

REPORT

Communications and Engagement Update

Edinburgh Integration Joint Board

4 February 2020

Executive Summary	The purpose of this report is to provide the Edinburgh Integration Joint Board (EIJB) with an update on communications and engagement in support of the EIJB and the Edinburgh Health and Social care Partnership (the Partnership).
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Recommendations	<p>It is recommended that the EIJB:</p> <ol style="list-style-type: none"> 1. Approve the Communications Update at Appendix 1. 2. Note the status of the recruitment of a new Strategic Communications and Engagement post to support EHSCP and EIJB.
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Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations		
	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

Report Circulation

1. This report has not been presented to any other EIJB Committee.

Main Report

2. A communications action plan for the EIJB was agreed at the February 2019 meeting.
3. The updated plan at Appendix 1 seeks to build on the communication and engagement work in 2019 and to create a better understanding of the EIJB's role among its key stakeholders. The updated plan will continue to be reviewed and refined in the coming year.
4. A new website was launched in early December 2019. Prior to that, a new EIJB brand logo was approved and is being rolled out across the Partnership.
5. The interview process for the recruitment of a Strategic Communications and Engagement Manager will be concluded by 3 February 2020. The intent is to have this new post in place by no later than 31 March 2020. Working closely with our City of Edinburgh Council and NHS Lothian media and communications colleagues, this new post has a broad remit covering internal and external communications, designed to directly support the EIJB and the Partnership.

Implications for Edinburgh Integration Joint Board

Financial

6. There are allocated funds within the Partnership for a Strategic Communications and Engagement manager.
7. There are no other financial implications identified.

Legal / risk implications

8. There are no identified legal or risk implications identified.

Equality and integrated impact assessment

9. There are no equalities implications and an integrated impact assessment is not required.

Environment and sustainability impacts

10. There are no environmental or sustainability impacts arising from this report.

Quality of care

11. There are no quality of care issues arising from this report.

Consultation

12. The Partnership, City of Edinburgh Council and NHS Lothian colleagues were consulted in the development and production of this communications plan.

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Appendices

Appendix 1 EIJB Communications and Engagement Update dated 4 February 2020.

Edinburgh Integration Joint Board communications and engagement update

Background

A communications action plan for the Edinburgh Integration Joint Board was agreed at the February 2019 meeting. A separate communications action plan for the Edinburgh Health and Social Care Partnership (the Partnership) was agreed in January 2018.

This updated plan focuses on maintaining support for the Edinburgh Integration Joint Board (EIJB) members. It will build on the communication and engagement work in 2019 and continue to create a better understanding of the Edinburgh Integration Joint Board's role among its key stakeholders.

This EIJB communications action plan will support the EIJB to develop a deeper understanding of the governance arrangements at stakeholder level. It will also complement the Partnership communications and engagement activities and aid the growing understanding of integration and the EIJB's role.

Communication objectives

The activity will support these main objectives to:

- help people understand the EIJB's role and its responsibility for health and social care in Edinburgh
- provide the platform to allow EIJB members to engage with key stakeholders
- allow the general public to have access to EIJB meetings
- offer interested parties an opportunity to be heard at EIJB meetings through deputations
- communicate with other members of the EIJB and have a private way of sharing papers and ideas
- support the ongoing development of EIJB members' knowledge through an induction and development programme
- support the EIJB communicating its intent, priorities, vision and values to the citizens of Edinburgh and Partnership staff
- provide a mechanism for individual EIJB members to visit health and social care sites providing services to Edinburgh's citizens.

Communication principles

These principles continue to guide communications with our key audiences:

- **Clear, concise and inclusive** - language will be accessible, jargon free and easy to read.
- **Open and honest** - ensure complete transparency and understanding by our target audience.
- **Sustainable** - maintain a regular dialogue with target audiences.
- **Targeted** - reach the right audience, in the right place and at the right time.
- **Tested** - to ensure we are using the right language to speak to our audiences.
- **Timely** - respond to the need for information at the right time and ensure we give people enough time to respond to consultations and surveys.

