

The Integration Joint Board (IJB) became a legal entity in April, 2016 and is responsible for commissioning and ensuring the delivery of health and social care services in the Scottish Borders. The Partnership includes Scottish Borders Council (SBC), NHS Borders, the Voluntary/Independent sectors and the Housing sector with the requirement to work co-productively with members of the public, service users and carers to plan and deliver integrated health and social care services.

#### Communications approach

Communications activity will focus on **supporting the delivery of the revised Health and Social Care Partnership's Strategic Plan objectives**. This will ensure there is a clear focus on outcomes and will allow effective evaluation to take place. The updated Health and Social Care Partnership's Strategic Plan for 2018-2021 has three key objectives.

1. We will improve the health of the population and reduce the number of hospital admissions
2. We will improve the flow of patients into, through and out of hospital
3. We will improve the capacity within the community for people who have been in receipt of health and social care services to better manage their own conditions and support those who care for them.

#### Communications Strategy Workstreams

Existing communications teams at SBC and NHS Borders have equal responsibility for effective communications across the partnership. There are three types of communication activity required to support the Partnership to deliver on its strategic objectives, these are detailed below:

- 1 **Use the new #yourpart campaign effectively where appropriate (Both SBC and NHS Comms responsible)**  
The [#yourpart campaign](#) is a vital Borders wide campaign which has been launched by SBC but has full support from all partners and will benefit all services/organisations within the Partnership. The aim of the campaign for the Partnership will be to encourage people to look after their own and their family's health and wellbeing to relieve pressure on vital public services.
- 2 **Corporate Communications support, promotional activity of good news stories, case studies, and opportunities/services available when appropriate (SBC Comms Lead)**  
There are several areas and projects underway which involve corporate communications planning and input. This will include routine support for the IJB meetings, communications around performance, positive news, case studies and publicity of services available. The overarching Communications Action Planner which has been developed by the SBC Comms team will capture the communications activity per month (via a Trello Board). Whilst SBC Comms will continue to lead on this, NHS Borders input to the Action Planner will be regularly required. A particular focus should be on effectively promoting and signposting the various opportunities available to the public.
- 3 **Internal communications activity to ensure staff play their part in fully support the partnership in delivering efficiency and effectiveness going forward (NHS Borders Comms Lead)**  
Internal communication is a critical requirement to promote the transformation of health and social care services. This is a particular challenging area in terms of reaching and engaging with staff across the Partnership. It is proposed that NHS Borders Comms lead on the internal communications activity including the development of an internal communications strategy.

## Key messages

The following overarching key messages should be used consistently:

### Refreshed Strategic Plan 2018-2022

- The Scottish Borders' Health and Social Care Partnership, which is made up of SBC, NHS Borders and the Voluntary and Independent sectors, has refreshed its Strategic Plan and continues to work to improve Health and Social Care Services in the Borders.
- The plan sets out why we want to integrate health and social care services, how this will be done (in partnership with individuals, families and communities) and what we can expect to see as a result.
- It is the aim of the H&SCP to create health and social care services that are more joined up, more personalised and can improve outcomes for all our service users, their Carers and their families.
- The aim is that we plan, commission and deliver services in a way that puts people at the heart of decision-making.
- The Health & Social Care Partnership commissions services for those who require them, but everyone in the Scottish Borders should play their part to ensuring that the limited resources we have can be focused on those who really need them.
- Why? Everyone is well aware that there is increasing demand for services at a time where public funding is reducing. In relation to Health and Social Care, we are faced with an ageing population where more people need our health and social care services and will continue to do so there simply won't be enough money to keep delivering services in the way and at the levels we currently do.
- We want to continue to have a positive impact on people's lives, despite being faced with various challenges but we can only do this if everyone in the Borders play their part.
- Even the small things everyone could do will have an impact on ensuring that we can maintain key local services.

