



Health and Social Care Integration Programme

Communications and Stakeholder Engagement Plan November 2014

Originator	
Reviewer/s	
Approval	
Purpose	To set out a framework for communications within the context of Health and Social Care Integration. As part of this, this plan will also outline the plan for consultation on the draft Scheme of Integration which sets out the management and governance arrangements of how this joint working will be achieved.

Revision History

Version	Date	Summary of Changes	Author

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Introduction

Scottish Borders Council (SBC) and NHS Borders are preparing for the new Health and Social Care Partnership which is to go live in April 2015. The new body will see NHS, SBC and voluntary and independent care partners work as one to deliver services which meet the needs of Borderers. The focus on supporting all adults will help people to live well in the community or at home for as long as possible. SBC and NHS Borders share equal responsibility for the programme and will continue to engage with stakeholders across the Borders to inform and shape future service delivery.

This plan sets out how NHS Borders and SBC will engage with all stakeholders on the project as well as consult on the proposed plan for how the partnership will be managed and governed (Scheme of Integration). The Consultation on the Scheme of Integration runs from December-Feb 2015. The plan will continue to be developed throughout the key stages of the programme.

Background

Integration of Health and Social Care is the Scottish Government's initiative to have a health and social care partnership for every NHS Area in Scotland. This programme of reform aims to improve services for people who use health and social care services. Integration will ensure that health and social care provision across Scotland is joined-up and seamless, especially for people with long term conditions and disabilities, many of whom are older people.

The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) requires Health Boards and Local Authorities to integrate planning for, and delivery of, certain adult health and social care services. It is the most substantial reform to the country's National Health Services in a generation and will also radically transform the way social care services are provided.

Health Boards and Local Authorities can also choose to integrate planning and delivery of other services – additional adult health and social care services beyond the minimum prescribed by Ministers, and children's health and social care services.

What services are in scope for integration?

- All community health services
- Adult social care services
- Health visiting
- Community dental services
- Sexual health services
- Unscheduled care

(Please note – this work will run alongside, but should not be confused with the development of the Council’s new Care Company (ALEO) which includes the transfer of Homecare, Extra Care, Residential Care, Bordercare, Day Services and the Borders Ability Equipment Service. A separate plan has been developed for this work but it should be acknowledged that overlaps will be monitored).

Objectives

Accurate identification of stakeholders and the appropriate use of communication and engagement tools and processes are essential to ensuring high quality engagement and communication. Stakeholders need to know what changes are planned, why they are happening and how they can contribute to the decision making process.

Aims

The communication plan aims to make all stakeholders aware of:

- What Integration means
- Why it is happening
- How it will affect them
- The steps towards Integration
- How they can contribute to the Scheme of Integration

Communications activity will be carried out:

- To maintain a high level of awareness and commitment to Integration of Health and Social Care services.
- To ensure consistent messages across NHS Borders, SBC, voluntary and independent organisations and amongst wider stakeholder groups.
- To ensure that staff and the public feel listened to and that their views can influence decisions made in the course of Integration.
- Where difficult decisions are needed, a clear and robust case will be communicated.
- To ensure all stakeholders feel fully engaged with the Integration Agenda.
- To ensure stakeholders have opportunities to be engaged with and involved in the work of the Integration programme.
- To ensure a balanced, co-ordinated approach to delivering Integration communications across the Borders.
- To maximise technology and communications options available to spread the messages of Integration.
- To help promote a sense of public ownership within the organisation and amongst external stakeholders
- To ensure the partnership complies with governmental policy, guidance and best practice in terms of public involvement
- To ensure stakeholders have opportunities to be engaged and involved in the work of the Scheme of Integration

Achieving these objectives will be measured by:

- Increase in positive messages about Health and Social Care Integration
- Increased positive coverage in a wide range of media
- Two-way conversation process is consistent and reflective of feedback at all stages
- Continuing to improve work with core stakeholders
- Expanding our contacts to new stakeholders
- Stakeholders display improved understanding of the Scheme of Integration and issues/outcomes
- Media coverage is more accurate and unsurprising – less corrections or clarifications required. If corrections and clarifications are required, these are issued promptly
- Planned and managed strategies for updates, reports, events and issues (involving pre-emptive thinking and planning; pre-agreed prioritisation and lead-in as far as possible)
- Increased buy-in by services and use of senior clinicians/managers to disseminate information as appropriate

Key messages

A set of key messages have been developed and should be used consistently throughout all communications and engagement activity. Please note – this includes overarching key messages for the programme (1) and messages which explain the Scheme of Integration (2). It is also vital to ensure consistent messages are used with staff affected by this change.

