

Title/Subject: IJB Communications Action Plan

Meeting: Integration Joint Board

Date: 3 June 2016

Submitted By: Chief Officer

Action: For Decision

1. INTRODUCTION

- 1.1 The purpose of this report is to set out a proposed framework and protocol for internal and external communication by the Integration Joint Board (IJB). Clear, consistent, timely and accessible communications for service users, carers, employees, communities and other stakeholders will increase understanding of what health and social care integration involves and what it means for individuals and their care.

2. RECOMMENDATION

The Integration Joint Board is asked to:

- 2.1 approve the attached action plan for internal and external communications.

3. BACKGROUND

- 3.1 A Communications Framework was agreed by the IJB in March 2016. It was also agreed that an action plan would be developed, setting out key communications over the coming months. In response to this, the action plan attached at appendix one has been developed jointly by Falkirk Council and NHS Forth Valley, incorporating comments from the Strategic Planning Group. It recommends that communications are based on a best practice model and sets out a range of tactical communications actions that will be progressed over 2016, using all available Council and NHS communications channels and developing new ones to address any gaps.

4. PURPOSE OF THE ACTION PLAN

- 4.1 The action plan aims to ensure that:
- Staff, third sector and independent service providers in NHS Forth Valley and the three local authority areas have access to information about

health and social care integration and are kept informed of relevant changes and developments which affect them and the services they provide in a consistent and co-ordinated way

- Service users, families, carers and the public are reassured that they will still have access to the health and social care services they require and are kept updated on relevant local developments, benefits and improvements
- Communications are linked to organisational objects and are planned, targeted and evaluated in accordance with best practice.

4.2 The action plan sits alongside the Communications Framework approved by the IJB in March 2016 and all activities will be consistent with the principles within the Framework.

5.1 CONCLUSIONS

Resource Implications

No additional communications resources have been identified to support the Health and Social Care Partnerships, so action plans and activities will need to take account of the current available capacity across Falkirk Council and NHS Forth Valley.

Impact on IJB Outcomes and Priorities

The Communications Action Plan will ensure the delivery of key messages and communications to support the implementation of the Strategic Plan.

Legal and Risk Implications

There are no additional legal and risk implications associated with this report.

Equalities Assessment

No additional consultation has been undertaken for the purpose of this report. It is recognised that there are equalities issues in relation to the provision of accessible communications and these will be taken into account.

Approved for Submission by: Patricia Cassidy, Chief Officer

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Date: 5 June 2016

List of Background Papers:

IJB Communication Framework; March 2016

Falkirk Health & Social Care Partnership

Communications Forward Planner

Background

It is recommended that all communications activities for the Falkirk Health and Social Care (HSC) Partnership should follow a best practice model.

This means they should be:

- based on clear, measurable objectives
- implemented in a flexible way which meets the needs of the stakeholders
- use a range of tactical options - examples could include community engagement, media, print, digital activity, including e-mail and social, and internal and external online media
- subject to evaluation and review to check they are effective.

Objectives

The communications objectives for the Falkirk HSC Partnership are set out within the joint protocol which identifies two key priorities:

- Staff, third sector and independent service providers in NHS Forth Valley and the three local authorities have access to information about health and social care integration and are kept informed of relevant changes and developments which affect them and the services they provide in a consistent and co-ordinated way
- Service users, families, carers and the public are reassured that they will still have access to the health and social care services they require and are kept updated on relevant local developments, benefits and improvements.

Strategic Plan

The vision for the Falkirk Health & Social Care Partnership is “to enable people in Falkirk to live full and positive lives within supporting communities”.

This document also sets out the outcomes which the Council and NHS Forth Valley wish to achieve through the Partnership. These are:

- **Self Management** - Individuals, their carers and families are enabled to manage their own health, care and well being.

- **Autonomy and Decision Making** – Where formal supports are required, people are enabled to exercise as much control and choice as possible over what is provided.
- **Safe** - Health and social care support systems help to keep people safe and live well for longer.
- **Experience** – People have a fair and positive experience of health and social care.
- **Community based Supports** – Informal supports are in place, accessible and enable people, where possible, to live well for longer at home or in homely settings within their community.

Communications has an important contribution to make to the achievement of these outcomes. The Partnership's vision includes a commitment to communicating in a way which is clear, accessible, understandable and ensures a two-way conversation. The agreed Participation and Engagement Strategy and communications protocol will shape the way in which the Partnership communicates and engages, internally and externally. Planned communications activities should have a clear link to the delivery of outcomes set out above.

Implementation

This section sets out a range of tactical activities that could be taken forward on behalf of the Falkirk Health and Social Care Partnership. It is based on information available at the present time and it is envisaged that it will be refined and added to as implementation progresses.

Evaluation

Evaluation is an essential part of effective communication. It needs to be outcome focused and answer the question "did we achieve what we set out to do?"

