

NHS 24 BOARD		16 JUNE 2022 ITEM NO 9.3 FOR ASSURANCE
<u>CORPORATE COMMUNICATIONS</u> DELIVERY PLAN 2022 - 2023		
Executive Sponsor:	Chief Communications Officer	
Lead Officer/Author:	Senior Communications Team	
Action Required	<p>The Board is asked to</p> <ul style="list-style-type: none"> Note the Communications Delivery Plan for 2022-23. The plan is a continuation of the 21-22 plan and will be further refreshed once the organisation's corporate objectives and portfolio review have been agreed for this year. 	
Key Points	<ul style="list-style-type: none"> The Delivery Plan is aligned with NHS 24's current strategic objectives and is the mechanism by which the outputs of the team are monitored, evaluated and adapted. The delivery plan and attached highlights for 21/22 have been to Staff Governance and Planning and Performance Committees. 	
Financial Implications	All programmes will be delivered within the agreed budgets.	
Timing	The new plan covers 2022 - 23.	
Contribution to NHS 24 strategy	The plan is aligned to NHS 24's corporate objectives and strategic intent.	
Contribution to national health and social care landscape.	The document is drafted in the context of an evolving landscape where sustainable service delivery necessitates a flexible, adaptive approach.	
Equality and Diversity Impact Assessment (EQIA)	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 key achievements of the corporate communications team for the 21/22 year.

1.2 To ask the Board to note for assurance the Annual Communications Delivery Plan 2022 - 2023.

2. HIGHLIGHTS

2.1 The summary infographic indicates key highlights of the 21/22 year for the corporate communications team.

2.2 The Communications Delivery Plan for 22/23 sets out the 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.

2.3 The Delivery Plan has been refreshed in light of the development of corporate objectives for 2022/23 and will be aligned with these core piece of work during the year.

2.4 The plan will be regularly monitored through updates to the Staff Governance and Planning and Performance Committees.

2.5 Where programmes of work require it – e.g. staff engagement, Estates Programme, MH services, 111 and the expansion of urgent care, bespoke and detailed communications and engagement plans will be developed in partnership with colleagues.

2.6 The Communications Delivery Plan is drafted in light of NHS 24's continued pandemic response and will remain fully flexible and responsive according to any ongoing risk posed by COVID-19.

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 or procurement and delivering best value.

Objective	<ul style="list-style-type: none"> To protect and enhance the reputation of NHS 24 and all its services To contribute to the delivery of the organisational priorities as part of the Recovery Plan 22 - 23 To provide clear and effective communications and engagement with all NHS 24 colleagues To deliver health marketing campaigns that enable people to make safe and effective choices about their health and wellbeing to contribute to public health To optimise use of digital resources To increase understanding of when to call 111 To support reduction in health inequalities through the provision of inclusive and equitable communications To deliver targeted promotion of our mental health and wellbeing services and resources 												
Audience	All residents of Scotland NHS 24 service users NHS 24 staff NHS 24 stakeholders												
Strategy/ idea	To support the delivery of NHS 24’s priorities, supporting our workforce and enabling citizens to get the right care in the right place by connecting and collaborating across the system.												
Implementation	<p>All available and emerging channels will be used, appropriate to each deliverable.</p> <table border="0"> <tr> <td>- Media relations (proactive, reactive)</td> <td>- Public affairs /engagement</td> </tr> <tr> <td>- Marketing (campaigns, social marketing)</td> <td>- Team Talk</td> </tr> <tr> <td>- Social media (organic and paid-for)</td> <td>- Physical collateral (posters, printed materials etc)</td> </tr> <tr> <td>- Intranet and new digital channels</td> <td>- Staff engagement</td> </tr> <tr> <td>- Audio-visual content</td> <td>- Stakeholder engagement</td> </tr> <tr> <td>- Corporate website</td> <td></td> </tr> </table>	- Media relations (proactive, reactive)	- Public affairs /engagement	- Marketing (campaigns, social marketing)	- Team Talk	- Social media (organic and paid-for)	- Physical collateral (posters, printed materials etc)	- Intranet and new digital channels	- Staff engagement	- Audio-visual content	- Stakeholder engagement	- Corporate website	
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Scoring/ evaluation	<p>In addition to the use of RAG to monitor delivery, activity will also be measured as follows:</p> <table border="0"> <tr> <td>Media Relations</td> <td>Social Media</td> <td>Marketing</td> <td>Internal Communications</td> </tr> <tr> <td>- To deliver 20 press releases</td> <td>- To increase engagement levels, exceeding industry standards</td> <td>- Devise, develop and deliver the NHSScotland winter and Easter campaign</td> <td>- Ensure 60% of staff engage with Team Talk</td> </tr> <tr> <td>- To maintain predominantly positive sentiment (60% +)</td> <td>- To increase access to NHS 24 digital resources through the use of social marketing</td> <td>- Evaluate campaign according to annual, comparable metrics</td> <td>- Quarterly evaluation of efficacy of staff communications using research industry methodology</td> </tr> </table>	Media Relations	Social Media	Marketing	Internal Communications	- To deliver 20 press releases	- To increase engagement levels, exceeding industry standards	- Devise, develop and deliver the NHSScotland winter and Easter campaign	- Ensure 60% of staff engage with Team Talk	- To maintain predominantly positive sentiment (60% +)	- To increase access to NHS 24 digital resources through the use of social marketing	- Evaluate campaign according to annual, comparable metrics	- Quarterly evaluation of efficacy of staff communications using research industry methodology
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External communications				
Deliverable	Benefit	RAG	Timescale/ Lead	Update
111 and digital services (NHS inform and NHS24.scot)				
Communication to support the 111 service – redirection and demand management at peak times.	<p>To help manage demand by raising awareness of alternative routes to care.</p> <p>Making patients aware when 111 demand is at peak with real time communications.</p>		LD	
Manage media relations, both proactive and reactive with ongoing media monitoring	To protect and enhance the reputation of NHS 24 and all its services.		LD	
Manage effective and engaging social media channels with a range of compelling and innovative multi-media content	<p>To engage with audience effectively.</p> <p>To manage online narrative about NHS 24.</p>		LD/CF	