1) Overarching key messages

- The NHS Borders and SBC health and social care integration partnership will go live in April 2015.
- This aim of this new partnership is to work together to deliver the joined-up services that ultimately will be in the best interests of our staff, service users, patients, families and carers.
- The new arrangements will:
 - Be person-centred and deliver positive outcomes for patients, service users and carers.
 - Make best use of resources – staff, money and premises.
 - Improve access to services and provide flexible responses to need.
 - Promote positive choices and risk management.
 - Design services together with all key stakeholders.
- A Shadow Integration Board has been created to oversee the work in the Borders to create this partnership. This Board is being chaired by Councillor Catriona Bhatia, SBC's Executive Member for Health Service.

- Both NHS Borders and SBC are facing significant challenges in terms of respective resources. Not only are there financial pressures, but we face a changing population demographic with more older people, a rising number of people with chronic conditions and an ever increasing demand on our services.
- There is recognition that we can't continue to provide services as we do now. We need to find the most effective way of delivering resources that make the best use of the resources, abilities and skills that we have.
- Integration is an opportunity to provide better, more joined up services for the people we care for, help to prevent unnecessary admissions to hospitals and other health care settings and provide care as close to home as possible.
- By working together across the partnership, we will be able to concentrate our energies on the people who need it the most while seeking new and innovative ways of engaging with local communities.
- More information is available from (can we add a webpage/email address/phone number?)

2) Scheme of Integration consultation – key messages

- A draft Scheme of Integration has been developed which outlines the proposed management and governance arrangements for the way in which NHS Borders and Scottish Borders Council will work together to deliver a new health and social care partnership for the Borders.
- We are seeking your views on this draft Scheme of Integration. It is vital you have your say to make sure we get it right for the future
- This is your opportunity to help shape the arrangements for managing and governing our Integrated Health Care arrangements in the Borders

3) Internal - Key Messages

- Staff are key to successfully transforming services for the future. Your knowledge, experience and expertise can help shape the way we deliver services into the future.
- Across the Borders, you and your colleagues will be asked for ideas and solutions on how we can work better together; always with the service user or patient coming first.
- All staff will remain with their current employer, terms and conditions will stay the same and there will be no change to pension status.
- Change will happen gradually with full engagement with you and the community so ideas can be tested around new ways of working and learn as we go. It will also be subject to quality assurance and careful evaluation.
- Get involved – you can find out the latest updates and information by visiting (webpage) or speaking to your line-manager.
- A regular newsletter will be distributed.

Overarching Timescales

There are two main key areas of work under this programme:

- 1 – The Scheme of Integration – which outlines how we will work together
- 2 – The Strategic Commissioning Plan – how we will deliver and commission services

- **November/December 2014** – Complete Draft Scheme of Integration presented to NHS Board, Scottish Borders Council and the Shadow Integration Board
- **December 14–Feb 15 2015** – Formally consult on the draft Scheme of Integration
- **Feb/March 2015** – present proposals to SBC, NHS Board and the Shadow Integration Board for the establishment of the Strategic Planning Group (SPG) in line with published regulations
- **March 2015** – Final Scheme of Integration to be presented for agreement by NHS Board, SBC, the Shadow Integration Board
- **March 2015** – submit final Scheme of Integration to the Scottish Government
- **April 2015** - Final agreed Scheme of Integration presented to first meeting of Integrated Joint Board
- **April 2015** - First draft of the Strategic Commissioning Plan presented to NHS Board, Scottish Borders Council and Integrated Joint Board
- **April–June 2015** - Second draft of the Strategic Commissioning Plan developed in engagement with all prescribed stakeholders, nationally, regionally and in localities
- **July–Sept 2015** – Formal consultation on Strategic Commissioning Plan
- **October 2015** – Strategic plan agreed by the Integrated Joint Board.