Evaluation provides the evidence to demonstrate how effective and efficient we are in delivering our communication activities and to justify what we do. Good evaluation allows us to gather insight on which to optimise our channels during the implementation and make recommendations for future planning. Good evaluation is not just about collecting data, monitoring, measuring and reporting back on numbers. It is about preparing our evaluation early in the overall communication planning process to ensure that we collect the right data and evidence and this should include output, uptake and outcome measures.

Appropriate evaluation measures should be developed for each activity and these should be reported regularly. The evaluation should cover both intermediary and organisational outcomes.

Examples of intermediary communications outcomes could include volume of coverage, attendance at events, e-mail click through, dwell time on web pages, number of downloads.

Organisational outcomes include attitudinal change, awareness (e.g. engagement of a public that was otherwise unaware of the service) and behavioural change (e.g. people accessing services in a difference way).

Employees

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
Highlight start of new integrated arrangements with the launch of the Partnerships Strategic Plan	Outline vision, key outcomes and priorities Strategic Plan and associated documents	Email to staff from IJB Chief Officer Information on Inside Falkirk and the NHS Forth Valley staff intranet Information posted on internet - HSCI web-pages	1 April 2016	√
Consider the application of a cohesive, consistent visual identity for the HSCP which reflects its vision and strategic objectives	IJB report	Branding options for Falkirk HSCP to be considered. These would be based on a defined brief, setting out parameters, applications, budget and any other considerations. Involvement of staff through a focus group to discuss branding options.	June 2016 – proposal to IJB December 2016 - approval	
Staff engagement	Strategic Plan and Local Delivery Plans Locality Planning arrangements	Promote staff engagement sessions	August/September 2016	
Ensure staff are updated on progress and key developments as plans progress	Strategic Plan and Local Delivery Plans	Issue regular Staff Briefing Updates Review reach and impact of these communications and gather feedback e.g. via surveys Evaluate delivery mechanisms for staff information to ensure that they being delivered to the right people and using the	Quarterly. Dates to be set Joint Staff Forum (May 2016) with proposed survey in Autumn 2016 December 2016	

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
		<p>most appropriate channels</p> <p>Ensure that common issues raised by staff in other fora are captured and addressed in outgoing communications</p>	Ongoing	
Showcase the joint work of staff and services covered by the HSCP and highlight the benefits to staff	<p>Service examples and including perspectives from</p> <ul style="list-style-type: none"> • Staff • Service users • Carers • Other stakeholders 	<p>Identify areas of best practice and share these internally and externally</p> <p>Relevant news stories and updates included in Falkirk Council News and NHS Forth Valley's Community Health News</p> <p>Review existing photographic images and augment where required.</p> <p>Promote existing and new joint service developments e.g. ALFY and Closer to Home service.</p> <p>Identify opportunities to showcase best practice via key national events and awards</p>	<p>Indicative quarterly target set</p> <p>4 per year</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
Highlight key decisions or developments and identify promotional opportunities	IJB reports	Review IJB papers and core business	Ongoing	
Raise awareness of key achievements and progress against national and local outcomes		Highlight annual progress and achievements	Annually (~April 2017 onwards)	

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
Highlight examples of how the funding is being used and the difference it is making to local people	Strategic Plan and Local Delivery Plans Partnership Funding reports – ICF, Delayed Discharge	Issue staff briefing on how Partnership Funding, such as the Integrated Care Fund will be used locally	August 2016 April 2017	
Ensure that online information is accurate, up-to-date and accessible		Review and update joint web pages	Ongoing	

Service Users, Carers and Communities

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
Highlight start of new integrated arrangements with the launch of the Partnerships Strategic Plan	Outline vision, key outcomes and priorities Strategic Plan and associated documents	Arrange local media briefing interviews with IJB Chair and Chief Officer Local media release Information on Falkirk Council and NHS Forth Valley websites	1 April 2016	√
Consider the application of a cohesive, consistent visual identity for the HSCP which reflects its vision and strategic objectives	IJB report	Branding options for Falkirk HSCP to be considered. These would be based on a defined brief, setting out parameters, applications, budget and any other considerations. Involvement of service users and carers through a focus group to discuss branding options.	June 2016 – proposal to IJB December 2016 - approval	
Raise awareness of the joint work underway and highlight the benefits for service users and carers		Promote existing and new joint service developments e.g. ALFY and Closer to Home service.	Ongoing	
Showcase the joint work of staff and services covered by the HSCP and highlight the benefits to staff	Service examples and including perspectives from <ul style="list-style-type: none"> • Staff • Service users • Carers • Other stakeholders 	Identify areas of best practice and share Relevant news stories and updates included in Falkirk Council News and NHS Forth Valley's Community Health News Promote existing and new joint service developments e.g. ALFY and Closer to	Indicative quarterly target set 4 per year Ongoing	

