

**NHS 24  
BOARD MEETING**

**22 JUNE 2023  
ITEM NO 9.3  
FOR ASSURANCE**

**COMMUNICATIONS DELIVERY PLAN 2023-24**

|   |  |
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| <b>Executive Sponsor:</b>   | Suzy Aspley, Chief Communications Officer  |
| <b>Lead Officer/Author:</b>   | Lisa Dransfield, Deputy Head of Communications   |
| <b>Action Required</b>  | <p>To note the plan for 2023-24 and attached highlights report for 2022-23</p> <p>The Board is asked to</p> <ul style="list-style-type: none"> <li>• Note the completion of the annual delivery plan for 23/24. See infographic of highlights.</li> <li>• Note for assurance the Communications Delivery Plan for 2023/4.</li> </ul>   |
| <b>Key Points for this Committee to consider</b>  | The 23-24 plan has been designed to deliver against the NHS 24 corporate objectives and covers core areas of output for the team.  |
| <b>Governance process</b>   | The plan was approved by the EMT and will be monitored through Planning and Performance and Staff Governance Committees.   |
| <b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b> | <p>The paper is aligned to NHS 24 strategic and corporate objectives. It is also aligned with key NHS 24 strategies including:</p> <ul style="list-style-type: none"> <li>• NHS 24 Strategy</li> <li>• NHS 24 Workforce Strategy</li> <li>• Key Scottish Government Ministerial Priorities</li> <li>• NHS 24 Realistic Medicine Framework</li> <li>• NHS 24 Strategic and Corporate Risk Register</li> <li>• Excellence in Care</li> </ul> |
| <b>Key Risks</b>  | The plan will help to mitigate against key reputational risks for the organisation.  |
| <b>Financial Implications</b>   | All objectives will be delivered in line with agreed budgets, whether through the corporate communications budget, or specific project budgets.  |
| <b>Equality and Diversity</b>   | All planned activity is carried out in line with NHS 24 policies on Equality and Diversity with appropriate guidance in these important areas, in which the audience is clearly identified and their needs delivered against as far as possible.   |

**1. RECOMMENDATION**

- 1.1 To ask the Board to note the highlights of the Communications Delivery plan for 2022-23 and the key achievements of the corporate communications team contained in this paper.
- 1.2 To ask the Board to note for assurance the Annual Communications Delivery Plan 2023 – 2024. The paper was approved by the EMT on 16 May and reviewed by the Planning and Performance Committee in May.

**2. HIGHLIGHTS**

- 2.1 The Communications Delivery Plan 2023-24 (appendix 2) sets out the high level work plan for the corporate communications team and covers all core areas of responsibility to support the development and delivery of sustainable services, driving high quality staff engagement and promoting our organisation’s key role within the broader health and care system. The Delivery Plan is aligned to the corporate objectives for 2023-24.
- 2.2 The plan will be regularly monitored through updates to the Staff Governance and Planning and Performance Committees.
- 2.3 Where programmes of work require it – e.g., Staff Engagement, Climate and Sustainability, Service Delivery communications, etc, bespoke and detailed communications and engagement plans will be developed in partnership with colleagues and programmes of work will be led jointly where appropriate – eg with workforce colleagues on staff engagement etc.

**3. FINANCIAL IMPLICATIONS**

- 3.1 All activity will be delivered under best value principles and in line with the core budget. Where the team are delivering communications services for other NHS 24 services funded through other directorate budgets, this activity will be delivered on the same principles of procurement and delivering best value.

# COMMUNICATIONS OUTPUT 2022-2023



**96**  
DESIGN  
PROJECTS

## WINTER HEALTH CAMPAIGN

**59%**  
of channel users saw  
campaign

**1 in 3**  
took action to prepare  
for winter illnesses

Know how to get  
the right care,  
in the right  
place



## SOCIAL MEDIA



**89K** TOTAL  
FOLLOWERS



**1.1K** TOTAL  
PUBLISHED POSTS



**701K** TOTAL  
ORGANIC  
ENGAGEMENTS

**23M** TOTAL  
IMPRESSIONS



**197K** TOTAL  
YOUTUBE VIEWS

## PRESS

**28** MEDIA  
RELEASES

## TEAM TALK

**20** EDITIONS

**26K** TOTAL  
ANNUAL VIEWS

## INTRANET

**1.8M**  
TOTAL VISITS

## STAFF ENGAGEMENT

**7** STAFF EXPERIENCE  
GROUPS

**New** STREAMLINED COMMUNICATION  
PROCESS FOR FRONTLINE STAFF

## VIDEO PRODUCTION

**101**  
VIDEOS

**10**  
ANIMATIONS

## SPOTLIGHT AWARDS

- 2 VENUES
- 6 CATEGORIES WITH 21 INDIVIDUAL AND 5 TEAM WINNERS
- >450 NOMINATIONS
- 95% OF ATTENDEES WOULD RECOMMEND TO A COLLEAGUE