The timescales above will inform the communications activities as outlined on page 9.

Target audience

Those who have an interest in the delivery or receipt of health care must be consulted. These have been identified as the following:

- Health professionals
- Staff
- Service users
- Carers
- Third and independent sector providers
- Providers of social housing

- Recognised representative bodies, representing the interests of specific age, condition or illness groups.

We must also seek feedback from the following groups:

- SBC Elected Members
- Community planning partners
- Community councils
- Area Forums
- Other Health Boards and special boards
- NHS Borders Board, Advisory Committees and Non-Executives Directors
- Independent contractors
- Participation Network - including public partnership forum and public reference group
- Scottish Government
- Scottish Health Council
- MPs MSPs
- Media
- Third Sector (voluntary groups/organisations)
- Commissioned service providers
- Joint service providers
- Public Governance Committee
- Cross Borders patient flows/neighbour Boards
- Equality Forum
- Children & Young People

Communication methods

Full use will be made of all standard SBC and NHS Borders communication channels to deliver key messages and encourage engagement. A list of communication channels can be seen in Appendix 1. Attention will be given to finding the most effective way of communicating with harder to reach groups in particular staff who are not online. It is likely that easy read or other alternative format documents will be required for service users/carers.

Where possible however, we will deliver communications:

- a. **Direct** to individuals
- b. **Online** by default, but not as the only channel. We will choose routes that research tells us are right for the audience.
- c. **Locally** – making information as relevant as possible to people, in the place they live, work or receive services.
- d. Through **partners** or other trusted sources including representative groups and support services. We want to make information as accessible as possible.
- e. **In the media**. By definition it is less targeted so it's not always going to be the first choice, but it is still a crucial part of the mix particularly as new developments of service opportunities emerge.

Brand identity for the new integrated service

A new brand identity will also be developed as part of this work to differentiate the new integrated service as a joined up service. This brand should take into account the link between both organisations.

Communications principles and standards

- Communications will be in Plain English and available in a range of formats.
- Communications will be consistent, regular and accessible.
- Communications will be publicised widely so that people know they exist.
- People know how and to whom they can give feedback.
- Communications will be monitored and evaluated for their effectiveness.