	<p>To raise awareness of NHS 24's digital services.</p> <p>To provide out of hours support to our services at times of high demand.</p>			
Develop audio-visual content to support services and facilitate communications for all audiences	<p>Offers effective and compelling content to deliver messages effectively.</p> <p>Supports social media content.</p> <p>Enhances internal communications and staff engagement.</p>		LD/CF/JS	
Create high quality digital assets to enhance content on NHS inform.	<p>Improved user experience of NHS inform to increase return usage.</p> <p>Messages are clear and support delivery of our services.</p>		LD/CF/JS	
Collaborate with digital team to highlight content according to seasonal and campaign priorities.	Increased awareness and use of NHS inform content.		LD	
Drive improvements to NHS24.scot including (but not limited to):	Real time support for 111 service during periods of increased demand		LM/LD	

<p>Information on when to call 111, what happens when you call 111, alternatives to calling 111.</p> <p>Corporate information – board papers, FOI etc</p> <p>Recruitment.</p>	<p>Increase use of digital resources prior to calling 111</p> <p>Provides accurate and up to date corporate information for stakeholders.</p> <p>Supports candidates in understanding the culture of NHS 24 and the range of roles available.</p>			
<p>Commission and manage outputs of qualitative and quantitative research into awareness, perception and trust in NHS 24 services.</p>	<p>To gauge consumer and stakeholder insights into perception of the brand and services delivered by NHS 24.</p> <p>To inform future developments and communication and engagement activity.</p>		<p>LD/NA</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/NA</p>	

Recruitment

Develop and deploy digital and multi-media communications to support the recruitment of staff to deliver services 24/7

Supporting colleagues in recruitment to increase number of applicants.

LD/NA

Mental Health Services

Continue to create aligned communications and associated engagement activity that supports Stakeholder and citizen knowledge and understanding, and appropriate use of our mental health services.

Promotes awareness and usage of the most appropriate service – MH Hub, Breathing Space, Digital - for mental health and wellbeing needs.

Provides clear consistent messaging across all channels on pathways of care for our service users and professional audiences.

LM/LH

Proactively manage collaboration and provide strategic input on special projects with key partners.

Promote awareness, knowledge, confidence and appropriate use of these projects to key audiences.

Foster collaborative working relationships with key partner and stakeholder organisations.

LM

Internal comms and staff engagement

<p>Develop, deliver and support the creation of engaging staff communications through multi-channel approach including Team Talk & Intranet.</p> <p>Explore and evaluate potential new channels to further engage & inform staff.</p>	<p>Staff are fully informed and engaged with organisational developments.</p> <p>Supports improvements in overall staff experience.</p> <p>Improves reach and effectiveness of internal communications.</p>		<p>LM/AMcC</p>	
<p>Develop and deliver information, resources and activities to support key workforce priorities of staff wellbeing; attendance management; employee retention.</p>	<p>Promotes access and awareness of the range of wellbeing resources and support available to staff.</p> <p>Supports colleagues to deliver effective attendance management activities.</p> <p>Supports recruitment & retention.</p>		<p>LM/CD</p>	
<p>Design and deliver a rolling programme of staff engagement activity that provides opportunities for staff to feel valued, listened to, and involved.</p>	<p>Promotes and supports ongoing improvements in our organisational culture and staff experience.</p> <p>Facilitates open, honest 2-way conversations in line with our corporate values.</p> <p>Supports partnership working with our trade unions.</p>		<p>LM</p>	

