

Integration Joint Board

Agenda item:

Date of Meeting: 16 June 2021

Title of Report: Annual Communications Planning

Presented by: David Ritchie, Communications Manager

The Integration Joint Board is asked to:

- **approve the Annual Communications Plan**

1. EXECUTIVE SUMMARY

The attached Annual Communications Plan sets out how the HSCP will continue to build on and strengthen how it communicates with staff, partners, stakeholders, people who use health and social care services and the wider public.

2. INTRODUCTION

The Plan outlines how the HSCP communicates timely, relevant and accurate information about a range of current issues and services. This involves maintaining a strong and consistent identity for the HSCP; articulating the organisation's policies, decisions and procedures where appropriate; engaging and motivating the workforce and building trust with the public, staff, service users and partners.

3. DETAIL OF REPORT

3.1 The Plan focuses on communication principles; protocols; communication channels; the key audiences; key messages; roles and responsibilities.

3.2 It also includes a 'look forward' section which details some of the key priorities for the organisation over the coming months.

3.3 The document also provides information on how the communications activity is monitored and evaluated.

4. RELEVANT DATA AND INDICATORS

A number of appendices are also included within the Plan to highlight examples of press releases and stakeholder briefings.

5. CONTRIBUTION TO STRATEGIC PRIORITIES

Effective communication is fundamental to all strategic and service planning.

6. GOVERNANCE IMPLICATIONS

6.1 Financial Impact

There are no financial implications identified in the report.

6.2 Staff Governance

Communications is an important element within staff governance and a wide range of activity is carried out to ensure that the organisation communicates and engages

with staff to keep them well informed. This includes the use of all staff emails, information on the Council Hub/NHS intranet, staff briefings, social media messaging, information on staff noticeboards and team meetings.

Staff surveys are carried out on a regular basis and a “Listening and Learning” survey is being carried out during June to provide a baseline of how staff feel about work, what works well and what the organisation needs to focus on. This survey will be repeated on a regular basis to track progress against the baseline.

6.3 Clinical Governance

There are no clinical governance implications identified in the report.

7. EQUALITY & DIVERSITY IMPLICATIONS

Equality and diversity will be evaluated in terms of the reach of communications activity, the channels used and through the HSCP’s Engagement Strategy. It is also important that a wide range of communications channels are utilised to ensure that the HSCP targets all sectors within our local communities to meet the relevant equality and diversity requirements.

8. GENERAL DATA PROTECTION PRINCIPLES COMPLIANCE

Any data use and sharing will comply with GDPR guidelines.

9. RISK ASSESSMENT

The Annual Plan mitigates the risk of the IJB not meeting the communications requirements contained within the Strategic Plan.

10. PUBLIC & USER INVOLVEMENT & ENGAGEMENT

The Annual Communications Annual Plan enables the IJB to be assured that stakeholders will be well informed and engaged in relation to the expected standards for internal and external communications.

A range of proactive communications activities are utilised to ensure that local communities are well informed. These include social media messages during IJB meetings to highlight key agenda items; stakeholder briefings to elected members and key partners; and regular public health messages and public information in relation to COVID cases and the vaccination programme.

11. CONCLUSIONS

The Plan supports the IJB in meeting the Scottish Government’s Communications requirements.

12. DIRECTIONS

Directions required to Council, NHS Board or both.	Directions to:	tick
	No Directions required	x
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