- **Two-way** - listen to people and give them the opportunity to respond or ask questions in a way that suits them.

Key messages

Key messages for the various topics and/or projects and distinct audiences will continue to be developed by the Chair and Vice-Chair of the EIJB in collaboration with the Chief Officer and communications colleagues.

Key audiences and stakeholders

Type of communications/ what they want or need to know	How we will achieve this	Responsibility
EIJB members		
A space for sharing confidential papers and ideas	In the next stage of web development	Chief Officer (CO) and Senior Executive Assistant (SEA)
Induction to the EIJB for new members	Continuous formal induction process	CO and SEA
Continued development and learning for EIJB members	Bi-monthly development sessions	CO and SEA
Visits to health and social care sites	Informal visit programme	CO and SEA
EIJB committees and sub-committees		
Regular flow of communication on the work of the EIJB	Newsletters, social media, meeting papers and webcasting, and through the governance structure	EIJB and CO
NHS Lothian		
Budget allocation	Regular dialogue	CO and Chief Finance Officer (CFO)
Directions	Formal directions process	CO, CFO and Head of Strategic Planning (HoSP)
Regular discussions and exchange of information	At board and executive level	Chair/CO and NHS Lothian-nominated voting members
Visibility of EIJB members at frontline service level	Site visit programme (NHS Lothian quality assurance programme)	CO/SEA
City of Edinburgh Council (senior management and elected members)		
Budget allocation	Regular dialogue	CO and CFO
Directions	Formal directions process	CO, CFO and HoSP
Regular discussions and exchange of information	At board and executive level	Chair, CO and elected members who sit on the EIJB
Visibility of EIJB members at frontline service level	Informal visit programme	CO and SEA
Politicians (Scottish Government)		

Type of communications/ what they want or need to know	How we will achieve this	Responsibility
Communication of the EIJB's strategic direction, major successes and issues, visits by ministers and cabinet ministers, and influencing policy etc	At Health and Social Care Scotland meetings and through various opportunities throughout the year	Chair and CO
Other Lothian IJBs		
Pan-Lothian issues and strategic planning opportunities across boundaries	Through regularly scheduled meetings	Chair and CO
Chief Officer and EHSCP Executive Team		
Detailed discussions on strategy and operational matters	Through regularly scheduled meetings	CO
EHSCP workforce and services		
Ensure a general understanding of the EIJB's role	Chief Officer newsletters, social media, webcasting and availability of meeting papers	CO and other executive management team (EMT) members
Visibility of EIJB members at frontline service level	Informal visits programme	CO, EMT and SEA
Partner organisations, eg EVOC, service delivery partners etc		
Regular stakeholder engagement on the work of the EIJB	EIJB sub-committees and formal/informal briefings	EIJB, CO, EMT and members of the extended management team
Access to EIJB decisions	Webcasting of meetings EIJB meetings are held in public - stakeholders are free to attend	EIJB
Media		
Proactive and reactive media management and engagement	Supported by the Council's media team	The EIJB Chair is spokesperson for strategy and resources The CO is spokesperson for delivery of health and social care services in Edinburgh
Access to EIJB decisions	Webcasting of meetings EIJB meetings are held in public - members of the media are free to attend	CO
Citizens		
Provide open access to papers and meetings	Webcasting of meetings EIJB meetings are held in public - members of the public are free to attend	EIJB
Provide the opportunity for individuals and organisations to access the EIJB	Through a deputations process	EIJB

Type of communications/ what they want or need to know	How we will achieve this	Responsibility
Other stakeholders		
Access to EIJB meetings	Webcasting of meetings EIJB meetings are held in public - members of the public are free to attend	EIJB

A review of 2019 communications activity

Edinburgh Health and Social Care Partnership website

We launched a new website in December 2019 to support EIJB and Edinburgh Health and Social Care Partnership communications. This more accessible site gives the general public, stakeholders and employees a better experience and improved access to information on the EIJB and Partnership staff.

