

SUMMARY REPORT		
Transformation Board Meeting in Public	8 August 2018	Item: 07ii
Title of report	Strategic Communication Update	
SRO	Jackie Pendleton, Chief Officer, Kernow CCG	
Author(s)	Sharon Davidson, Interim AD Strategic Communications, Shaping our Future	
Purpose of report	This report provides assurance for the communications activity to date and agreement to future activity planned.	
Recommendation	Transformation Board is recommended to review and endorse this report note this report.	
Engagement and Consultation Undertaken to Date	Communication is reported to Transformation Team and Integrated Care Partnership. SoF communication is the focus of all Communication Hub meetings. The Communication Hub is a collaboration of all partner organisations Heads of Comms or their representatives.	

Executive Summary

In April 2018, we set out to put in place some strategic communications systems, processes and practices which would support Shaping our Future. This included:

- Develop a full communications and engagement strategy for Shaping our Future
- Development of social channels
- Raise awareness of SoF at the Royal Cornwall Show
- Produce a Healthwatch Cornwall/SoF information film
- Develop the SoF website
- Develop traditional communication vehicles/branding guidance

Over this period, more than a dozen additional supporting initiatives have also either been put into place or are already in planning, as outlined in this report in respect to:

- The Communications Hub
- Staff communications/event
- Media training
- Radio Cornwall phone-in
- Web development
- Shared workspace
- Content generation
- A range of narratives
- Campaign ideas (summer and thematic)

- Digital Stories
- Resource plan
- Staff and public facing Vlogs
- Comms and engagement action plan

This report updates the Board on these issues.

Interdependencies with other work streams (where relevant)	Much of this work will help to assess the impact of each work stream's transformation projects across all services, partner organisations and sectors. Communication has been addressed at Integrated Care Partnership; Citizens Advisory Panel; and Transformation Team, as well as a range of other bespoke project meetings.
Financial implications	Strategic communications is operating within the allocated budget.
Key Risks	The biggest risk to the Shaping Our Future programme is that any major service changes are not supported by local people, practitioners, elected representatives and NHS England. The recommended strategic communication and co-production approach is designed to ensure the Shaping Our Future transformation programme succeeds. Feedback on co-production has been positive, but whilst foundations are being established for communications, there is more to do in terms of comms impact.
Sources of evidence in support of proposals	Communication channels to support digital developments outlined in this report include: Hootesuite; Facebook; Twitter; SoF website. Healthwatch Cornwall; Volunteer Cornwall; Transformation Team; Citizens Advisory Panel and Integrated Care Partnership have all provided feedback to date which has informed the developmental process across the Communications and Engagement function.
Equality and Diversity Statement	Impact of communications on a range of groups is considered in the draft Communications and Engagement Strategy. Communication activity has been sensitive to this and has adopted a range of techniques to address any potential impact. For example: a signer was used at the Royal Cornwall Show and subtitles have been used on the film collaboration with Healthwatch Cornwall.
Communications requirements	The strategic engagement and communication programme is already underway, with publication of press releases, newsletters and website content. In addition, a variety of materials and information are being or have been prepared to further raise awareness of SOF's work. This includes the creation of a series of bitesize brochures providing SOF's case for change, vision and priorities, and a broad overview of its improvement plans; a QR coded ¹ poster for all waiting areas that directs people to the SOF website; a flyer that CAP and other members of SOF's wider partners can share with their stakeholders.

¹ A QR Code (it stands for "Quick Response") is a mobile phone readable bar code that can store website URL's, plain text, phone numbers, email addresses and pretty much any other alphanumeric data.

1. Introduction and Background

1.1 In March 2018, from a strategic communications perspective, early priorities were identified as:

- Develop a communications and engagement strategy;
- Develop 4 social media channels;
- Have a presence at the Royal Cornwall Show;
- Produce a Healthwatch Cornwall/Shaping our Future Film to demystify SoF and integrated strategic commissioning;
- Re-develop the SoF website; and
- Update traditional communication vehicles.