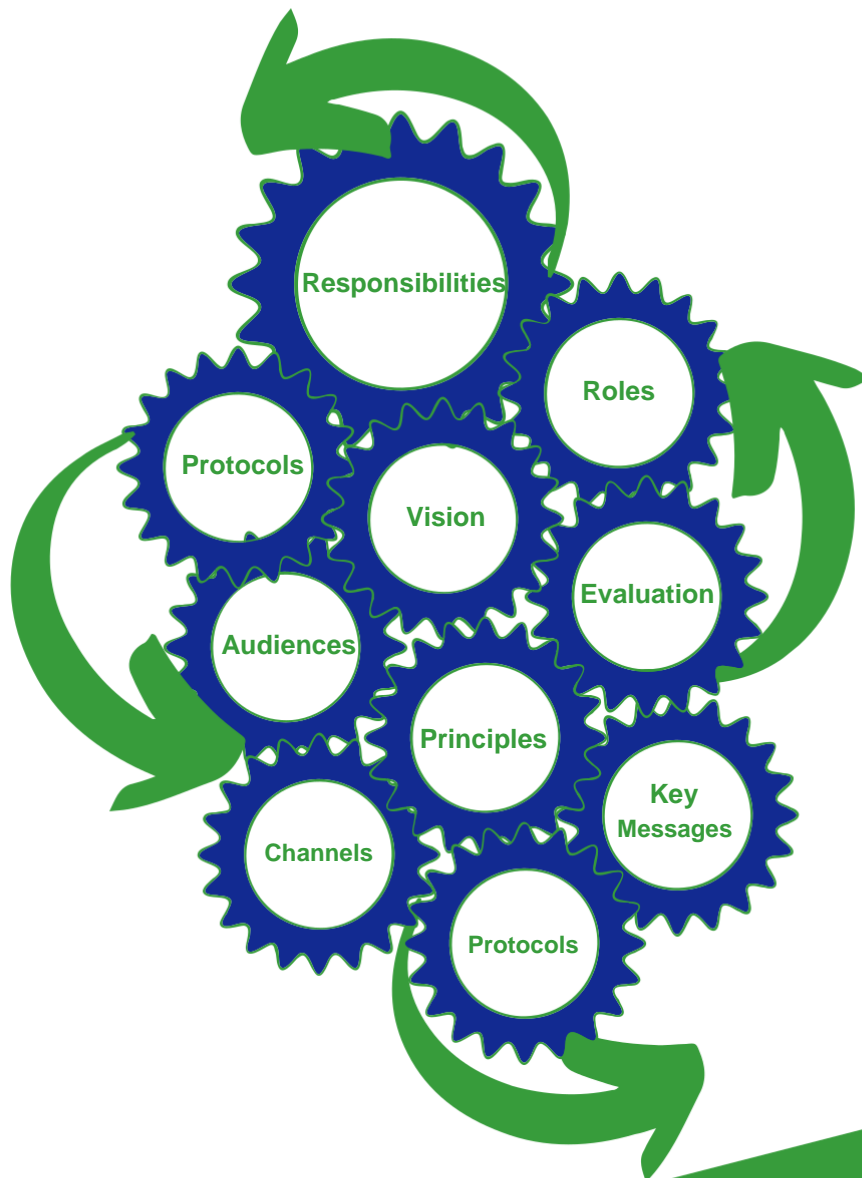
REPORT AUTHOR AND CONTACT

Author Name: David Ritchie

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Argyll & Bute Health & Social Care Partnership

Communications Plan



1. Introduction

Good communications helps an organisation to achieve its priorities and should aim to achieve measurable outcomes often in terms of influencing behavioural change or driving efficiencies.

It is also essential to anticipate barriers to behavioural change and where possible overcome these with appropriately targeted communication. This involves researching the target audience, choosing the appropriate communications channel and message and evaluating and learning from the results.

This Annual Communications Plan sets out how Argyll and Bute Health and Social Care Partnership (HSCP) communicates with staff, partners, stakeholders, people who use our services and the wider public. It includes a monitoring and evaluation section that can be used to 'look back' on the communications activities of the last year as well as a 'look forward' section concentrating on some of the key priorities for the next year.

The Plan outlines how the HSCP communicates timely, relevant and accurate information and how this links in with the HSCP's visions and priorities for health and social care services. This also involves maintaining a strong and consistent identity for the HSCP; articulating the organisation's policies, decisions and procedures where appropriate; engaging with the workforce and building trust with the public, staff, the people who use our services, our local communities and partners.

The communications activity links very closely with the HSCP's engagement activity and Figure 1 highlights that as well as communicating and engaging our message to the targeted audience it is also important that this audience has an opportunity to feed back their thoughts, views and suggestions to the HSCP.

Lastly, it is also important to highlight that communication is 'everyone's business' and this Plan outlines a wide range of communications activity carried out across the HSCP and is therefore not focused solely on the work of the Communications Team.



2. Communication Principles

Key principles that guide HSCP communications activity are about being:

- honest, open and accurate
- clear, simple and user-friendly
- timely, current, consistent and relevant
- two-way, engaging and listening

It is also a key principle that the HSCP's communications activity and messages are tailored and targeted to the appropriate audience and a wide range of communication channels are utilised to achieve this aim.

3. Governance Protocols

To ensure that the HSCP follows the principles outlined in Section 2 there are governance protocols in place whereby all HSCP communications is approved by the relevant senior manager and if appropriate by the Chief Officer.

All media enquiries received by staff must be directed to the communications team for action and they will then liaise with the relevant senior manager to provide a statement, if required, and this will be signed off by the manager, the communications team, and if necessary by the Chief Officer. These protocols are essential to protect the reputation of the organisation.

4. Key Audiences

It is important to determine the appropriate audience for any messages to ensure that the content of our communication, as well as the appropriate channel, is tailored and targeted accordingly. The list below details some of the key audiences that the HSCP communicates with on a regular basis. This is not an exhaustive list and the target audience is reviewed on an issue by issue basis.

Key Audiences
Staff (NHS & Council)
Integration Joint Board members
Elected Members (councillors, MPs, MSPs)
People who use our services, patients, carers and the public
Scottish Government
The media
Community Planning Partners
Third Sector
Independent Sector
Community Councils
Local community groups

5. Communication Channels

A wide range of communication channels are utilised in order to meet the needs of different target audiences and to ensure that the messages are disseminated as widely as possible whilst at the same time tailoring them for the relevant audience. Detailed below are some of the main channels.

5.1 Webpages

A website is where people often go first to find out more about an organisation and an HSCP web presence is essential to ensure that stakeholders, including the public, can access a range of relevant information quickly at any time of the day.

The HSCP has a number of dedicated webpages hosted on the NHS Highland and Argyll and Bute Council websites. The information on these pages includes details of the IJB, such as membership and reports, key public health messages, including on COVID, and a wide range of information on the various health and social care services provided locally in Argyll and Bute.

There is currently a web infrastructure development programme being progressed by NHS Highland with a plan to tender for a new website and recruit a web manager. The HSCP Communications Team has requested that the organisation be included

in the initial tender process so that further investigation can be undertaken as to the feasibility of creating a standalone website.

This is an opportunity for the HSCP to have its own online presence but resources would need to be targeted towards this project to ensure that the best use is made of this dedicated website. The web manager, when recruited, would be able to support the management and administration of the website however it would be expected that they would also upskill and train HSCP staff to assist with the day to day running of the site.

5.2 Surveys & Consultations

The HSCP undertakes surveys and consultations as and when required to obtain views and feedback on issues that will help inform strategy, plans and service developments/reviews.

The HSCP Communications Team provides support to staff and departments in relation to design and content and will also assist with the distribution and communication of any survey information.

5.3 General Media Enquiries

The HSCP welcomes media enquiries and these are received from a variety of sources including print, broadcast and online media. The way that the public consume their news has changed over the last few years and it is now directed more towards online news rather than print. The news outlets have therefore had to adapt and many of the print media outlets now have a dedicated online presence, including social media, which in some cases is given priority over their print edition.

The Communications Team is the first point of access for the media and maintains a log of all enquiries. They will prepare a response, if required, in discussion with the relevant manager and once approved this will be provided to the media either from an HSCP spokesperson or a named HSCP individual where this is appropriate.