## CALL HANDLER & CALL OPERATOR DAY

## OFFICIAL CENTRE OPENINGS

- LUMINA, AURORA AND DUNDEE

## 20TH ANNIVERSARY

- TIMELINE & SPECIAL EDITION OF TEAM TALK
- GIFTS AND RECOGNITION FOR 81, 20-YEAR SERVERS
- 2 CELEBRATORY VIDEOS
- COMMEMORATIVE PIN BADGES

# NHS 24 Corporate Communications

Delivery Plan 2023 – 2024

## NHS 24 Communications:

*create, innovate, transform, inform*

### Creative information



#### Media, Content and Campaigns




- Marketing
- Social, Press, Broadcast Media
- AV and digital content development



#### Corporate

- Internal Communications
- Leadership & Staff Engagement
- Public Affairs & FOI
- Primary & Community Care Engagement & Education

### Measuring Output

-  Activity is on target and progressing according to plan.
-  Activity is likely to be delayed, or to be altered.
-  Activity is unlikely to be completed or will be subject to delays and subsequent impact on delivery.

**In addition to the use of RAG to monitor delivery, activity will also be measured as follows:**

- Publish 20 press releases
- to maintain predominantly positive media sentiment (60% +)
- social media engagement levels to exceed industry standards
- campaign evaluation using annual, comparable metrics
- Ensure 60% of staff engage with Team Talk
- Quarterly evaluation of efficacy of staff communications using research industry methodology

# 1

## Contribution to National Health and Care Priorities (Demonstrating contribution to National and/or Regional working and/or Health and Care Delivery Plan)

| Objective  | Deliverable  | Output Measure   | Lead RAG  | Update  |
|--|--|--|-----------|---|
| <p><b>Media and Campaigns:</b></p> <p>Protect and enhance NHS 24's reputation.</p> | <p>Develop and deliver public communications that:</p> <ul style="list-style-type: none"> <li>- contribute to improved health outcomes by raising awareness and use of range of pathways to care</li> <li>- support the right care, right place ambitions of NHS Scotland</li> <li>- contribute to healthier life expectancy by raising awareness of health and wellbeing</li> </ul> | <p>Communications plans and assets delivered to signpost patients to appropriate care and alternative routes to care.</p>  | <p>LD</p> | <p>Social media</p> <p>Media relations</p> <p>Out of hours</p> <p>Projects</p> <p>Seasonal health campaigns</p> |
|  | <p>Devise, develop and deliver comprehensive health marketing campaigns, seasonally and as required.</p>   | <p>Increase health preparedness activity amongst target audience.</p> <p>Support services at peak holiday periods (particularly Winter and Easter)</p>                               | <p>LD</p> |   |
|  | <p>Provide communications support to NHS 24 services to support demand management.</p>   | <p>Increase health preparedness activity amongst target audience.</p> <p>Promote NHS 24 Online App and NHS inform resources to encourage 'digital first' approach to healthcare.</p> | <p>LD</p> |   |
|  | <p>Effective management of external media relations.</p>   | <p>Predominantly positive sentiment across all media channels.</p> <p>Manage media enquiries in a professional and timely manner.</p>  | <p>LD</p> |   |

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|  | <p><b>Digital:</b><br/>To improve the care and wellbeing of the people of Scotland by making the best use of digital technologies in the design and delivery of services.</p>                                   | <p>Use all available data to drive targeted public messaging.</p>  | <p>Produce Audio Visual content aligned with Arezzo keywords for Pay Per Click campaigns.</p> <p>Enhance digital patient journey with multi-media content to increase use of and satisfaction with digital services.</p> <p>Deliver multi-channel communications directing the public to appropriate digital health and care services including NHS inform self-care products.</p> <p>Work with SG Digital and Comms teams to ensure consistency of messaging.</p> <p>Deliver digital stakeholder toolkits to raise awareness and use of NHS 24's services</p> | LD    | AV outputs including social assets and NHS inform content. |
|  | <p><b>Primary &amp; Community Care:</b><br/>Contributing to improvements in health outcomes through tailored communications and engagement activity across target communities and professional stakeholders</p> | <p>Strategic communications input that targets highest user groups from low SIMD communities on appropriate use of 111 and when to use NHS inform / NHS 24 online app.</p> <p>Support awareness of NHS inform, NHS 24 online app, the 111 service across remote &amp; rural and diverse communities.</p> | <p>Resources and engagement activity delivered across target identified audience groups.</p>   | LM/LD | Toolkits, media relations, stakeholder engagement activity |
|  |   | <p>Develop &amp; deliver communications resources across health &amp; social care/ third sector organisations to support stakeholder knowledge, understanding and appropriate usage of NHS 24's range of services</p>  | <p>Resources and engagement activity delivered across identified stakeholder groups.</p>   | LM    |  |
|  |   | <p>Provide strategic communications input that supports and promotes our main centres as anchor institutions.</p>  | <p>Delivery of targeted communications resources and activity with communities and organisations identified within the engagement delivery plan.</p>   | LM    |  |