Web analytics at 8 January 2020, show that from the go live date on 3 December 2019 we have had 471 sessions (a browsing session of a single user) to the Partnership site with 1,552 page views. Of that, 67% are new visitors with 33% returning visitors and 81% on a desktop, with 18% on a mobile device. Most of the traffic to the site has come from Twitter.

The next stage will be to develop a digital solution for an IJB private shared space that will host confidential papers and discussions.

Intranet

We currently have separate intranet sites hosted by NHS Lothian and City of Edinburgh Council. A new intranet site, with access for all Partnership colleagues, is part of our future digital plans.

Edinburgh Health and Social Care Partnership and Edinburgh Integration Joint Board logo

As part of the Partnership brand development work, we have created a new logo for the EIJB which will be used in EIJB papers and communications.

The EIJB logo has been designed to show a clear family link to the Partnership logo but with a different emphasis demonstrating leadership and decision-making.

IJB newsletter

We produced four newsletters for stakeholders from November 2018 to May 2019. The newsletters go to key stakeholders who sit on the EIJB and its committees and to people who have asked to be included in the mailing list.

We will review the format and mechanism for communicating with stakeholders in the future.

Development sessions

These informal sessions continued throughout the year to allow board members to meet collectively to discuss key issues.

We held 12 development sessions from January to December 2019 and the majority of these focused on budget setting, transformational change and governance.

EIJB visits

As part of their ongoing learning and development, EIJB members can express interest in health and social care visits on an individual basis. As well as this, EIJB members are invited to attend EHSCP colleague engagement sessions, official openings, events and conferences wherever appropriate.

In 2019 there were no requests for visits to frontline services from board members. However, board members have attended events throughout the year. For example, the Chair attended the Big Slipper event in December 2019. In addition, the Vice Chair and board member Ella Simpson were at the town hall session for Partnership colleagues in June 2019, and the Vice Chair spoke at the launch of the Herbert Protocol.

Deputations

Citizens or organisations can ask to make a deputation in response to specific items on the EIJB agenda.

There has been one deputation in 2019, a joint deputation to the 21 June 2019 meeting from Maria Arnold (on behalf of the Substance Use Network Edinburgh/Edinburgh Mental Health Forum) and Michele Mason (on behalf of Support in Mind) relating to agenda items 6.2 - Scottish Government - Seek, Keep & Treat Funding and item 6.3 – Action 15 Funding.

Social media

We have access to several social media accounts which give the ability to share information and engage with interested stakeholders, professionals and the general public.

For the Partnership, we have two accounts:

- the Chief Officer's Twitter account (@judithproctorCO) which has 1,583 followers, the majority of whom are health and social care colleagues and professionals
- the EHSCP Twitter account (@EdinburghHSCP) which has 813 followers, again the majority of whom are health and social care colleagues and professionals.

We also have access to the Council's social media accounts, primarily:

- the Council's Twitter account (@Edinburgh_CC) which has 118,000 followers
- the Council's Facebook account (@edinburghcouncil) which has 22,000 likes and 28,000 followers.

We use the different accounts depending on the audience and content – the Partnership accounts for communicating with health and social care colleagues and professionals, and the Council's accounts for communicating with the general public.

The Chief Officer and the Partnership twitter accounts regularly posts links to the EIJB meeting papers, webcasts of the meeting, and about major decisions made at meetings.

We also communicate decisions taken by the EIJB on the Partnership Twitter account, for example the Strategic Plan and a series videos promoting the six priorities of the EIJB's annual performance report, which received positive reach and engagement with 4,752 views, 28 retweets and 79 likes.

We have also run social media campaigns across the Partnership Twitter account, and the Council Twitter and Facebook accounts. These campaigns include promotion of Autism Awareness Week, Power of Attorney and hearing/sensory loss, which had a positive reach of 50,700, 130 likes, 59 retweets on Twitter, 47 shares on Facebook and 11 comments.

There will be a greater focus on social media with the newly created post of Communications and Engagement Manager.