It is also important that the Communications Team deals with journalists confidently and helpfully and ensures that there is a timely and effective response to enquiries. The media is also monitored on a daily basis and the Team will ensure that any inaccuracies are clarified and strongly rebutted if necessary. This is essential for reputational reasons and is a key element in the communications function of the organisation.

HSCP staff/senior managers will also on occasion receive media enquiries and they are aware that these should be redirected to the Communications Team for any response.

5.4 Proactive Media Articles

Media releases and features are routinely issued to the local press and, depending on the specific topic, they will be issued to all media or targeted to a particular media outlet. An example of a press release relating to key public health advice and COVID vaccination information is highlighted in Appendix 1.

The releases also include messages about the HSCP's vision and priorities, information about the role and remit of staff, achievements, public health messages and engagement activities. The Communications Team maintain a monthly proactive planner which links in with this activity and an example of this can be viewed in Appendix 2.

The Team also work closely with colleagues, such as public health, in the production of adverts for the local press and provide advice on style, language and design. A recent example was the 'Quit Your Way' stop smoking campaign and a copy of the advert can be viewed in Appendix 3.

There are obvious cost implications in the use of adverts and they are used very sparingly for specific projects and targeted audiences such as the aforementioned 'Quit Your Way' campaign.

5.5 Digital Media

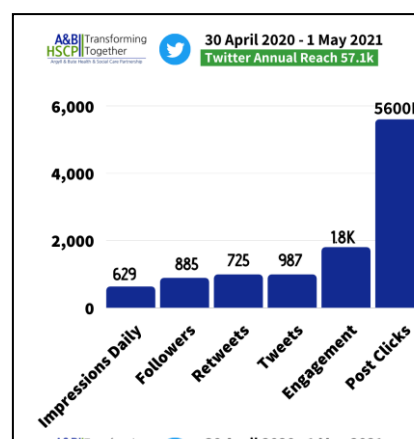
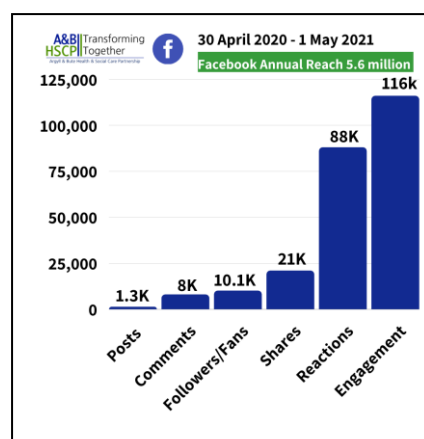
The HSCP's digital media footprint has been significantly developed to ensure that the organisation is using as many different channels as possible to communicate with our key audiences. We now have Facebook, Twitter, Instagram and Youtube pages which have proved to be an effective two-way method of communicating with the public and staff in a speedy and timely manner.

Social media has also helped to increase the visibility of the organisation within our local communities and is used for a wide range of messages including: job opportunities; health improvement/self management advice and support; local events; service developments; performance highlights; and stories from staff and our communities.

During the COVID-19 pandemic social media has been a real asset for the organisation as it provided an opportunity to promote key public health messages very quickly, and to a large audience, and it also provided a platform to publicise attendance at vaccination clinics that had been arranged at short notice. Figures 2 and 3 below highlight the reach of social media over the last year.

The HSCP's messages are also widely shared and distributed by partners, the general public and staff through their own social media networks and the HSCP also makes use of online networks (community social media pages) to engage with the public. It is also key that the HSCP message lends itself to this sharing of information and trackable hashtags, such as #abhscp, #abplace2b, #closerthanyouthink are utilised to direct the social media community to relevant newsfeeds.

Figures 2&3



Facebook

- Posts - public messages posted to page
- Comments - no of messages on page
- Followers/fans - people who follow page
- Shares - info from page shared
- Reactions - users share emojis
- Engagement - users interacted with post

Twitter

- Impressions - no of times tweet seen
- Followers - people following the page
- Retweet - reposting of tweet
- Tweet - messages posted to page
- Engagement - no of interactions by users
- Post clicks - no of people clicking on tweet

5.6 Internal Communications

Good and effective internal communications is essential for any organisation as it helps keep staff well informed and feel valued for what they do and can encourage them to be an ambassador for the HSCP. This is especially relevant within a remote and rural area such as Argyll and Bute where the vast majority of staff also live and work within the HSCP's boundaries.

Internal communications is 'everyone's business' and a wide range of methods are utilised including:

Internal Communication Methods
Chief Officer messages
Departmental/HSCP Newsletters
HSCP all staff email
NHS Highland/Argyll and Bute Council all staff email
NHS Highland intranet/Argyll and Bute Council hub
Staff briefings
Team meetings
Posters
Social media
Integration Joint Board papers
Connections sessions
Staff surveys

As well as communicating and engaging with our staff it is also important that they can feed back their thoughts, views and raise any issues they may have. This can be done through a variety of methods such as at Team Meetings, via their line manager, at Connections events and to their Trade Union representative.

Staff surveys are also carried out on a regular basis and in September 2020 staff participated in the Everyone Matters Pulse Survey and the results from this were presented to the IJB meeting in January 2021.

A "Listening and Learning" staff survey is being carried out across the HSCP during June to provide a baseline of how staff feel about work, what works well and what the organisation needs to focus on. This survey will be repeated on a regular basis to track progress against the baseline.

5.7 Briefings

Briefings are issued on a range of key topics such as COVID vaccinations/cases, senior management changes and emerging issues with services within our local communities. The target audience for these briefings can include staff, elected members and Integration Joint Board members.

One of the regular briefings issued is a weekly stakeholder update to elected members to keep them informed on a range of activity such as the COVID case numbers and the progress of the vaccination programme. This has been well received by elected members and has also reduced the number of enquiries they have submitted to senior managers. An example of a recent briefing is included in Appendix 4.