<p>Support improvements in staff experience through a range of the engaging activities and events such as Call Handler Day; 20th Anniversary; International Nurses Day, etc.</p>	<p>Supports improvements in overall staff experience.</p> <p>Builds upon feelings of being valued, supporting improvements in employee retention and absenteeism.</p>		<p>LM/AMcC</p>	
<p>Develop and deliver a programme of staff reward and recognition activities.</p>	<p>For staff - Promotes recognition and feelings of being valued by the organisation.</p> <p>For managers - provides encouragement and supporting materials to proactively recognise and thank staff.</p>		<p>LM/AMcC</p>	
<p>Develop and deliver a comprehensive Leadership Visibility Plan providing a range of informal and formal events themed around a year-long programme of celebration & recognition as part of our 20th Anniversary year.</p>	<p>Instil positive attitudes and behaviours in line with our corporate values</p> <p>Develop pride and loyalty working at NHS 24</p> <p>Draw on our collective knowledge and ideas to improve our services, innovate on how we work, providing greater opportunities for involvement by all</p> <p>Build a deeper commitment from colleagues that supports improvements in retention and absenteeism.</p>		<p>LM</p>	

Public Health Priorities and Health Inequalities

<p>Amplify national messages and develop a suite of communications and associated engagement activity that supports our Public Protection, Learning Disability, Gender Based Violence and Alcohol and Drug workstreams.</p>	<p>Builds knowledge and understanding of our roles and responsibilities amongst our own staff, stakeholders and the public.</p> <p>Supports reduction in health inequalities and public protection through the provision of inclusive communications and resources.</p>		<p>LM/CD/LH</p>	
<p>Lead the development of strategies and resources that supports effective Community Engagement activity that educates, informs and supports service users including those from ethnic minority, low socio-economic groups and remote and rural locations.</p>	<p>Supports reduction in health inequalities through the provision of inclusive and equitable communications and resources.</p> <p>Promote awareness and usage of the most appropriate channel for health and wellbeing needs amongst hardly reached and disadvantaged user groups. Supporting health literacy, health confidence and appropriate strategies for seeking health care.</p> <p>Builds knowledge and understanding of NHS 24's services with key influencers, community groups, HSCPs, third and independent sectors.</p>		<p>LM/CD</p>	

Corporate Communications

<p>Provide communications and associated stakeholder engagement support for:</p> <ul style="list-style-type: none"> • Strategic Intent • Strategy Development • Annual Review. 	<p>Supports knowledge and understanding of corporate vision and organisational priorities.</p>		<p>SA</p>	
<p>Provide leadership and support in the development and dissemination of key messages and information in key corporate programmes.</p>	<p>Supports knowledge and understanding of organisational developments.</p>		<p>LD</p>	
<p>Ensure clarity of NHS 24 role and range of services is proactively provided for all stakeholders through comprehensive communications and engagement activity.</p>	<p>Supports effective public affairs activity.</p> <p>Helps stakeholders form a consistent view of NHS 24 and its services.</p>		<p>LM</p>	
<p>Facilitate and support improvements in stakeholder communications with key groups, including Public Partnership Forum, Youth Forum, Strategic Communications network etc.</p>	<p>Supports effective two-way communications and involvement with stakeholders.</p> <p>Provides increased visibility and understanding of our relationships, roles and responsibilities.</p>		<p>LM/LD</p>	

- ↑ 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.

COMMUNICATIONS OUTPUT 2021 - 2022



Hide behind 'I'm fine'
**NEW RADIO
AD CAMPAIGN**
Launched in Highland

NEW WINTER HEALTH CAMPAIGN

62% took action due to campaign, and 72% of total planning to do so

NHS Inform **80%** recognition rose to



SOCIAL MEDIA



84,250

FOLLOWERS

1.6K

PUBLISHED POSTS



370K

ENGAGEMENTS



30M

IMPRESSIONS



TEAM TALK

28

EDITIONS

17,020

TOTAL VIEWS SINCE
MAY LAUNCH

INTRANET

1,302,878

TOTAL VISITS

VIDEO PRODUCTION

92

VIDEOS

20

ANIMATIONS

48

WELLBEING
'SPOTLIGHT' ARTICLES

WINNERS

BREATHING SPACE WEBCHAT

INNOVATIVE MENTAL
HEALTH SERVICES AWARD
- HOLYROOD DIGITAL
AWARDS 2022

BEST USE OF TECHNOLOGY IN HEALTHCARE

NHS INFORM COVID PORTAL
- HERALD DIGITAL
TRANSFORMATION AWARDS 2021

FINALISTS

MENTAL HEALTH DIGITAL MARKETING

-HERALD DIGITAL
TRANSFORMATION AWARDS

MH PATHWAY

SCOTTISH HEALTH AWARDS

MH REDESIGN

SCOTTISH HSJ VALUE AWARDS