Partnership to continually shape and inform the campaign and measure impact of messages
 - Analyse effectiveness of communication channels to deliver the campaign e.g. hits, shares and likes on social media, impact and reach of staff bulletins/blogs.
 - Analyse and monitor signposting of services online to measure ease of access, relevance and outcome. Measure clicks through pages and test with user groups.
 - Measure campaign key messages within and across traditional and on-line media as part of the strategic communications mix. This will include reach, shares and feedback from services in regards to increase volume of enquiries or visits to pages.
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