6. Key Messages

Communicating messages from the HSCP to our target audiences is a key element in the communication that the organisation has with staff, partners, stakeholders, the people who use our services and the wider public. Some of these key messages are listed below.

6.1 About the Health and Social Care Partnership

One of the main aims is to increase public recognition and awareness of the HSCP, outline the vision and priorities of the organisation and highlight the range of health and social care services that are provided.

At the same time it is also important to promote the role and remit of the Integration Joint Board and make local communities aware that the IJB convenes meetings in public whereby anyone can attend to observe proceedings. Board meeting dates and times are also advertised on the HSCP web pages and papers are published on the website a week in advance of meetings.

Due to COVID the meetings have been held virtually for over a year and we will ensure that when they recommence in public that communications are issued to inform our local communities and stakeholders.

Alongside the organisational vision, values and practices, the HSCP also has a logo to emphasise the HSCP 'brand' which is an important element in communicating internally and externally. The logo is utilised on reports, service information, correspondence, press articles and other communication channels.

6.2 Organisational Vision, Values & Practices

The HSCP vision and priorities for health and social care in Argyll and Bute were developed for the first Strategic Plan 2016-2019 and the vision and priorities still remain current and relevant for our communities, staff partners and stakeholders. The vision in the revised plan 2019-20 to 2021-22 is that:

"People in Argyll and Bute will live longer, healthier, independent lives"

This vision was developed through a range of workshops and survey processes involving staff, service users, carers and the wider public. All communications activity should where possible link in to the Strategic Plan and the aims and visions contained within.

6.3 Performance and Improvement

The HSCP has in place a Planning and Performance Management Framework. Reporting to the Board takes place with a performance scorecard normally being presented on a regular basis to the IJB on the National Health and Wellbeing Outcome Indicators. Reporting against these indicators has been affected by the pandemic and normal reports ceased from April to December 2020.

The IJB received a report on performance at its meeting of 27 January 2021. The IJB noted and approved the suspension of reporting against the HSCP Health and Wellbeing Outcome Indicators, and a change in focus of the performance reporting to Covid-19 activity and remobilisation of health and social care services (resuming normal services from an emergency only footing) in Argyll and Bute.

The IJB noted that as at December 2020 the HSCP performance progress regarding remobilisation of activity was in line with NHS Highland's performance target for 2020-21 agreed with Scottish Government of 70%-80% of 2019-20 activity.

The HSCP continues to publish its Annual Performance Report with the 2020-21 report due to be published in 2021-22. This will be delayed again this year under the provisions of the Coronavirus (Scotland) Act 2020 Schedule 6, Part 3 to November 2021 and will focus on remobilisation of services and the HSCP's response to the pandemic emergency during 2021.

The Communications Team will continue to work closely with colleagues within the Planning and Performance team to promote the remobilisation of services and the associated performance and improvement frameworks that are linked with this. Communications activity may include the use of case studies and 'storytelling' features so that the general public can relate to the outcomes from the HSCP's performance and improvement agenda.

6.4 Transformation Agenda

The HSCP has put in place a "Transforming Together" programme with a number of work streams to strengthen and build on our achievements to date and to continue the changes required to meet our vision, priorities and objectives. These have been detailed in the HSCP 3 year Strategic Plan, with priorities for service change detailed for years 1, 2 and 3.

Each of these service transformation work streams are expected to involve significant change in services over the period of the HSCP Strategic Plan and the leads are encouraged to work closely with the Communications Team to shape messages around the transformation agenda and to ensure that the people who use our services are engaged and informed.

6.5 Culture

The HSCP Communications Team is continuing to work closely with senior managers across the HSCP and within NHS Highland to promote the range of activities that are ongoing as part of the culture agenda across the organisation.

These include working to promote the Guardian Service, participating in the work of the Argyll and Bute Culture Group and working with HR to assist in the creation and distribution of staff surveys.

There are also regular communications to staff, through a variety of channels, including information on the Connections sessions, Courageous Conversation training and Chief Officer updates.

6.6 Public Health – COVID

During the COVID-19 pandemic there has been a significant increase in the messaging required from colleagues within the HSCP's Public Health Team and the Health Protection Team in Inverness. The HSCP's social media pages have played a key role in this messaging and social media posts targeted at specific localities

have been very effective in encouraging eligible individuals within our local communities to attend vaccination clinics that were arranged at very short notice.

The Communications Team has also been working very closely with the Scottish Government and national/local health and wellbeing support service networks on a range of key COVID-19 messages including briefings, press releases, social media campaigns and media interviews.

7. Key Projects

The Communications Team is represented at the HSCP'S Strategic Leadership Team, attends the Integration Joint Board and provides advice to senior managers and IJB members on a regular basis.

The Team are also engaged in a range of key projects, both within the HSCP and across NHS Highland, and they provide advice, guidance and support when required. A recent example of a project is the support that the team provided to recruitment colleagues in Inverness through upskilling them in the use of social media for targeted recruitment campaigns and providing them with advice on the design and layout of job adverts for a range of clinical and other posts.

Detailed below are some examples of these projects.

Key Projects
Microsoft 365
Suicide prevention
Recruitment
Argyll and Bute Culture Group
COVID vaccination programme
Drone innovation project
Caring for People
Living Well Networks
Mental Health
Technology Enabled Care
Support for Carers
Early Intervention Psychosis
Cowal GP redesign
Connections sessions

8. Monitoring and Evaluating Communications

Regular monitoring and evaluation of the communications activity carried out by the HSCP is an essential element in ensuring that from a communications perspective we continue to meet the needs of the public, staff, the people using our services and our partners.

There are two key elements within communications, outputs and outcomes, that can be measured and evaluated to provide evidence as to whether specific communications activity has been effective at achieving the objectives that have been set for that particular piece of work.

Outputs relate to the communications channel used by the HSCP, such as a website or social media, and the evaluation measurement linked to this could be for example the number of hits on the website or the number of engagements on social media. Table 1 outlines a range of outputs and the suggested measurement to be used for evaluation.