Media relations

We undertake both proactive and reactive media management. We regularly welcome members of the media to IJB meetings, respond quickly to media enquiries when received and employ proactive media engagement as often as possible.

In 2019, we:

- had approximately 300 news articles across print, broadcast and online, and in local, national and trade media, relating to the EIJB
- achieved media coverage following proactive communications and 30 specific media enquiries spanning issues such as the EIJB's finances, Strategic Plan, grants review and drug and alcohol services
- issued 15 press releases on behalf of the Partnership, including stories promoting decisions made by members of the EIJB on the Strategic Plan, Home First expansion, South East Edinburgh GP provision and the EIJB's budget setting exercise
- held four photocalls including the delivery of a trishaw to Inchview Care Home, the launch of the Herbert Protocol with Police Scotland, the refurbishment of the St Stephen's service and a visit by the Lord Provost to Ferryfield House
- issued three media statements/opinion pieces by the Chair and Chief Officer on delayed discharges.

Webcasting of meetings

The board agreed to continue to webcast meetings after the one year trial period ended, allowing open access to EIJB meetings for everyone. The viewing figures for the year are:

<u>Meeting date</u>	<u>All views</u>	<u>Live views</u>	<u>Archive views</u>	<u>Times shared</u>
8 February 2019	145	39	106	1
29 March 2019	248	89	159	3
24 May 2019	117	44	73	0
21 June 2019	190	31	159	0
16 August 2019	103	-	103	0
3 September 2019	54	10	44	0
22 October 2019	196	37	159	1
10 December 2019	114	41	73	0

Briefings on specific issues

This mechanism gives the ability to have in-depth briefings on specific issues. Throughout the year we have had briefings to EIJB members on key issues which include grants, service specific issues, and the EIJB budget.

Planned activity for 2019/2020

<u>Date</u>	<u>Activity</u>
Ongoing	We will customise a full induction programme as new board members join the EIJB or committees
Ongoing	We will create an informal visits schedule to frontline service areas in response to requests
December 2019 to December 2020	Development of digital solutions (eg shared space for EIJB members and colleagues) which will include website improvements and will be aligned with the Partnership digital/IT Strategy.
December 2020 to December 2021	Continued development of digital solutions (clients able to log into their care account and request and pay for services as well as linking to the backend of systems to enable seamless transactions) and further website improvements – needs further scoping
2 December 2019	EIJB papers published
3 December 2019	Launch of new Partnership website (phase 1) to share information
3 December 2019	Launch of the Partnership logo and brand
10 December 2019	EIJB meeting and webcast
18 January 2020	Launch of the EIJB logo
16/21/28 January 2020	EIJB development session (budget and governance)
21 January 2020	EIJB agenda planning session (to discuss meeting agenda and communications/media handling of meeting topics)
27 January 2020	EIJB meeting papers published ahead of February meeting
4 February 2020	EIJB meeting and webcast
February 2020 (TBC by Chair)	EIJB stakeholder newsletter issued
3 March 2020	EIJB development session – governance
14 April 2020	EIJB agenda planning session
20 April 2020	EIJB meeting papers published ahead of April meeting
28 April 2020	EIJB meeting and webcast
19 May 2020	EIJB development session
2 June 2020	EIJB agenda planning session
8 June 2020	EIJB meeting papers published ahead of June meeting
16 June 2020	EIJB meeting and webcast
11 August 2020	EIJB agenda planning session
17 August 2020	EIJB meeting papers published ahead of August meeting
25 August 2020	EIJB meeting and webcast
14 September 2020	EIJB meeting papers published ahead of September meeting
22 September 2020	EIJB meeting and webcast (annual accounts only) and development session
13 October 2020	EIJB agenda planning session
19 October 2020	EIJB meeting papers published ahead of October meeting
27 October 2020	EIJB meeting and webcast
24 November 2020	EIJB development session

<u>Date</u>	<u>Activity</u>
1 December 2020	EIJB agenda planning session
7 December 2020	EIJB meeting papers published ahead of December meeting
15 December 2020	EIJB meeting and webcast