

Communications Delivery Plan 2019 – 2020

February – April 2020

Media and Campaigns			
OUTPUT	OBJECTIVE	RAG	UPDATE
Media relations.	<p>Increase public knowledge of NHS 24 services.</p> <p>Protect reputation through media management.</p> <p>Improve stakeholder engagement through proactive media.</p> <p>Manage reputation with reactive and proactive PR.</p>	Green	<p>The team have worked hard to enhance and protect the reputation of NHS 24 at a time of significant profile and scrutiny. This has involved proactive relationship management and at time robust conversations about the services we have delivered. There was a notable increase in media enquiries during the early weeks of the pandemic and the team handled daily enquiries and requests from broadcast media for access and interviews. This included BBC Radio Scotland, BBC TV, STV and Good Morning Britain. In total there were 28 media requests over a three week period.</p> <p>Over the period covering COVID-19 NHS 24 largely found references in the media were neutral i.e. ‘call NHS 24 if you have worsening symptoms’. There were several articles including in the national media which have highlighted as positive, particularly praising the work of NHS 24 staff.</p> <p>Ask the Doc</p> <ul style="list-style-type: none"> • Between Feb-Apr - Ask the Doc health columns were published 26 times, featuring in the Aberdeen Evening Express, Dundee Evening Telegraph and the Highland News.

<p>Communications and engagement activity to support Breathing Space.</p>	<p>Create compelling content across all channels to inform and educate people to look after their mental health.</p> <p>To raise awareness of the Breathing Space service.</p> <p>To encourage people to speak up about their mental health.</p>	<p>Green</p>	<p>Completion of scheduled advertising campaign in the Borders (digital, radio, washroom panels).</p> <p>Very proactive promotion of steps to look after your mental wellbeing across radio and social media in response to coronavirus. This included recording video, audio and media interviews with staff who are mainly home based.</p> <p>Electronic Breathing Space resources sent to a broad range of organisations on request, delivering key information to our stakeholders during a challenging period.</p>						
<p>Monitor press, broadcast, digital and social media channels.</p>	<p>To identify emerging themes or issues and develop appropriate response.</p>	<p>Green</p>	<p>Coverage 1st February to April 30th 2020:</p> <table border="0"> <tr> <td>Print</td> <td>640</td> </tr> <tr> <td>Broadcast</td> <td>10</td> </tr> <tr> <td>Online</td> <td>1357</td> </tr> </table> <p>These were largely positive or neutral information pieces mentioning NHS 24 services.</p>	Print	640	Broadcast	10	Online	1357
Print	640								
Broadcast	10								
Online	1357								
<p>Produce audio-visual materials to support internal and external communications and engagement.</p>	<p>To increase public Understanding and awareness of NHS 24 services.</p> <p>To improve reach and efficiency of recruitment drives, national health campaign, and the promotion of general health information</p>	<p>Green</p>	<p>The AV team produced a significant amount of content to support the response to coronavirus including:</p> <p>50 Graphics</p> <ul style="list-style-type: none"> - NHS 24 Social Media - Digital displays (airport and Murrayfield) - NHS inform coronavirus toolkit <p>47 videos</p> <ul style="list-style-type: none"> - NHS 24 social media - NHS inform coronavirus toolkit <p>10 animations</p>						

			<ul style="list-style-type: none"> - NHS 24 social media - NHS inform coronavirus toolkit
Deliver Be Health-Wise Easter and Winter campaigns.	<p>Increase health preparedness activity amongst target audience.</p> <p>Support services at peak holiday periods (particularly Winter and Easter)</p>	<p>Green</p> <p>Red</p>	<p>Be Health-Wise This Winter Effectiveness Evaluation was completed in February.</p> <p>Usage of NHS 24 was in line with previous years and the service received high satisfaction ratings from users. Positive increases in awareness and trust of NHS 24 services were also noted.</p> <p>Approval for both Dr Owl and other characters remains high and campaign messages were considered useful by respondents.</p> <p>Due to the coronavirus pandemic Easter messages were no longer considered suitable. An outdoor and digital campaign ran with the message to improve access to self-help guides was delivered instead and funding redirected to support national messaging on Covid response.</p>
Deliver health Information campaigns.	Improve public understanding around the range of services delivered by NHS 24.	Green	Current health campaigns supporting services during the coronavirus include PPC, NHS 24 app, NHS inform chatbot and the automated phone line. These are a combination of digital and press and have been delivered to support the work of our digital team.
Manage implications of potential EU Exit.	To ensure NHS 24 staff and services are able to respond to any potential changes post EU Exit.	Green	There has been no recent work in this area.
Manage social media content for all NHS 24 channels.	Create compelling content to enable citizens to manage their health and wellbeing. Support the development and	Green	NHS 24's social media channels were designated by the Scottish Government as the public facing channels for COVID-19 content. It has been an extremely busy period, with significant levels of output and collaboration with colleagues across SG. As a consequence all channels have been extremely busy and NHS 24's channels lead in the health sector in Scotland.