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
		Home service. Identify opportunities to showcase best practice and publicise	Ongoing	
Ensure service users and carers are updated on progress and key developments as plans progress	Strategic Plan and Local Delivery Plans	Review reach and impact of communications and gather feedback e.g. via surveys Evaluate delivery mechanisms for service users and carers information to ensure that they being delivered to the right people and using the most appropriate channels Ensure that common issues raised by service users and carers in other fora are captured and addressed in outgoing communications	October 2016 December 2016 Ongoing	
Ensure key decisions or developments that impact on service users and their carers have a communication plan in place	IJB reports	IJB reports including an Equalities Assessment where required	Ongoing	
Highlight examples of how the Partnership Funding is being used and the difference it is making to local people	Strategic Plan and Local Delivery Plans Partnership Funding reports – ICF, Delayed Discharge	Media release Relevant news stories and updates included in Falkirk Council News and NHS Forth Valley's Community Health News Information on Falkirk Council and NHS	August 2016 April 2017 Ongoing	

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
		Forth Valley websites		
Ensure that online information is accurate, up-to-date and accessible		Review and update joint web pages	Ongoing	

Third and Independent Sector

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
Highlight start of new integrated arrangements with the launch of the Partnerships Strategic Plan	Outline vision, key outcomes and priorities Strategic Plan and associated documents	Arrange local media briefing interviews with IJB Chair and Chief Officer Local media release Information on Falkirk Council and NHS Forth Valley websites Information published on CVS Falkirk Bulletin and issued to all Third Sector organisations on distribution list	1 April 2016	√
Staff engagement session to inform the development of the Local Delivery Plans	Strategic Plan Strategic Plan and Local Delivery Plans Locality Planning arrangements	Promote and encourage Third and Independent Sector representation at engagement sessions	August/September 2016	
Consider the application of a cohesive, consistent visual identity for the HSCP which reflects its vision and strategic objectives	IJB report	Branding options for Falkirk HSCP to be considered. These would be based on a defined brief, setting out parameters, applications, budget and any other considerations. Involvement of staff through a focus group to discuss branding options.	June 2016 – proposal to IJB December 2016 - approval	
Showcase the joint work of staff and services covered by the HSCP and highlight the	Service examples and including perspectives from • Staff	Identify areas of best practice and share these internally and externally Relevant news stories and updates	Indicative quarterly target set	

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
benefits to staff	<ul style="list-style-type: none"> • Service users • Carers • Other stakeholders 	<p>included in Falkirk Council News and NHS Forth Valley's Community Health News</p> <p>Review existing photographic images and augment where required.</p> <p>Promote existing and new joint service developments e.g. ALFY and Closer to Home service.</p> <p>Identify opportunities to showcase best practice via key national events and awards</p>	<p>4 per year</p> <p>Ongoing</p> <p>Ongoing</p>	
Ensure Third and Independent Sector are updated on progress and key developments as plans progress		<p>Briefings to the CCHF</p> <p>Briefings to the Independent Sector Providers meeting</p> <p>Review reach and impact of these communications and gather feedback e.g. via CCHF survey (May 2016)</p> <p>Evaluate delivery mechanisms for Third and Independent Sector information to ensure that the most appropriate channels</p> <p>Ensure that common issues raised by Third and Independent Sector in other fora are captured and addressed in outgoing communications</p>	<p>Bi-monthly meetings</p> <p>Bi-monthly meetings</p> <p>CCHF Survey feedback</p> <p>December 2016</p> <p>Ongoing</p>	
Highlight key decisions or developments and	IJB reports	Review IJB papers and core business	Ongoing	

Objective	Information required	Tactical Implementation	Timescale and Frequency	Completed
identify promotional opportunities				
Raise awareness of key achievements and progress against national and local outcomes		Highlight annual progress and achievements	Annually (~April 2017 onwards)	
Highlight examples of how the funding is being used and the difference it is making to local people	Strategic Plan and Local Delivery Plans Partnership Funding reports – ICF, Delayed Discharge	Issue staff briefing on how Partnership Funding, such as the Integrated Care Fund will be used locally	August 2016 April 2017	
Ensure that online information is accurate, up-to-date and accessible		Review and update joint web pages	Ongoing	

Additional Communication Requirements

Objective	Audience	Information required	Tactical Implementation	Timescale	Comments
Provide communications support for the cycle of IJB meetings	IJB	Identify key communication actions and opportunities, based on agendas	April 2016 onwards	Agree process for this with IJB Chair/Chief Officer, e.g. pre-agenda meetings/comms briefing.	
Develop and agree media protocol	IJB All stakeholders	This will set out roles & responsibilities, sign-off process for proactive and reactive material and agreed spokespeople.	April 2016	Falkirk Council protocol has previously been circulated for information.	
Develop key facts and figures about the HSC Partnership		Eg. number of buildings services are delivered from, number of staff involved, services, budget and any other accessible numbers. This would be a local version of the infographic within the toolkit.			
Develop a process so best practice can be identified and information passed to communications leads					