### #yourpart campaign and why we need you to play your part

- Working together, Scottish Borders Council, NHS Borders, the Voluntary and Independent sectors are encouraging members of the public, service users and carers to play their part to help us to continue to keep the Borders thriving through living healthier lives
- The #yourpart campaign aims to deliver the key message to all residents that their actions, no matter how small, can have a positive impact on key local services.
- People should take responsibility for their own health and well-being, whether that is eating more fruit and vegetables, undertaking more exercise or activities, or taking up advice and support on offer e.g. around smoking cessation. If people can stay healthier, then we can minimise time spent with a GP or in hospital.
- People should also know who to turn to and only use A&E when they need it. If you are unwell and it is not an emergency, there are a wide range of services available to provide you with appropriate treatment and care. Going directly to the correct health professional with the right skills is very important.
- The #yourpart campaign supports the Health and Social Care Partnership's refreshed Strategic Plan and also supports SBC's new approach to its Corporate Plan called 'Our Plan and Your Part in it' where the key message is that we need everyone to play their part in whatever way they can so we can continue to deliver excellent services into the future.
- We need to work differently and in partnership with our communities to allow us to continue to provide excellent Health and Social Care services into the future.
- There are many opportunities out there for people to choose to live a healthier lifestyle and we are keen to ensure communities continue to be supported to allow them to play their part.

- Fewer people in hospital means shorter waiting times and faster treatment; less people in GP surgeries means doctors can focus on providing vital care and support to those that absolutely do need it; more healthy people means fewer prescriptions.
- This approach will not only have positive benefits for residents, but should have positive impacts on public service finances, which mean we can target the limited resources we have on those services that need it most and are most valued by our communities, and maintain them in the longer term.

## **Target audience**

The Council will engage/communicate with Public, Staff, IJB, voluntary/third Sector, Community Planning Partners, Trade Unions, Councillors, Community Councils.

## **Evaluation**

### Short term:

- Services to provide feedback regularly via the above structure to allow the Communications strategy to be reviewed on an ongoing basis. This should include feedback on numbers of people accessing services i.e. numbers attending Community Hubs, etc.
- A method of evaluating and gaining feedback from clients should be e.g. feedback on how people heard about services available.

### Med-Long term

- For each of the 3 strategic objectives, a set of performance indicators has been developed and will be reviewed quarterly. These include things like number of unplanned admissions to hospital, A&E waiting times, delayed discharge etc. We should, over the longer term, hope to see a positive movement across these indicators as people take responsibility for their own health and avoid unnecessary contact with health and social care services.
- The Health and Social Care partnership produces an annual report.
- Integrated Change Fund project evaluation and mainstreaming.

## **Standard Operating Procedure and Joint Working Principles**

In addition to above, a Standard Operating Procedure (appendix 1) is in place which clearly identifies the lead organisation for each of the joint services which fall under the Partnership – this will be adopted with immediate effect in addition to the above strategy.

## **Meetings structure**

It is important that a clear structure is in place for meetings to ensure effective communications going forward. This will operate as follows:

- **EMT** – attended by Tracey Graham - Corporate Communications and Marketing Manager (SBC)
- **IJB** – attended by Sue Bell - Communications and Marketing Officer (SBC), Laura McIntyre – Communications Officer (NHS Comms)
- **IJB Leadership team meeting** – attended by Jane Robertson (with attendance by Comms representative as/when required)

- **Communications Project Team meetings** - once monthly, attended by:
  - Jane Robertson - Strategic Planning and Development Manager (H&SC Partnership)
  - Tracey Graham – Corporate Communications and Marketing Manager (SBC)
  - Sue Bell – Communications and Marketing Officer (SBC)
  - Laura McIntyre – Communications Officer (NHS Borders)
- **Monthly IJB Communications Meeting** – once monthly attended by:
  - Robert McCulloch Graham, Jane Robertson, Tracey Graham and Clare Oliver (or Laura McIntyre) and Louise Ramage.



### Standard Operating Procedure and Joint Working Principles

### Health and Social Care Partnership communication activities

June 2018

The purpose of this document is to:

- clearly identify service areas that communications teams will take the lead on
- outline a set of principles that will be adopted by each team.

This applies to any of the following that relate to services delivered jointly through the H&SCP:

- communications planning
- proactive media relations
- reactive media enquiries.

As each communications team works independently from one another and has different standards and practices already in place, it is acknowledged that a set of standard principles will be mutually beneficial.