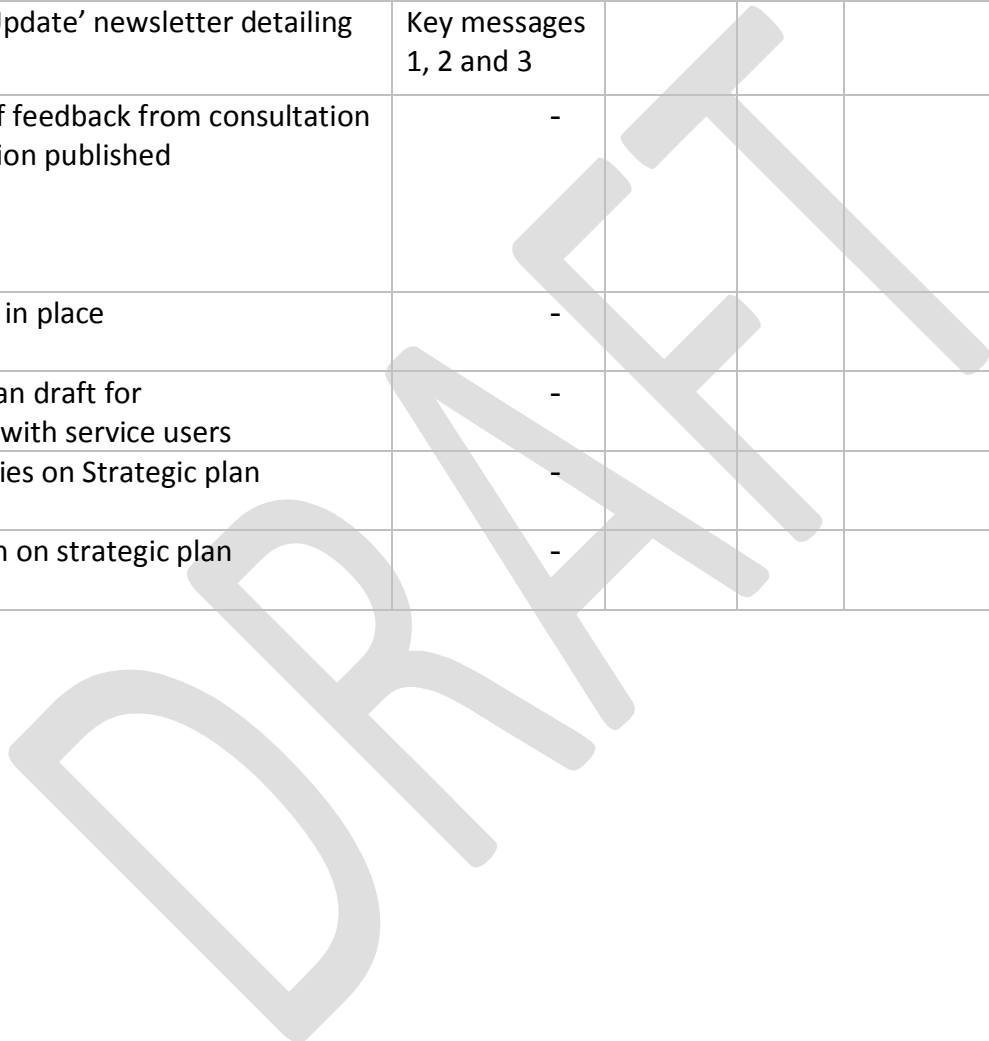
Other considerations

- The partnership have a statutory responsibility to involve patients and members of the public in how health and social care services are designed and delivered.
- Scottish Government Guidance on Informing, Engaging and Consulting the Public in Developing Health and Community Care Policies and Services: 2010 http://www.sehd.scot.nhs.uk/mels/CEL2010_04.pdf
- Equality Impact Assessment guidance: The consultation aims to take into account the views of local individuals, groups and communities including those with protected characteristics. The strategy is, in itself, an inclusive method of ensuring that all views are heard, all impacts are considered and it takes account of our ageing population and changing demographic profile, among other important Equality & Diversity considerations.

Overarching Communications Action Plan

Dates	Activity	What	Lead	Other	Comments	Notes/status
Nov-14	Update websites, intranet sites	Key messages (1)				
Nov-14	Article in SBC staff magazine, SBScene	Key messages (1)			SBScene is distributed to all SBC staff	Complete but NOT APPROVED
Oct-Nov-14	Staff engagement events	Key messages (1)				Underway
Dec-14	Scheme of Integration Consultation document to be completed, printed and made available online and in public areas. It will also be available on request.	Key messages (1,2 and 3)			Document to be available with online feedback form to provide feedback. Hard copies should also be made available in community patient waiting areas, all GP Practices, all Libraries, SBC contact centres	
Dec-14	Consultation launch – press release/photo/event? - Website updates - social media posts - intranet update -PC desktop ‘post-it’ reminder visible from all NHS staff PCs -Plasma screens - staff updates – briefings, email, newsletter -SBUpdate	Key messages (1, 2 and 3)				
Dec-14	Issue ‘Integration Update’ newsletter - Email and intranet	Key messages – all	SBC & NHS staff			

Feb-14	SBConnect article	Key messages (1 and 2)			Deadline 4 Feb 2014	
Feb 2015	Issue 'Integration Update' newsletter detailing final steps	Key messages 1, 2 and 3				
March-15	Publish summary of feedback from consultation Scheme of Integration published <i>-press release</i> <i>-websites</i> <i>-social media</i>	-				
April 2015	New arrangements in place Launch event?	-				
April 2015	Publish strategic plan draft for input/engagement with service users	-				
April-June 2015	Engagement activities on Strategic plan	-				
July-Sept 2015	Formal consultation on strategic plan	-				



Scheme of Integration

The Act requires Health Boards and Local Authorities across Scotland to prepare jointly an integration scheme setting out how this joint working is to be achieved. There is a choice of ways in which they may do this: the Health Board and Local Authority can either 1) delegate between each other, or 2) can both delegate to a third body called the Integration Joint Board. Delegation between the Health Board and Local Authority is commonly referred to as a “lead agency” arrangement. Delegation to an Integration Joint Board is commonly referred to as a “body corporate” arrangement.