2. Where are we now?

Communications and Engagement Strategy

2.1 The draft Communications and Engagement Strategy has been developed by the Shaping our Future Communications Hub. It addresses all routine comms and engagement issues as well as all relevant NHS England mandated issues. It, therefore, covers:

- Vision
- Foundations for good communications and engagement
- Review
- Comms and Engagement approach for 2018/2021
- Key messages
- Channels
- Resources
- Branding
- Accountability, Assurance and Evaluation
- Associated Comms and Engagement Action Plan

2.2 The principle elements of the strategy are currently being socialised and have been shared and comments are being received (and incorporated), from:

- Integrated Care Partnership (senior SoF leaders in transition)
- Citizens Advisory Panel (expert advisory people)
- Transformation Team (staff)

We will also be seeking views from the Integrated Strategic Commissioning Steering Group.

Development of Social Channels

2.3 Shaping our Future has developed four social media channels: Facebook; Twitter; Instagram; YouTube. Through the Royal Cornwall Show alone, we improved our reach as follows:

- Facebook: +1.1k% (reach – up to 3.6k); +1k (post engagement – up to 1.1k); +110% (new page likes)
- Twitter: 463.2% (reach – up from 2 to 321)
- Additionally, Volunteer Cornwall had reported 50% recognition rate at a previous Citizens’ Advisory Panel meeting; and

Royal Cornwall Show: 7/8/9 June 2018

2.4 2018 was the first year when Shaping our Future had a specific presence in its own right. The Radio Cornwall phone-in show signposted to the SoF stall at this event. In total, six members of staff were present over a period of three days. Our presence was a great success; we conducted and recorded 120 face to face conversations over the three days and used these to publicise SoF work; as well as a lot of social media which produced the above statistics.

We had a range of activities taking place at our stall, including:

- iCareiMove doing chair exercises (Live as healthy as possible for as long as possible);
- EPIC – technology enabled care (robotics)
- Signer – translating conversations into sign language (widening access to health and care conversations)
- Demonstration of the website and social media channels (widening reach)

This would be well-worth repeating in 2019.

Healthwatch Cornwall/Shaping our Future Film

2.5 A film has been produced by Healthwatch Cornwall, commissioned by Shaping our Future, which addresses what SoF is and also how the role of Strategic Integrated Commissioning sits within it. It responded to feedback from the earlier Inquiry Days about joint strategic commissioning. This will be a feature of the Summer SoF campaign; be used on the website; and also across all social media platforms.

SoF Website

2.6 The website is currently delivering the following results (statistics collected 26 July 2018) after its relaunch, and work has been undertaken by the newly reconstituted Web Development Group:

Last 7 days	Last 30 days	Last 90 days	1 year
194 users	522 users	1,429 users	5,359 users
1,443 page views	4,692 page views	13,771 page views	33,859 page views

More work is to be done on ensuring our key messages are reinforced in all content but it is clear that impetus is being achieved.

Traditional communication vehicles/Branding

2.7 A June newsletter was published. A new process has been agreed for the future as follows:

- We will publish timely articles on the website as they are relevant/available;
- We will draw this information into a quarterly staff newsletter thereafter;
- Next newsletter will be published in September 2018

2.8 The SoF branding was relaunched and templates and guidance were developed and circulated by members of our communications team locally.

3. New Initiatives throughout this period

As well as the early priorities, more than a dozen new SoF initiatives have been delivered or are in development, as follows:

Communications Hub has formed for collaboration purposes

3.1 The Communications and Engagement Hub, constituted from all partner organisation Heads of Comms or their representatives, meets monthly and has recently instigated weekly telephone conference calls. This is an initiative to gain commitment and collaboration amongst the communications and engagement staff from every partner organisation.

3.2 The conference calls are intended to draw relevant content from developments across all partner organisations. This is making slow progress due to capacity issues, but has commenced and will continue.

3.3 A variety of marketing materials and information are being or have been prepared to further raise awareness of SOF's work including:

- The creation of a variety of social media campaigns with infographics to support the messaging;
- the creation of a series of bitesize brochures providing SOF's case for change, vision and priorities, and a broad overview of its improvement plans;
- a QR coded poster² for all GP waiting areas that directs people to the SoF website. Other areas will clearly be suitable for these too;
- a flyer that Citizens Advisory Panel and other members of SoFs wider partners can share with their stakeholders; and
- SoF-branded pop-up stand for people to use at events.

Radio Cornwall phone in show

3.4 A Radio Cornwall phone-in show was undertaken on 4 June 2018, prior to the Royal Cornwall Show. The panel was comprised:

² A QR Code (it stands for "Quick Response") is a mobile phone readable bar code that can store website URL's, plain text, phone numbers, email addresses and pretty much any other alphanumeric data.