	<p>delivery of peer-to-peer professional engagement via Twitter.</p>	<p>Stats</p> <ul style="list-style-type: none"> - 9451 New Facebook followers - an increase of 28% - 8250 new Twitter followers - an increase of 49% - 1024 new Instagram followers - an increase of 64% - 200,738 Facebook video views - 9,365 YouTube video views - 180,996 Twitter video views - 5,738,571 Facebook page reach - 3,567,422 Facebook post reach - 387,250 unique user engagements on Facebook - Average Instagram engagement rate - 2.46% (good) - Average Facebook engagement rate - 3.5% (very high) - Average Twitter engagement rate - 1.4% (very high) - 7,600,000 twitter impressions - 4,385,342 facebook impressions <p>Total page followers -75626 Total Twitter engagements – 2420 Total Instagram engagements – 175 Average Facebook Engagement Rate - 4.7%</p> <p>All of our pages have continued to grow month on month with little to zero paid marketing. Our page has noticed an upturn in numbers and engagements as news of COVID-19 increased. Our Facebook messenger and Twitter have each received a number of (sometimes complex) clinical questions from the public.</p> <p>We are also investigating advanced social media features such as messenger chat bots and automated posting.</p>
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<p>Proactive communications and engagement activity to promote our range of Mental Health services.</p>		<p>Green</p>	<p>Instigated and co-ordinated the COVID-19 mental well-being section on NHSinform for launch by First Minister.</p> <p>Supported the creation of the national signposting site clearyourhead.scot, featured in a national 360 marketing campaign for which NHSinform, the mental health hub at 111, Breathing Space are essential elements.</p> <p>Continue to create a range of supporting MH information for social media, and other media channels.</p> <p>Continue to liaise with SG colleagues to coordinate content and messaging.</p>
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Internal Communications and Engagement

OUTPUT	OBJECTIVE	RAG	UPDATE
<p>Produce quarterly staff engagement magazine Insight.</p>	<p>Provide relevant and engaging content for the staff of NHS 24</p>	<p>Green</p>	<p>A spring edition of Insight was published in April featuring many of our staff across the front page, and thank you messages from our Chair, CEO and the public. Staff were encouraged to recycle their edition or take it home due to the current infection control advice. The next edition is planned for July.</p>
<p>Deliver communications and engagement as an integral part of the Frontline Shift Review.</p>	<p>Improve understanding of the purpose of the Review. Supporting NHS 24's strategic aims to improve patient care.</p>	<p>Green</p>	<p>Work on Phase 2 shift review has been paused.</p>

<p>Support internal projects and programmes through a range of communications tools and platforms to enhance staff knowledge and engagement.</p>	<p>Work with colleagues throughout the organisation to create content that keeps employees up to speed with organisational information.</p>	<p>Green</p>	<p>We supported a wide range of internal projects, including the Estates projects which continue to be a key focus for us.</p> <p>Clyde Relocation In March, we were able to update staff on the preferred location for the new site, Aurora House, as well provide a briefing document on the building itself. A further communications was issued in early May updating staff on the progress being made through the COVID-19 pandemic.</p> <p>HQ/Cardonald Test of Change Following a review of the ToC, we moved pods A, B and C to business as usual, and all other pods within HQ moved into the ToC. All staff in HQ are now sharing desks with frontline colleagues. We communicated with staff throughout and feedback was brought to the review meeting, and actions taken away to address any issues.</p>
<p>Staff engagement and internal communications support</p>		<p>Green</p>	<p>Norseman House Reconfiguration Communications has supported staff in the reconfiguration activity by providing them information briefs and timings before the activity began, and once complete.</p> <p>COVID-19 Internal Our engagement and internal communications has been highly responsive and aimed at supporting and signposting our staff throughout the pandemic period. We have utilized everything in our toolkit and been innovative in how we have delivered communications, using everything from simple bright posters to create a rainbow of thank yous, to staff briefings, intranet content and video. We have had excellent feedback from our people on the range and quality of our communications.</p> <p>Intranet pages To support the response to COVID-19, we created a dedicated Coronavirus section on the intranet, and linked to it from a button on the homepage. We uploaded all of the content for staff on these</p>

