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Agenda Item: 15.

Integration Joint Board

Date of Meeting: 10 February 2021.

Subject: Communication and Engagement Strategy

1. Summary

1.1. This report presents an updated version of the Board's integrated Communication and Engagement Strategy, incorporating elements of existing Orkney Islands Council and NHS Orkney strategies.

2. Purpose

2.1. The IJB is invited to consider the updated Communication and Engagement Strategy.

3. Recommendations

The Integration Joint Board is invited to:

3.1. Approve the Communication and Engagement Strategy, attached as Appendix 1 to this report.

4. Background

4.1. The IJB's first Consultation and Engagement Strategy was approved in 2018. This revised Strategy examines the legislative context of consultation, national and local standards for consultation and engagement, as well as the methodology for dissemination of information and consultation with stakeholders.

5. Contribution to quality

Please indicate which of the Orkney Community Plan 2019 to 2022 visions are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	Yes.
Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	No.

Equality: To encourage services to provide equal opportunities for everyone.	Yes.
Fairness: To make sure socio-economic and social factors are balanced.	Yes.
Innovation: To overcome issues more effectively through partnership working.	Yes.
Leadership: To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	Yes.
Sustainability: To make sure economic and environmental factors are balanced.	Yes.

6. Resource implications and identified source of funding

6.1. Whilst there are no additional sources of funding available to implement this strategy, it is assumed this strategy will run alongside both the existing Orkney Islands Council and NHS Orkney Communication and Engagement strategies and resources.

7. Risk and Equality assessment

7.1. There is an identified risk of inadequate communication and engagement on behalf of the IJB with key stakeholders and the wider public, which could result in poorer planning and delivery of services, and less joined-up working. Developing and implementing this strategy is part of the risk mitigation activity for the identified risk.

8. Direction Required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.
Both NHS Orkney and Orkney Islands Council.	No.

9. Escalation Required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.
Both NHS Orkney and Orkney Islands Council.	No.

10. Author

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12. Supporting documents

12.1. Appendix 1 – Orkney Health and Care Consultation and Engagement Strategy 2021-2022



Communication and Engagement Strategy 2021 – 2024

Date.	Name.	Position.	Version Approved.
December 2017	Caroline Sinclair	Chief Officer	Version 1.0.
February 2021	Shaun Hourston-Wells	Project Manager	Version 2.0.

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1. Communication and Engagement – Introduction

Integration of community health and social care services began in Orkney in 2010 when Orkney Islands Council (OIC) and NHS Orkney established a partnership which we called Orkney Health and Care; joint working has become the norm in Orkney.

More recently we have established an Integration Joint Board (IJB), known locally as Orkney Health and Care (OHAC). This IJB is responsible for planning, commissioning and overseeing the service delivery and performance of those functions delegated by OIC and NHS Orkney.

OHAC wants to ensure the voices of the most vulnerable are heard in Orkney and ensures that OIC and NHS Orkney Board are proactively involving service users, their families, carers, staff, the Third Sector and other key partners, to inform future commissioning decisions.

In this regard, OHAC want to make sure that stakeholders have positive opportunities to get involved and influence the way services are commissioned.

We know that people who are better informed and engaged about services are far more likely to feel satisfied with those services. Effective communication leads to better planning and commissioning decisions, an improved reputation, and stronger, more positive relationships with stakeholders.

The way we communicate is evolving to meet changing needs and expectations, as does the way we engage with our stakeholders, notably OIC, NHS Orkney and wider community planning partners. The Strategy has been updated to reflect this. It is designed to guide the work of the IJB over the period 2021 to 2024 in how it communicates with its wider stakeholders.

It sits alongside the OIC Communication Strategy, the NHS Orkney Communication and Engagement Strategy and The Orkney Partnership Board Communication and Engagement Strategy.

2. Background

The functions overseen by the IJB are important to people across our community. As we plan and commission services, we will ensure people are well informed about community health and social care services, and how they can share their views and ideas with us. As well as more traditional methods of communication, we are developing innovative new approaches to communication, active participation and community engagement.

3. Legislative Context

Integration of health and social care is the Scottish Government's ambitious programme of reform to improve services for people who use health and social care services. The Public Bodies (Joint Working) (Scotland) Act 2014, is the legislative context of Integration and sets out key planning, commissioning and outcomes principles of which Communication and Engagement are key components.

There are several other drivers, including local and national policies, guidance and legislation, which place a duty on OHAC to communicate and engage with the public.

3.1. Community Empowerment (Scotland) Act 2015

This Act helps to empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decisions about public services.

Part 10 of the Act focuses on **Participation in Public Decision-Making**. ‘A new regulation-making power enabling Ministers to require Scottish public authorities to promote and facilitate the participation of members of the public in the decisions and activities of the authority, including in the allocation of its resources. Involving people and communities in making decisions helps build community capacity and also helps the public sector identify local needs and priorities and target budgets more effectively.’