Here in the Borders we are going for a body corporate model which means the Council and the NHS will delegate responsibilities to a health and social care partnership through an Integrated Joint Board to provide joined up adult health and social care and community health services.

Scheme of Integration Communications Action Plan

Public / External Groups to receive presentation and/or consultation document for Scheme of Integration				
Date	Group to be consulted	Method	Lead -TBC	Comment
TBC	Public Partnership Forum.	Consultation Document & Presentation		
TBC	BGH Participation Group.	Consultation Document & Presentation		
TBC	NHS Borders Participation Network	Launch Press Release with link to Consultation Document sent to the Network		
TBC	Teviot & Liddesdale Area Forum (evening meeting)	Consultation Document & Presentation		
TBC	Friends of BGH	Consultation Document		
TBC	Eildon Area Forum (evening meeting)	Consultation Document & Presentation		
TBC	Carers Support Group - Kelso	Consultation Document & Presentation		
TBC	Tweeddale Area Forum (evening meeting)	Consultation Document & Presentation		
TBC	Deaf & Hard of Hearing Network,	Consultation Document		
TBC	Public Reference Group	Consultation Document & Presentation		
TBC	User Carer Working Group, Borders Voluntary Care Voice.	Consultation Document & Presentation		

TBC	Parent/Carers Working Group, Borders Voluntary Care Voice	Consultation Document & Presentation		
TBC	Elder Voice	Consultation Document & Presentation		
TBC	Learning Disabilities Citizens Panels	Consultation Document		
TBC	Scottish Borders "Youth Voice"	Consultation Document		
TBC	Physical Disabilities Strategy Group,	Consultation Document		
TBC	Equality Forum	Consultation Document		
TBC	LGBT Forum	Consultation Document		
TBC	The blind / visually impaired – registered to receive "Talking Newspaper"	Consultation Document read & recorded for blind/visually impaired		
TBC	For all – public / staff	Public Drop-in Session held in central Borders		
TBC	Carers Support Group - Peebles	Consultation Document & Presentation		
TBC	Carers Support Group - Eyemouth	Consultation Document & Presentation		
TBC	Cheviot Area Forum (evening meeting)	Consultation Document & Presentation		
TBC	Berwickshire Area Forum (evening meeting)	Consultation Document & Presentation		
TBC	Carers Support Group - Hawick	Consultation Document & Presentation		
Internal / Staff Group Meetings				
TBC	Medicines Resource Group	Consultation Document		
TBC	Area Clinical Forum	Consultation Document		
TBC	NHS Borders Volunteering Steering Group for sharing with all NHS Borders volunteers	Launch Press Release with link to Consultation Document sent to the Volunteering Steering Group		
TBC	GP Sub Committee	Consultation Document & Presentation		
TBC	Senior Charge Nurses Group	Consultation Document & Presentation		

TBC	Children & Young People's Planning Partnership	Consultation Document & Presentation		
TBC	Mental Health Professional Nurses Forum	Consultation Document		
TBC	Children & Young People's Health Network Steering Group	Consultation Document & Presentation		
TBC	Staff	Staff Drop-in session Hawick Community Hospital		
TBC	Area Partnership Forum	Consultation Document & Presentation		
TBC	Senior Medical Staff Committee	Consultation Document & Presentation		
TBC	Staff	Staff Drop-in session Haylodge Community Hospital		
TBC	Staff	Staff Drop-in session at BGH		
TBC	Joint Staff Forum	Consultation Document		
TBC	Staff	Drop-in session Knoll Community Hospital		
TBC	Primary & Community Services Clinical Board	Consultation Document & Presentation		
TBC	Learning Disabilities Core Management Team	Consultation Document & Presentation		
TBC	Joint Health Improvement Team	Consultation Document & Presentation		
TBC	BGH Clinical Board	Consultation Document & Presentation		
TBC	Staff	Staff Drop-in session Kelso Community Hospital		
TBC	Public Governance Committee	Consultation Document		
TBC	Mental Health Board	Consultation Document & Presentation		
TBC	NHS Borders Board Advisory Committees (AC): AHP AC; Area Dental AC; Area Medical	Consultation Document & Presentation		