			<p>pages and supported them through other channels of communications, i.e. email, Team Talk. We included a section that was dedicated to line managers.</p> <p>Team Talk To support the volume of messages to be communicated to staff, while acknowledging the restrictions on their time to read the information, we moved Team Talk to weekly. Team Talk provides small chunk sized pieces of information from raising awareness of important COVID-19 messages and emails, to wellbeing resources and free apps. The issue would link to information that was available on the intranet.</p>
<p>Develop and deliver staff reward and recognition activities.</p>	<p>Support the development of a healthier and happier workforce, where employees feel valued and their efforts are celebrated.</p>	<p>Green</p>	<p>Recognition Cards A supply of the cards was issued to managers within our centres (CSMs and Team Leaders for service delivery) with a reminder to use them to acknowledge and celebrate staff efforts.</p> <p>Public Praise/Compliments The high volume of compliments from the public through the COVID-19 response are being highlighted across our centres via large colorful posters. We are also emailing staff, promoting via Team Talk and the intranet.</p> <p>Primark Bags Communications were approached by Primark who wanted to show their appreciation of NHS staff through free goodie bags. We worked with Primark to organize the bags which were distributed to our main and local centres for staff to enjoy and were extremely well received.</p>

Corporate Communications			
OUTPUT	OBJECTIVE	RAG	UPDATE
Expand AV Production capability and delivery.	To increase output of multi-media content.	Green	The expansion of the AV team has proved timely with the demand for content due to COVID-19 significantly increased. The team has produced 50 graphics, 47 videos and 10 animations as part of the comms response to COVID.
Report key activity to Executive Team, Board and appropriate committees.	To allow senior level monitoring of progress against agreed objectives.	Green	The Communications Delivery Plan has been updated regularly and work has started on an updated plan for 2020/21.
Team Development	Develop and strengthen the team to support the delivery of the plan and to protect individual health and wellbeing.	Amber	Individual development plans are in place, although some initiatives have been unable to be completed due to the Covid response requirements.
Produce communication materials, in collaboration with Scottish Ambulance Service, Police Scotland, Service Delivery and Service Development colleagues, to support the Mental Health Hub.	To increase knowledge and understanding of the key aims and objectives of the Collaborative and the public promotion of the Hub.	Green	There has been some outstanding stakeholder engagement and support during Covid delivered by the team with comprehensive support and comms management for the Mental Health Hub which has continued throughout the last quarter including input to SG's Clear Your Head campaign. The Together Lets Care for your Mental Health campaign – due to launch in ~February - has been put on hold until later this year. The AV team produced a short film about the mental health hub which has now been adopted by Police Scotland's training team.

<p>Develop and deliver corporate comms and engagement in support of the Change Portfolio</p>	<p>Increase awareness and understanding of the following key programmes of work: Primary Care Reform Mental Health Service Redesign NHS 24 Service Model Connect Programme</p>	<p>Green</p>	<p>Communications continued over the last quarter to provide strategic input into the Connect Programme as well as providing proactive comprehensive support for a range of Mental Health and Primary Care activities in response to the pandemic. These included developing bespoke primary care communications toolkits to support GP practices, care homes and carers and dental as well as a range of materials to promote mental health services</p>
<p>Public Affairs Support political engagement with relevant stakeholders. Support PQ responses, Ministerial briefings and visits by MSPs/ MPs and European delegations to NHS 24 contact centres.</p>	<p>Stakeholders have a more Consistent view of NHS 24 services and know how they are aligned.</p>	<p>Green</p>	<p>Communications provided proactive corporate affairs activity throughout the last quarter that has not only supported and promoted NHS 24s range of services with key stakeholder groups, but has also created new networks of contacts that we will continue to build upon to further enhance and strengthen NHS 24s reputation and relationships. This includes establishing an ongoing group of partners within NHS 24, partner boards, Scot Gov and Third Sector, to meet and share resources to support the ongoing mental health challenges of COVID-19, now and for the near future. We have provided a bespoke resource to Scottish Care for distribution through their networks, outlining the range of support available to care home staff via NHS 24, including advice on using NHS inform and 111 during the pandemic, in addition to information supporting wellbeing, bereavement, money worries and other related concerns.</p>
<p>Support the delivery of the NHS 24's Annual Review.</p>	<p>Liaise with appropriate departments to provide communications support at Annual Review</p>	<p>Amber</p>	<p>Communications is liaising with colleagues to support any stakeholder engagement activity and we will produce a highlights video in place of an Annual Report.</p>

<p>Lead comms for national board collaborative offering strategic advice and guidance, including proposed national engagement activity on new models of care.</p>	<p>To improve awareness of collaborative working.</p>	<p>Green</p>	<p>The HoC continues to lead the national collaborative group and this has continued virtually during Covid, with support provided specifically to the AV for the new NHS Louise Jordan national hospital which was very valued by the team there, enhancing the reputation of the team and NHS 24 as a result.</p> <p>NHS 24's senior communications management team have over the year supported a number of requests for help from several health boards and even during the Covid pandemic have been able to support content for the NHS LJ, as well as responded to a request from SG to help with the development of staff wellbeing resources for health and social care organisations.</p>
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