Given the nature of communications work, it is impossible to identify a prescriptive procedure for every possible situation. However, identifying clear lines of responsibilities and a set of principles will be of benefit to ensure resources are used as effectively as possible and reputational risk is minimised for both organisations.

### Service Areas and Designated Lead Organisation

#### NHS Borders to lead on:

- District Nursing
- Primary Medical Services (GP practices)
- Out of Hours Primary Medical Services
- Public Dental Services
- General Dental Services
- Ophthalmic Services
- Community Pharmacy Services
- Community Geriatric Services
- Community Learning Disability Services
- Mental Health Services
- Continence Services
- Kidney Dialysis outwith the hospital
- Services provided by health professionals that aim to promote public health
- Community Addiction Services
- Community Palliative Care
- Allied Health Professional Services
- Public Health
- Accident and Emergency
- Inpatient hospital services in these specialties:
  - General Medicine
  - Geriatric Medicine
  - Rehabilitation Medicine
  - Respiratory Medicine
  - Psychiatry of Learning Disability
- Palliative Care Services provided in a hospital
- Inpatient hospital services provided by GPs
- Services provided in a hospital in relation to an addiction or dependence on any substance
- Mental health services provided in a hospital, except secure forensic mental health services.
- Health Improvement Services

## SBC to lead on:

- Social Work Services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental Health Services
- Drug and Alcohol Services
- Adult protection and domestic abuse
- Carers support services
- Community Care Assessment Teams
- Care Home Services
- Adult Placement Services
- Re-ablement Services, equipment and telecare
- Aspects of housing support including aids and adaptations
- Day Services
- Local Area Co-ordination
- Respite Provision
- Occupational therapy services.
- Criminal Justice
- Safer Communities

## Support for H&SC Partnership/Integration Joint Board (IJB)

Three workstreams have been identified in the Communications Strategy for the H&SC Partnership and leads for each strand has been identified as follows:

- 1 Use the new #yourpart campaign effectively where appropriate – **Both SBC and NHS Comms**
- 2 Routine Corporate Communications support, promotional activity of good news stories, case studies, and opportunities available when appropriate - **SBC Comms Lead**
- 3 Internal communications activity to ensure staff play their part in fully support the partnership in delivering efficiency and effectiveness going forward – **NHSB Comms Lead**

## Principles for Joint Working

- Judgement will be made by relevant communications teams as to whether any communications work i.e. press response/release should be joint, or issued solely by the most appropriate organisation.
- All **joint** press releases and media responses will be issued from Scottish Borders Health and Social Care Partnership and approved by the Chief Officer Health and Social Care Integration (or in his absence, the relevant Service Director or Executive Management Team member).
- Joint press releases will contain a quote from one of the following, with the Chief Officer Health and Social Care Integration advising who is appropriate for each release:
  - Councillor Tom Weatherston, Executive Member for Adult Social Care
  - Dr Stephen Mather, Chair of the Integration Joint Board
  - Councillor David Parker, Vice Chair of the Integration Joint Board
- Joint press releases will be added to the SBC and NHS Borders websites. They will also be publicised through SBC and NHS Borders social media channels and if relevant, submitted for inclusion in the H&SCP newsletter, SBConnect and through other channels as appropriate.
- Communications teams will give as much advance notice as possible to their counterparts of any proactive press release in relation to a joint service. These should be captured on the Action Planner (Trello) and discussed at the Communications meetings.
- Communications teams will 'cc' their counterparts where appropriate when a media enquiry in relation to a joint service is passed to the relevant colleague for response.

- Given the complexity of joint services and the fast paced nature of emerging projects, if there is any uncertainty as to who leads on a specific piece of work, the teams will discuss and come to agreement on this.
- If a media enquiry in relation to a piece of partnership working is received by either organisation and it is deemed to have more relevance to the other organisation, it will be forwarded to them for responding.
- Requests for interviews in relation to joint services will be co-ordinated by the lead organisation's communications team as per normal processes. Communications teams will inform their counterparts of such requests when it is felt appropriate to do so.
- Journalists are within their right to approach SBC Elected Members on any issue to gain their political view on a subject matter.