	Committee; Area Ophthalmic Committee; Area Pharmaceutical Committee; BANMAC; Medical Scientists - joint session for all Board Advisory Committees			
Partnership Groups				
TBC	Scottish Borders Social Enterprise (Third Sector) - consultation document sent to Chair & Chief Executive of SBSE for sharing & they attended public drop-in session 02.06.14	Consultation Document & Presentation		
TBC	The Bridge Members (Third Sector) – consultation document sent to Executive Officer of the Bridge who shared with Third Sector contacts.	Consultation Document		
TBC	Borders Voluntary Care Voice (Third Sector) – consultation document shared with BVCV Co-ordinator for circulation & added to BVCV website	Consultation Document		
TBC	Community Council Partners (Consultation document circulated to Community Planning Partnership & Community Councils & attended Area Forum meetings)	Consultation Document & Presentation		
TBC	Community Planning Partnership Joint Delivery Team (Third Sector Partners in attendance, e.g. The Bridge).	Consultation Document & Presentation		
TBC	Volunteer Centre Borders	Consultation Document		

Appendix I

Available communication channels

Press | (press release/photo, media briefing, media query response, drawer statement)

- Reactive media service offering direct contact with the media
- Proactive media service offering direct contact with the media - Identification of positive stories to be fed proactively to all media or specifically targeted to one media outlet. Interview, feature or comment articles placed proactively where appropriate
- Briefing/interview sessions (in person or by telephone)
- Photocalls/press releases/conferences as appropriate
- Advertising/advertorials

Online | internet, social media and intranet

- SBC website: www.scotborders.gov.uk. Use short form url for promotional materials i.e. www.scotborders.gov.uk/integration
- SBC social media channels: Twitter twitter.com/scotborders | Facebook www.facebook.com/#!/sbccouncil | YouTube www.youtube.com/ScotBordersCouncil.
- NHS Borders social media channels:
- NHS Borders website
- SBC and NHS Borders Intranet sites

Print | promotional materials, corporate newspaper, newsletters, briefing sheets, letter

- SBConnect – corporate newspaper distributed three times a year to 50,000+/- Borders households.
- *Promotional materials commissioned through Graphic Design Services e.g. leaflet, poster, flyers, vehicle livery, pop-up/exhibition stand. Distribution could include: libraries, contact centres, local offices, schools, doctors/dentists surgeries, hospitals, CAB offices, RSL offices, voluntary sector premises, supermarkets, post offices, community centres, job centres.
- *Newsletters and bulletins – articles in quarterly corporate SBC staff newsletter (SBScene), fortnightly e-bulletin (SBUpdate) and those of any key partner agencies
- Letter, email

Advertising | SBC vehicles, bus rears, radio, local magazines/press

- SBC – contact centre plasma screens
- NHS Borders – plasma screens
- *Local press – Southern Reporter, Berwickshire News, Berwick Advertiser, Hawick News, Selkirk Weekend Advertiser, Border Telegraph, Peeblesshire News
- *Community and local town magazines/websites: www.borderevents.com, Gala Life, Hawick Life, Jed Eye.
- *Radio Borders: www.radioborders.com

Consultation, direct contact with target audience

- Consultation, survey, questionnaire. Also: www.scotborders.gov.uk/consultations
- *External: event, roadshow, information day/session, focus group, presentation, meeting, community council meeting.
- SBC Area Forums – held regularly alongside community council meetings: www.scotborders.gov.uk/areaforums

- Internal: supervision meetings, 1:1s, team meetings

**Denotes items where there may be cost implications which will need to be met by the project. SBC no longer charges for design services but printing costs may still apply.*

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