Outcomes still relate to the specific communications channel that is been utilised by the HSCP but the evaluation measurement is different and relates to for example whether there has been an increase in the number of people attending a vaccination clinic following a social media post or the number of staff attending HSCP events has increased due to publicity through internal communications channels. Table 2 provides further examples for information.

Table 1

Outputs - Monitoring and Evaluating Communications	
<i>Outputs</i>	<i>Evaluation</i>
Webpages	Webpage analytics
Surveys/Consultations	Responses to surveys
Proactive Media	Number of articles in local media
Social Media	Number of posts, level of engagement
Internal Communications	Number of staff reached
Stakeholder Briefings	Number of elected members reached

Table 2

Outcomes - Monitoring and Evaluating Communications	
<i>Outcomes</i>	<i>Evaluation</i>
Webpages	Documents downloaded from website
Surveys/Consultations	Change in service as a result of feedback
Proactive Media	Increase in public participation in public health campaign
Social Media	increase in attendance at advertised vaccination clinics
Internal Communications	Increase in staff engagement at events
Stakeholder Briefings	Reduction in elected member enquiries

9. Looking Forward

Since early 2020 the priority for the HSCP has understandably been its COVID-19 response and communications has been a key element in this from a public health and public information point of view.

Now that we are starting to gradually move out of lockdown there is an opportunity for the communications resource to be redirected towards a range of other key priorities for the organisation (listed below), many of which link in with the HSCP's Strategic Plan and the associated aims and vision.

Some of these projects will have their own specific communications and engagement plan and the Communications Team will provide support, advice and training to help the various project teams take these plans forward. Appendix 5 highlights an example of a plan for the culture survey launch and this can be used as a template for specific projects.

A series of actions have been included with each of the projects and these will be evaluated and monitored throughout the year and a report will be included in next year's Annual Communication Plan.

Proactive Media - A greater emphasis will be targeted towards increasing the level of public awareness of the HSCP, the services it provides and our Strategic Plan. This will include an increase in press releases and targeted features with the local media.

Action - *An increase of 10% in the level of press releases and targeted features. It is important that these are linked to the Strategic Plan and the aims and vision of the organisation.*

HSCP Website - We are currently investigating the possibility of creating a standalone HSCP website which would host a wide range of relevant information for the public. This could include details of the services provided by the HSCP, access to IJB papers and minutes and details of the senior team, IJB members and the organisation's visions and priorities. Appropriate resources would need to be made available and targeted towards this project and a decision will be made early autumn as to whether this is feasible.

Action - *A decision is taken by September 2021 as to the feasibility of a separate HSCP website.*

Support for Transformation Agenda - As the transformation agenda continues to be developed across the HSCP it is essential that adequate communications resources are allocated to this programme to ensure that there are concise and consistent messages which can be tailored to the relevant audiences across Argyll and Bute. As transformation is expected to deliver significant changes to health and social care services it is important that our local communities are kept informed and fully engaged and communicated with throughout this process.

Action - *The Communications Team will continue to work with each of the transformation work streams to further develop their communication and engagement plans*

Internal Communications - Well informed and engaged staff are an asset to any organisation and it is essential therefore that the HSCP continue to engage with colleagues on a regular basis. A range of communications channels, such as all user emails, Chief Officer messages and posters, should be used to ensure that all staff have access to any relevant messages.

Action - *The Communications Team will work with staff, managers and the Joint Partnership Forum to review the effectiveness of the current internal communications channels and to investigate the opportunities for further development of other channels.*

HSCP Strategic Plan and vision - The Strategic Plan highlights that the vision for the organisation is that: *"People in Argyll and Bute will live longer, healthier, independent lives"*. This was developed through a range of workshops and survey processes involving staff, service users, carers and the wider public.

Action - *To further develop communications activity linked to the Strategic Plan and vision through the introduction of specific communications material and images to link in with each of the three strands of the vision and to ensure that communications activity is closely aligned to each of these strands.*

Culture - The Culture agenda within Argyll and Bute remains a key priority for the HSCP and continues to be a high profile topic both in the media and with key stakeholders such as elected members. The organisation is also carrying out a “Listening and Learning” staff survey during June to provide a baseline of how staff feel about work, what works well and what the organisation needs to focus on.

Action - *This survey will be repeated on a regular basis to track progress against the baseline from the initial survey in June.*

Digital Media - Our digital media presence will continue to be developed through building public awareness of the HSCP’s current social media platforms such as Twitter and Facebook while investigating others such as LinkedIn.

Action - *An increase of 10% in engagement across our existing digital media channels.*

Training - One of the elements within the Communications Team’s work plan is to provide training to staff and managers in areas such as graphic design, social media and the development of communications plans.

Action - *A training schedule will be developed for the coming year to link in with the requirements of staff and managers and will include areas, such as those identified above, as well other areas identified as needing additional support.*

10. Roles and Responsibilities

10.1 Integration Joint Board Members

It is the role of Board members to be the ‘face’ of the HSCP and to actively promote and to drive forward the delivery of the Strategic Plan. There is an established media protocol which was approved by the IJB which outlines that Board members should direct any media enquiries to the HSCP communications team. However, if the need arises that a Board member is required to respond directly, then they can receive advice and support from the Communications Team.

10.2 Senior Leadership Team

The Senior Leadership Team (SLT) has a key role in developing and overseeing the implementation of the Communication Plan and clearly communicating both operational and IJB decisions and the strategic thinking behind them. Furthermore, the SLT also work with the Communications Team to respond to reactive media queries and planning proactive communication opportunities.

10.3 Health and Social Care Staff

The HSCP’s Communications Team is the key contact between the partnership and the media and if the media directly approaches an individual member of staff they should refer enquiries to the Communications Team for appropriate action.