- Sally Turner (Citizens Advisory Panel/SoF)
- Amanda Stratford (Healthwatch Cornwall);
- Malcolm Stewart (SoF); and
- Caroline Court (Public Health/SoF)

3.5 The key objective was to signpost our presence at the Royal Cornwall Show and to raise awareness of integration and collaborative work already underway between partners in the system.

Web Development Group re-established

3.6 Reconstituted group which has representatives from stakeholder groups. The following recent developments are now live (and growing monthly):

- SoF vision and commitment statements are now visible on the front page bottom banner
- Events calendar up to date
- Article about IoS transformation programme published
- June newsletter published and promoted on social media
- Public facing SoF brochure drafted
- Recent articles include:
 - Fuel poverty (staying as healthy as possible for as long as possible)
 - Perranporth event (healthy and happy living in your community)
 - Digital Skills Support (digital skills for better self care)
 - Towards a Healthier West Cornwall Event advertisement (staying as healthy as possible for as long as possible)
 - Connecting Cornwall events (practitioner events to connect people with the right health, wellbeing and social care support)
- A weekly poll question about user experience appears at mid-day every Thursday, on the website.

Summer SoF Campaign

3.7 The summer campaign commenced at the Royal Cornwall Show with activity focused on raising awareness of SoF and how to engage with the plethora of system wide improvement activity taking place. Following on from the Show, a SoF Campaign will run throughout July/August/September. The campaign will also be supported by a presence at key town locations and events to share information about health services and SoF messaging. It contains a range of activity spanning system pressure relief messaging, SoF awareness messaging, the launch of the Healthwatch/SoF film, a self-care management week, a model of care week, launch of a series of digital stories highlighting patient and staff experiences, a technology enabled care week. Social media adverts and key messaging directing people to the website will also be run throughout the campaign to help drive traffic and raise awareness.

Digital Stories campaign secured

3.8 Health and care staff carry within them a vast reservoir of expertise and experience that is essential to understanding how care and support can be better delivered.

3.9 The intertwined relationship between care and staff well-being has been likened to the double helix, with positive staff experience linked to positive user experience. The stories we tell each other are like the DNA of care, transmitting information and shaping cultures, offering learning opportunities and, sometimes, healing.

3.10 With funding from NHS England and support from Patient Voices we are producing four digital stories, each with its own strong patient and staff story on 28/29/30/31 August 2018.

Five narratives and Executive Brief developed

3.11 Since April, we have developed a range of narratives across a mix of SoF functional areas. These are being used for messaging when necessary.

Resource plan

3.12 A bespoke communications and engagement plan is being developed for each transformation project in collaboration with project leads to enable targeted, meaningful and proportionate communications to be developed and aligned.

3.13 From this, workload will be allocated fairly across all members of the communications and engagement hub to meet the demand for communications and engagement support that will be needed to evaluate the impact of the extensive transformation programme underway.

Staff Event (9 October 2018)

3.14 A staff event is in development, to engage staff in the wider integration and collaborative work underway, against a common theme of Technology Enabled Care Partners in this staff event are: Shaping our Future; EPIC; and New Frontiers. This will be a keynote opportunity to showcase the range of integration, improvement and collaboration in effect within the system, and to engage staff in the wider picture of what is going on in SoF. Staff can attend if available and also engage with the event via live stream and/or viewing a recording.

Communications and Engagement Action Plan drafted (aligned to SoF system priorities)

3.15 As a result of the work the Comms Hub has undertaken, as well as obtaining access to project update reports, a communications and engagement action plan to March 2019 is being compiled.

Media Training

3.16 Shaping our Future has refreshed the list of media trained personnel to supply sufficient numbers of spokespersons for a range of programme media activities. This will provide better availability for timely comment and response for the programme, with a focus on supporting clinicians to lead our public dialogue.

Thematic Campaigns with Cornwall Council

3.17 Two thematic campaigns are being planned for September, which will both be aligned to how to stay well for longer, a key SoF theme.

Objectives have been set

3.18 The Shaping our Future communications and engagement function now has clear alignment between system priorities, communications and engagement function objectives, and objectives for future SoF-specific roles.

4. Recommendation

4.1 Transformation Board is recommended to review and endorse this report.