The Orkney Partnership Board leads on this locally through a number of groups who champion key priorities for Orkney, two of which directly relate to health and care services. They have produced a Local Outcomes Improvement Plan (LOIP) that describes what Orkney aims to achieve by working in partnership, over and above what could be achieved by working as individual organisations. It shows the strategic priorities for action and how they have been selected. If you would like to know more about the community planning arrangements in Orkney and who the key stakeholders are, please click [here](#).

3.2. National Health and Wellbeing Outcomes

The National Health and Wellbeing Outcomes are high-level statements of what health and social care partners are attempting to achieve through integration and, ultimately, through the pursuit of quality improvement across health and social care.

Outcome 8 concentrates on engagement: ‘People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide’.

3.3. NHS Reform (Scotland) Act 2004

This Act places a duty on NHS Boards to engage with local communities in developing the shape of health services. The duty to engage with the public extends to every part of NHS Orkney and goes beyond those functions delegated to the IJB.

3.4. NHS Staff Governance Standard

This is the overarching NHS policy for partnership working, employment practice and employee relations. The standard specifies that all NHS staff are entitled to be:

- Well informed.
- Appropriately trained and developed.
- Involved in decision which affect them.
- Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued.

- Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

3.5. Co-production

This is essentially where professionals and citizens share power to plan and deliver support services together, recognising that both partners have a vital contribution to make. Further information on co-production can be found at the [Scottish Co-production Network](#).

It is the aim of this strategy to define the vision and the framework, and create the conditions, where people's views really do count. It is about creating an environment in which more people actively work in partnership, alongside the IJB, shaping how we plan and commission services that improve the health and well-being of the people of Orkney.

4. How will OHAC Communicate and Engage?

The following guiding principles will be at the heart of our communications and engagement activity:

- Good communication is everyone's responsibility - from the Chief Officer (who is accountable to the Chief Executives in OIC and NHS Orkney) to their respective front-line staff.
- This needs to be a two-way process. It is important to seek and listen to the views and opinions of the public and staff.
- Communications and engagement activity will be focused, targeted and relevant.
- Communications should be timely with information quickly communicated once available.
- Communications will be proactive, open and transparent.
- The language and format used to communicate and engage will be right for the target audience. In most cases this means in plain English and jargon free.
- Written materials will be made available in formats that are accessible to all.
- Staff have a right to be well informed and have the opportunity to provide views, ideas and other feedback.

5. National Standards for Community Engagement

Consultation and engagement provides residents and other stakeholders with the opportunity to have a say in the planning, prioritising and development of services.

As explored later in this document, the way we do this embraces modern and traditional methods of consultation and engagement. The Orkney Partnership Board has developed guidelines for good practice (available [here](#)), a template upon which all OHAC consultations are based.

Included in the guidance are the National Standards for Community Engagement between communities and public agencies:

- Inclusion: We will find out which people and organisations will be affected by the issues. We will then involve them.
- Support: We will remove barriers so everyone can take part.
- Planning: There will be a clear purpose and plan for the engagement.
- Working Together: We will work well together to achieve the aims of the engagement.
- Methods: We will use different ways to involve people.
- Communication: We will communicate clearly and often with the people, organisations and communities involved.
- Impact: We will learn about what works well and use this learning to make community engagement better.

These National Standards are currently being revisited by Scottish Government. In September of 2020, OHAC contributed to a national consultation on the revised standards, and will adhere to them, on publication.

6. Our Communications and Engagement Activity

Our communications and engagement activity needs to evolve over time to reflect changes in the way people expect to be informed, find information for themselves, and provide us with feedback, not least in the wake of the Coronavirus pandemic.

6.1. Publicity Methodology

Traditional media remains important, but as more and more people go ‘digital by choice’ we need to make good use of social media and other digital channels as well. The Coronavirus pandemic has ensured that communication online has become “the new normal”, with people becoming used to meeting using their digital devices and social media. This provides a great opportunity for OHAC to reach a wider number of people.

Key information for staff and service groups throughout Orkney Health and Care will be disseminated using existing channels. We are also exploring new channels of communication to ensure staff working in OIC and NHS Orkney, including those who are ‘difficult to reach’, are well informed and have the opportunity to provide feedback. Again, digital communication is at the forefront of this strategy.

For a wider audience, press releases, feature ideas and interview opportunities are provided for local and, where appropriate, more specialist media outlets.

The OHAC section on the OIC website, with links from the NHS Orkney website, provides content including case studies, news items and video content, and is updated on a regular basis.

Social media enables wide dissemination of information, and gives individuals, communities and organisations the opportunity to provide valuable feedback. Platforms such as Facebook and Twitter are increasingly the communication channels of choice for many in our community, reflecting exponential growth in the use of social media.

As a result, it has become increasingly important for OIC and NHS Orkney to use the most popular social media platforms to communicate and engage with the public.

Since the publication of the first version of the Strategic Commissioning Plan, video content filmed and edited in-house, and shared on social media channels, has been used to highlight the positive impact of services commissioned by the IJB on people across our community.

Since March 2015, OIC has audio cast meetings of Committees and the full Council, and this has been extended to IJB meetings held in the Council Chamber. Audio casting offers the public the opportunity to listen-in to meetings as they happen, raising awareness of the policy and decision-making process, and giving people a greater understanding of the work of the organisation. In addition, a listen-again facility is provided via the Council website.