All HSCP staff are ambassadors for the Partnership and have a role to play in upholding its reputation. They should be aware of this in both their personal and professional media interactions including social media engagement. Staff should at all times comply with their employing organisations policies and protocols.

10.4 HSCP Communications Team

The HSCP has a dedicated Communications Team which supports the Integration Joint Board, Senior Leadership Team and HSCP staff whilst ensuring that the traditional and digital methods of communication adopted are appropriate, relevant and timely.

They work closely with communication colleagues, both in NHS Highland and Argyll and Bute Council, and link in on a regular basis with the Scottish Government, other HSCPs and partners such as Police Scotland.

The Communications Team is a specialist resource that is the first point of contact for all media enquiries and for staff in relation to advice on communications issues.

They also have a role in supporting and up-skilling staff to develop local proactive communication approaches including the use of local social media platforms and integrated apps in many of the localities.

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MEDIA RELEASE

USE: Immediate

ISSUE DATE: Monday 18 January 2021

CONTACT: David Ritchie, 0777 6480406

COVID Vaccination Programme Continues in Argyll and Bute

NHS Highland is continuing with its vaccination programme across Argyll and Bute and in line with national guidance, has been targeting the priority groups including care home residents and staff, health and social care staff working directly with COVID or suspected COVID patients, GPs and vaccinators. All care homes in Argyll and Bute have already been visited by our vaccination teams.

We have also now started to vaccinate people in our community aged 80 and above and this element of the programme is being led by GPs and their local teams. Many of our GPs already have vaccination clinics scheduled, with more to be added, and we would remind patients that there is no need for them to contact their Practice as they will contact you when it's your time to get the vaccine.

Joanna Macdonald, Chief Officer for Argyll and Bute Health and Social Care Partnership, said:

"I am really pleased that we are continuing with the vaccination programme in Argyll and Bute and I would like to thank all of our staff, including GPs and their teams, for their hard work and commitment in ensuring that we are moving forward with the vaccinations as quickly as we can.

"We are currently working our way through the priority groups as per the national guidance and I am delighted to say that our vaccination teams have already visited all care homes in Argyll and Bute, which is really good news. We are now also starting to vaccinate people aged 80 and over and your GP will be in touch when it's your turn to be seen.

"Finally, I would remind the public of the importance of continuing to follow national guidance on social distancing, self-isolation and mixing indoors and that they should stay at home and only leave the house for essential purposes."

Note for editors: If you, or someone you live with, develops symptoms then adhere to the national advice and stay at home. You can contact 111 if you are concerned about your condition or your symptoms worsen. Further information and advice on COVID-19 can be found at www.nhsinform.scot

Appendix 2



Argyll and Bute HSCP Proactive Media Communications Planner, July 2021

Date	Comms Messages	Communications Channel	Issued
Thursday 1 July	Beating The Blues	Local media Social Media	
	Oral Health Improvement	Local media Social Media	
	Unpaid Carers Assessments	Social Media	
	New Helensburgh lead nurse	Local media Social media	
Friday 2 July	Stop Smoking Advisors	Local media Social Media	
	Ask Twice – Suicide Prevention	Social Media	
Saturday 3 July	<i>National Bereaved Parents Awareness Day</i>	Social Media	

Date	Comms Messages	Communications Channel	Issued
	Walking – Paths for All	Social Media	
	Tick Bite Self-Care / Lyme Disease	Social Media	
Sunday 4 July	Keep Hydrated	Social Media	
	Carers UK Helpline	Social Media	
	<i>#GladtoCare Awareness Week</i>	Social Media	
Monday 5 July	Missing COVID19 Appointment form	Social Media	
	Know your moles	Social Media	
	Eating Healthier / Five a day	Social Media	
Tuesday 6 July	Eyecare – Sun Protection	Social Media	
	<i>National Hygiene Week</i>	Social Media	
	HIV / HEP C Free Tests – Waverley Care	Social Media	
	SAMH / Mental Health Foundation	Social Media	
Wednesday 7 July	COVID Vaccination Programme /LFDs / Testing Stations	Social Media	
	Welfare Rights Officers / Benefit Checks	Social Media	
	Sexual Health Clinics Services /	Social Media	

Date	Comms Messages	Communications Channel	Issued
	AB Wish Website		
	Childline Helpline	Social Media	
	Travel health and vaccinations	Social Media	
Thursday 8 July	Silver Cloud - TEC	Local media Social Media	
	Carers Short Breaks & Respite	Social Media	
	Screening Services	Social Media	
	Patient Travel Service Getting help to get to appointments	Social Media	
Friday 9 July	Domestic Violence National Helpline / AB DV contact centers	Social Media	
	Together, let's care for your mental health Campaign	Social Media	
	Avoiding Germs Outdoors and keeping safe	Social Media	
	We'll keep you right Campaign	Social Media	
Saturday 10 July	<i>National BBQ Week – NHS BBQ Food Safety</i>	Social Media	
	Loneliness / Isolation – AB Befriender Services and Silverline Helpline	Local media Social Media	

Date	Comms Messages	Communications Channel	Issued
	Living well with COPD – British Lung Foundation	Social Media	
Sunday 11 July	National Wellbeing Hub Website	Social Media	
	ACUMEN – self care plan	Local media Social media	
	Hay fever – Self-Care	Social Media	
	One Stop Physio Contact Services	Social Media	
	Social Work Out of Hours Emergency Contact Details	Social Media	
Monday 12 July	Missing COVID19 Appointment form / Vaccine Programme Update / Testing Stations	Social Media	
	Near Me	Local media Social media	
	<i>National Simplicity Day – Leave TEC at home and enjoy nature</i>	Social Media	
	Sunscreen / Skin Cancer	Social Media	
	Mens Talk – Living Miserably Campaign / Mens Forum / Website and Body Image	Social Media	
Tuesday 13 July	Early Intervention Psychosis	Local media	