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|  | <b>Mental Health:</b><br>Signposting, engagement and partnership activity in support of 111 Mental Health Hub, Breathing Space, NHS inform's new digital mental health zone | Develop and deliver a programme of communications to support public and professional knowledge, understanding and appropriate use of all our mental health services. | Clear communications messaging, promoting awareness and usage, of the most appropriate service – MH Hub, Breathing Space, Digital                                | LM | Signposting, engagement and partnership activity in support of 111 Mental Health Hub, Breathing Space, NHS inform's new digital mental health zone. Internal and external communications outputs, stakeholder engagement activity, toolkit |
|  |   | Continue to provide communications support for the mental health collaborative with Scottish Ambulance Service & Police Scotland                                     | Activity supports information-sharing across the collaborative and wider knowledge and understanding by PS & SAS staff of the Mental Health Hub referral pathway | LM |  |

## 2 Health and Care Leadership Contribution

|  |   |  |  |       |   |
|--|---|--|--|-------|---|
|  | <b>Internal Communications:</b><br>Values-led approach to developing & delivering targeted staff communications | Develop, deliver and support the creation of engaging staff communications through multi-channel approach including<br><br>Team Talk, Intranet & Digital Wallboards                          | Staff are fully informed and engaged with organisational updates and new developments  | LM    | Team Talk, intranet updates and development, digital wallboard implementation updates   |
|  | <b>Leadership &amp; Staff Engagement:</b><br>Delivering improvements in staff experience                        | Lead on the development & delivery of the Staff Experience Improvement Programme ensuring key fundamentals of culture & values, wellbeing, patient safety & visible leadership opportunities | Staff Experience Improvement Programme delivered, and evaluation exercise undertaken   | LM    | Staff engagement and leadership sessions, internal communications and engagement work, staff awards, reward and recognition activity  |
|  |   | Year-long programme of engagement activity that includes Reward & Recognition, Call Handler Day, 21 <sup>st</sup> Anniversary, etc   | Proactive engagement activity and event management delivered with ongoing evaluation.  | LM    |   |
|  | <b>Public Affairs &amp; FOI:</b>  | Comprehensive Public Affairs engagement programme developed that supports knowledge & understanding of NHS 24 services   | Comprehensive Public Affairs engagement programme developed.<br><br>Key relationships and influence developed and maintained to support understanding of NHS 24's key role within the wider NHS. | LM/LD | Comms and engagement planning, events, toolkits, stakeholder engagement newsletter<br><br>Public affairs engagement activity<br>FMQs/parliamentary questions answered<br>FOI's – comms input<br><br>Strategic comms relationships |
|  |   | Strategic communications input to support FOI responses  | Ensures appropriate narrative is articulated within responses.<br><br>Protects NHS 24's reputation.  | LD    |   |

### 3 Contribution to Board Level Priorities (Demonstrating contribution to the delivery of specific Board/Local objectives)

|  |  |  |             |   |
|--|--|--|-------------|---|
| Support NHS 24's ambition to provide sustainable, valued services closer to home.  | Design and deliver communications to champion the approach of NHS 24 in environmental and sustainability approaches. | Ensure our people are aware of their responsibilities in relation to the key themes from the NHS Scotland Climate Emergency and Sustainability Strategy.<br><br>Adopt a digital first approach with all internal and external communications activity. | <b>AMCL</b> | Communications plan delivering outputs to support climate change and sustainability ambitions |
| Support NHS 24 in its ambition to be the service of choice for accessible high quality, clinically safe and effective services for everyone that needs them. | Increased access to 111 services without impact on clinical outcomes.  | Ensure brand integrity and trust in services evidenced via external research and sentiment analysis across all channels.   | <b>NA</b>   | Research commissioned and outputs disseminated  |
| Support NHS 24 in its ambition to ensure it has the right people, technology, infrastructure and working environment to support staff to deliver excellence. | Technology: Communications support to Connect phase II   | All comms requirements delivered.  | <b>LM</b>   | Internal and external communications and engagement   |
|  | People: Staff recruitment and retention activities.  | Recruitment supported across all channels.   | <b>LD</b>   | Recruitment campaigns fully supported with external AV and digital content                    |