6.2. Consultation and Engagement Methodology

Methods used include face-to-face conversations, public meetings, online surveys and meetings, and Facebooks chats.

6.2.1. Orkney Opinions

OHAC has been a consistent user of Orkney Opinions, OIC's public consultation group, whose volunteer members are consulted when a range of views is sought on a given topic. Both the qualitative and quantitative input received has been consistently high, and OHAC will continue to draw on Orkney Opinions as a 'go-to' method of public consultation and engagement.

6.2.2. Joint Consultations

It is becoming increasingly clear that the public are suffering from 'consultation fatigue'. In response to this, recent consultations have run alongside those from other services, giving the public the opportunity to contribute to several consultations, at the same time. For example, OHAC officers contribute to OIC's Communication and Engagement Officers Group, where opportunities for co-produced consultations are identified and prioritised.

6.2.3. Specific Questions

Experience of some recent consultation and engagement campaigns have demonstrated greater participation when specific questions have been put to people, rather than broader requests asking people to simply 'have their say'. For example, feedback on the draft of the most recent iteration of the OHAC's Strategic Commissioning Plan showed little interest from the public. However, questions relating specifically to people's health and social care priorities, especially when examples are provided, have secured a much higher of engagement.

As well as utilising the methods outlined above, NHS Orkney has established mechanisms for engaging and communicating with members of the public on health-related matters.

6.2.4. Social Media

Innovative approaches such as live Facebook discussions have already been trialled. A successful Facebook chat was held as part of the consultation on the IJB's Strategic Commissioning Plan using the OIC Updates Facebook page. The response during the live discussion, and subsequent feedback, suggest that further events of this kind should be held in future and would be popular with the public

6.2.5. Patient Public Reference Group

The Patient Public Reference Group was established to ensure that staff and patients/carers, as well as the wider public, are involved and engaged in the development of health services.

The core group is made up of members representing a wide range of patients, carers, members of the public, voluntary organisations and community council representatives. Each member brings to the group particular knowledge or expertise. They are also able to draw upon or consult with groups, organisations, networks or individuals when they feel it is relevant.

6.2.6. Person Centred Care

Person centred care is included in the remit of the recently established Quality and Safety Group. The overarching aim of this group is to improve patient outcomes and demonstrate the delivery of high-quality reliable care based on what matters most to patients, their families and carers. The group reports to the Clinical and Care Governance Committee to ensure there is strategic oversight and a systematic approach to the improvement, delivery and sustainability of person-centred care including the services for which OHAC is responsible.

6.3. Summary

Our communications and engagement activities need to be relevant to people and their lives. They will help people better understand the integrated community health and social care arrangements and what differences these are making. They will provide reassurance that excellent community health and social care services continue to be provided throughout Orkney under the oversight of the IJB.

Through our engagement and communications' activities we will:

- Discuss what areas of community health and social care matter most to people.
- Help ensure people are able to influence their own health and well-being and contribute to the commissioning and improvement of services.
- Support measures to ensure people are helped to live at home or in a homely setting for as long as they want.
- Explore ways to get the public involved and increase participation.
- Enable people to engage with health and social care providers, notably OIC, NHS Orkney and wider community planning partners, including the Third Sector, to help improve and transform services.
- Ensure as many people as possible take part in this conversation.

- Seek to give a voice to all in our community – we'll work hard to communicate with seldom-heard groups or individuals.
- Provide feedback on the impact of their engagement with us and how their views have been considered.
- In recognition of increasing 'consultation fatigue' amongst the public, we will work with OIC, NHS Orkney, other statutory bodies and the third sector to deliver co-produced engagement, wherever possible.

7. Communication and Engagement Groups

There are a number of local groups already established which communicate and engage with the public, elected members and IJB members, as well as health and care services.

7.1. The Orkney Partnership

In order to comply with the Community Empowerment (Scotland) Act 2015, the Orkney Partnership Board lead on communication and engagement through three delivery groups. Two of these groups have elements of health and care services provided in Orkney. There are a range of stakeholders including IJB members, services users and the voluntary sector which the groups engage with in order to deliver the strategic priorities, aims and outcomes.

7.2. Service User Focus Groups

These groups are set up in specific locations such, as care homes, with the aim of engaging service users, their families and carers providing an opportunity to contribute to changes in the delivery of services.

7.3. Staff Communication Groups

NHS Orkney has a well-established forum (Team Orkney Communication) where representatives of each department engage with a member of the Executive management team. NHS Orkney also has an Area Partnership Forum (APF) involving staff side (union) representatives and an Area Clinical Forum (ACF) involving clinical staff. The Chairs of the APF and ACF are voting members of the NHS Board.

7.4. Patient Participation Groups

There are currently two groups set up in Orkney at Dounby and Heilendi GP Practices. These groups are established to support and improve the services of their respective surgeries through patient engagement.

8. What Happens Next?

This updated Strategy sets out the overarching aims for the IJB's communications and engagement activities. It will be reviewed and updated again in 2024.