Date	Comms Messages	Communications Channel	Issued
		Social Media	
	With OT You Can Campaign	Social Media	
	We'll keep you right Campaign	Social Media	
Wednesday 14 July	COVID Vaccination Trials / Helpline Number / Missed Appointments Online Contact Form	Social Media	
	Adult and Young Peoples Protection Team contact details	Social Media	
	School counselling service	Local media Social media	
	COVID Vaccination programme / Self-Isolating Grant/ Self-Isolation Note for Employers/Caring for People Service and Helpline	Social Media	
Thursday 15 July	National Wellbeing Hub	Social Media	
	<i>Good Care Awareness Month (NHS Duty of Candour Promotion)</i>	Social Media	
	Welfare Rights / Benefit Assessment – long term conditions	Social Media	

Date	Comms Messages	Communications Channel	Issued
Friday 16 July	Ready Steady Scotland – Hot Weather	Social Media	
	Home Fire Safety Checks	Social Media	
	COVID19 Guidance - FACTS	Social Media	
	Patient Rights (Scotland) Act 2011.	Social Media	
	LAAS Advocacy Service	Social Media	
Saturday 17 July	Active Lifestyles / Health Benefits	Social Media	
	Benefits of Relaxation / NHS Inform Meditation Videos	Social Media	
	Benefits of Swimming	Social Media	
	Beat stress at work	Social Media	
Sunday 18 July	Living Well with COPD / British Lung Foundation	Social Media	
	Macmillan Cancer Support / AB Drop Ins	Social Media	
	Falls risk screening – NHS Inform	Social Media	
	Recruitment	Social Media	
Monday 19 July	Missing COVID19 Appointment form / Programme Update	Social Media	

Date	Comms Messages	Communications Channel	Issued
	AB Maternity Classes / Online groups	Local media Social Media	
	Alzheimers Scotland Helpline	Social Media	
	The Charter of Patient Rights and Responsibilities	Social Media	
	Gluten-free Food Service	Social Media	
Tuesday 20 July	Allergies / Hay Fever (self-Care and Pharmacy 1st	Social Media	
	<i>GBS infection Awareness Month</i>	Social Media	
	Living Well with Diabetes – Diabetes Courses / Diabetes UK Helpline	Social Media	
	Roll Up Your Sleeve Campaign / Missing Appointment Contact Form	Social Media	
	COVID Vaccination Side Effects / NHS Inform what to expect at your appointment	Social Media	
Wednesday 21 July	Mental Health Team – What we do / Contact details	Social Media	
	Get checked early Campaign (Cancer Prevention)	Social Media	

Date	Comms Messages	Communications Channel	Issued
	Diabetes UK Helpline	Social Media	
Thursday 22 July	Florence – TEC Relaxation Protocol	Local media Social Media	
	How to contact our OTs	Social Media	
	Free Eye Tests	Social Media	
	Ready Steady Baby – Baby Box, Grants and RSB packs	Social Media	
	<i>Sarcoma Awareness Month</i>	Social Media	
Friday 23 July	Balance Challenge (Super Six Campaign) – Falls Prevention	Social Media	
	Your mental health and wellbeing after birth	Social Media	
	LFD Ordering / Being a responsible traveller	Social Media	
	Exercise for depression – NHS Inform	Social Media	
Saturday 24 July	Silverline Helpline – Breathing Space and Samaritans	Social Media	
	Coronavirus (COVID-19): Drug use	Social Media	
	Adjusting to life with a heart condition – British Heart	Social Media	

Date	Comms Messages	Communications Channel	Issued
	Foundation		
Sunday 25 July	<i>Samaritans Awareness Day – Helpline and Website Resources</i>	Social Media	
	Recruitment	Social Media	
	Getting it right for every child (GIRFEC)	Local media Social Media	
	<i>National Schizophrenia Awareness Day</i>	Social Media	
Monday 26 July	Missing COVID19 Appointment form	Social Media	
	Dental Check Ups and promotion of Oral Health	Social Media	
	Realistic medicine	Social Media	
	Information for carers using NHS services	Social Media	
Tuesday 27 July	Jeans Bothy Mental Health Hub Monthly Schedule	Local media Social Media	
	<i>Deafblind Awareness Week</i>	Social Media	
	How the NHS handles your personal health information	Social Media	

Date	Comms Messages	Communications Channel	Issued
Wednesday 28 July	COVID Vaccination Programme	Social Media	
	Understanding your health and weight: Body mass index (BMI)	Social Media	
	Allergic rhinitis	Social Media	
	Register for SHARE to help save lives (NHS research programmes)	Social Media	
Thursday 29 July	Carers Centers Contact Details / Adult and Young Carer Assessments / SDS	Social Media	
Friday 30 July	LGBTQ Helpline	Social Media	
	Childrens Pre-school Vaccinations	Social Media	
	Second Hand Smoke	Social Media	
	Insect bites and stings	Social media	
Saturday 31 July	Breathing Space / Samaritans	Social Media	
	Postpartum psychosis	Social Media	



Being smoke free improves your health and that of family and friends exposed to second hand smoke, but did you know it can improve the health of your wallet too!

If you give up 10 cigarettes per day...



SAVE
£150
per month*

=

SAVE
£1850
per year*

=

SAVE
£9125
over 5 years!*

* Approximately.

Calculate how much YOU can save by not buying cigarettes, and what you've already spent on cigarettes, at

www.canstopsmoking.com/tools/cost-calculator

Other benefits you can gain when you stop smoking:

- reduced lost earnings. Smokers are more likely to absent from work than non-smokers.
- reduced redecorating costs as you no longer have to cover up yellow staining on walls, ceilings and paintwork.
- more favourable insurance premiums - some insurance companies charge smokers more for Life and Critical Illness, Home and Car Insurance.
- reduced spend on air fresheners etc,

You are FOUR TIMES more likely to stop smoking when supported by a Stop Smoking Advisor so don't delay that quit any longer!

If you would like to talk to someone directly, contact your local advisor for Helensburgh and Lomond,

Kathy Graham on tel. 07972678923

Alternatively, contact Smoke Free Highland on: 08457573077 if you'd like to stop smoking or complete the online form at: bit.ly/Smoke-Free-Highland and your local advisor will get in touch with you.

Appendix 4



6 May 2021

COVID cases

On 5 May we had 26 new cases. The infection rate is 8.7/100,000 across the NHS Highland area: 2.3/100,000 in Argyll and Bute and 11/100,000 in North Highland.

We have a total of one patient in ITU, one other COVID inpatients in Raigmore, and none in Argyll and Bute.

There have been 169 recorded deaths in the NHS Highland area since the start of the pandemic: 98 in Highland and 71 in Argyll and Bute. These are deaths within 28 days of a confirmed positive test and represent no change for five weeks.

The National Records of Scotland also publishes deaths where COVID-19 is mentioned on the death certificate, either as the underlying cause or a contributory cause. These include deaths where 'suspected' or 'probable' COVID-19 appears on the death certificate. There has been no change in these figures in the last five weeks.

Vaccination

We have vaccinated 66.3% of over 16 year olds with their first dose, compared to a Scottish average of 62.7%.

We continue to offer 'mop up' appointments to anyone over 50 who has not yet received a first vaccination.

Clinics for 40-49 years olds are being scheduled. Please ask people aged 40-49 not to contact their GP about vaccination appointments as practices are experiencing a high volume of calls at a time when they are already very busy. Patients will be contacted as soon as appointments are available.

Information is on the [NHS Highland website here](#) and you can view progress on the national [vaccination programme online here](#).

Feedback

If you have comments or queries please contact nhshighland.feedback@nhs.scot

Appendix 5

Culture Survey Launch Communications (draft)

Background

The Culture baseline survey, entitled 'Listening and Learning', will open on 1 June and run for three weeks. A communications campaign is required to encourage maximum participation across NHS Highland and Argyll & Bute HSCP colleagues. The survey is positioned under the umbrella of the wider culture programme, 'Listening, learning and living our values' and will be badged with the icon developed to represent the value of 'openness, honesty and responsibility'.

Strategy

Previous surveys, such as iMatters, have had lower take up than we would have liked, due to participants concern at their responses being attributable to them; lack of time to fill it in; and a feeling that feedback will not be acted upon. This campaign will therefore address these issues by explaining that results are completely anonymous, keeping the survey brief and making it accessible by smartphone or other internet-enabled device, and offering reassurance of how feedback will be used.

As the survey covers colleagues in both NHS Highland and Argyll & Bute HSCP (who may be employees of Argyll & Bute Council), it will refer to both organisations throughout and use an icon which refers to the overall culture programme rather than the logo of either organisation.



This icon represents the value of 'openness, honesty and responsibility' and will reference in a visual way the wide cultural programme and strategy, emphasising the importance of two-way communications to improvement.

Tactics, channels and messages

The campaign will use a wide range of communications channels to reach all colleagues, with top-level messages included across all channels and colleagues directed to the intranet for further detail.

Top-level messages are:

- Please fill in the Listening and Learning survey and help shape the future of your organisation.
- The survey will take just 10 minutes – you can fill it in online, on any internet-enabled device.
- Listening and Learning is entirely anonymous. Managers won't see results for teams smaller than 10. For larger teams they will only see the consolidated team scores, not comments.
- Results will allow us to offer support and advice to areas of the organisation that might need it. We will also feedback to you what the results were. The organisation running the survey offers lots of ideas for teams to improve, depending on what their results show.
- Visit the culture nugget on the intranet for more information [include link]
- Any issues? Let us know at NHSH.Listening@nhs.scot

The campaign needs to use multiple internal and external channels but also include events and activities as well as physical promotion materials.

- Manager cascade pack / briefing
- Info shared with A&B Council for their internal channels
- Individual email to all staff with a work email address
- Inclusion in weekly round-up
- Posters / flyers (PDF emailed to areas with noticeboards) with QR code linking to survey
- FAQs on intranet
- Ask Me Anything event
- A&B Connections event
- Social media with QR code linking to survey
- Media release / local press advertising
- Info shared with Staffside and trade unions

Action plan

w/c 24 May	w/c 31 May	w/c 7 June	w/c 14 June	w/c 21 June	July
<p>Friday weekly round-up: survey trailed, including mention of AMA event</p> <p>Separate email invite to Ask Me Anything session</p> <p>Media release / ads approved</p> <p>Manager cascade finalised and approved</p> <p>FAQs finalised and approved</p> <p>Ask Me Anything event booked</p> <p>Posters / flyers designed and approved</p> <p>Board and IJB briefed</p>	<p>Info shared with A&B Council</p> <p>Info shared with Staffside / TUs</p> <p>Individual email sent</p> <p>Manager cascade sent, including posters / flyers</p> <p>Ask Me Anything session booked</p> <p>Intranet nugget up to date with FAQs</p> <p>Media release / ads out</p> <p>Social media out</p> <p>Listening address monitored for issues</p>	<p>A&B Connections event publicised in A&B</p> <p>Social media repeated</p> <p>AMA session link available on intranet</p> <p>Reminder email to colleagues who haven't filled in survey</p>	<p>A&B Connections event</p> <p>Social media repeated with update on take up so far</p> <p>Possible media release with update on take up so far</p> <p>Reminder email to colleagues who haven't filled in survey</p> <p>Approach managers in any specific areas with low take up for support in encouraging teams to fill in the survey</p>	<p>Final reminder email to colleagues who haven't filled in survey</p> <p>Friday weekly round-up thanks to colleagues and update on take up and what happens next</p>	<p>High level results available on intranet</p> <p>Case studies in weekly round-up and on intranet and social media of managers who have used the survey feedback to make improvements</p>