

Meeting Title	ICB BOARD
Date of Meeting	11 July 2024
Paper Title	Transforming health and care together – communications and engagement approach
Responsible Chief Officer	Dawn Harvey, Chief People Officer
Author	Kirsty Hillier, Deputy Director of Communications and Engagement

Confidentiality	N/A
Publishable Under FOI?	Yes

Purpose of the Paper	To provide assurance to the ICB Board that a co-ordinated system approach is being taken to communications and engagement activity supporting health and care transformation including the BEACH building. It also highlights that repositioning of existing resources is needed by partners to support the work to ensure its success.							
	Note:	✓	Discuss:	✓	Recommend:		Approve:	✓
Summary of Key Issues	<p>This report outlines the approach being taken to system communications and engagement under the umbrella of ‘Transforming health and care together’. This will support existing work already underway at University Hospitals Dorset including the BEACH building (the name was chosen by UHD staff and stands for Births, Emergency And Critical care, children’s Health) and associated services and bring together all other transformation elements that will deliver the ambitions of the Clinical Services Review.</p> <p>To tackle health inequalities and our health and wellbeing challenges we need to design services with people and communities.</p> <p>Every Integrated Care System has a legal duty to involve people and communities, but our commitment goes much further than that. This paper reflects the commitment we have made to our staff, people and communities and how their voices and lived experience inform, influence and shape the programmes of work.</p> <p>Effective communications and engagement activity is vital as these changes will not only improve health and care services for people and the wider community, but they will also create a great place to work for staff supporting the aims and objectives of the ICS People Plan and One Dorset workforce.</p> <p>By creating an umbrella campaign ‘Transforming health and care together’ we will support the existing work already underway at University Hospitals Dorset as well as bringing together all other transformation elements that will deliver the ambitions of the Clinical Services Review.</p>							

	<p>The campaign will:</p> <ul style="list-style-type: none"> • Keep staff, people, and communities up to date with changes through effective storytelling. • Listen to and act on the voices and experiences of people and communities to make sure their views feed into any changes that directly affect them. • Utilise all partners internal and external channels of communication will allow us to deploy consistent messages at scale. <p>The success of this campaign relies on the collective support and resourcing from each partner. Within the Integrated Care System, we have a wealth of knowledge, skills and experience within communications and engagement. This campaign will need that expertise to come together to develop, deliver, monitor, and evaluate all the elements.</p>
Action recommended	<p>The ICB Board is recommended to: Note the approach being taken to system communications and engagement under an umbrella campaign ‘Transforming health and care together’ and approve the use of existing internal communications and engagement resources to deliver the elements directed through the communications and engagement steering group.</p>

Governance and Compliance Obligations		
Legal and Regulatory	YES	We have a legal duty to involve people in service design and delivery. This work will underpin that duty and enable us to work in accordance with national statutory guidance for working with people and communities.
Finance and Resource	NO	There will be finance and resource implications for scale and spread. We expect some of this to come from the existing transformation programme costs associated with the Clinical Services Review outcomes. There will be a requirement for existing internal resources to come from partners to support the work.
Risk	NO	

Risk Appetite Statement	
ICB Risk Appetite Statement	The report aligns to the reputation element of the risk appetite statement. The ICB has an overriding commitment to its statutory duty to involve the public. In addition, it recognises the huge value of effective public engagement and communication in managing its reputation, particularly when perceptions and concerns arise from public change.

Impact Assessments		
Equality Impact Assessment (EIA)	NO	

Quality Impact Assessment (QIA)	NO	
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Fundamental Purposes of Integrated Care Systems	
Improving population health and healthcare	Working together to achieve the best possible improvements in the health and wellbeing of our communities can only be achieved by working with people and communities.
Tackling unequal outcomes and access	It is evidence based that working with people and communities improves outcomes and access. The strategic approach recognises the importance of reaching seldom heard communities and areas of inequality and diversity.
Enhancing productivity and value for money	The campaign approach supports the ICS people plan and One Dorset workforce ethos. Working together we can share resources, have consistency in approach and work collectively on shared priorities. The success of the campaign relies on the collective resource of the Integrated Care System to deliver, monitor and evaluate.
Helping the NHS to support broader social and economic development.	Working together we can share resources, have consistency in approach and work collectively on shared priorities. The success of the campaign relies on the collective resource of the Integrated Care System to deliver, monitor and evaluate.

Transforming health and care together – communications and engagement approach

1. Introduction

- 1.1 The Clinical Services Review was launched in 2014, to look at how health and care services could be improved across Dorset with the aim of addressing difficulties in:
 - Staffing services
 - The needs of a growing elderly population living with increasingly complex conditions
 - Variations in the quality of care, especially difficulty in accessing primary care and some specialist hospital services
 - Growing financial challenges
- 1.2 One of the outcomes of this work was to establish a major emergency hospital and a major planned care site in the region. These changes are already underway, and working together, communications colleagues have developed a co-ordinated plan for communications and engagement activity – see appendix 1.
- 1.3 Effective communications and engagement is vital as these changes will not only improve health and care services for people and the wider community, but they will also create a great place to work for staff supporting the aims and objectives of the ICS People Plan and One Dorset workforce.

- 1.4 This paper outlines the approach in creating an umbrella campaign 'Transforming health and care together'. This will support the existing work already underway at University Hospitals Dorset and bring together all the transformation elements that will deliver the ambitions of the Clinical Services Review.

2. Report

- 2.1 Keeping staff, people and communities up to date with changes to health and care settings and services is key to the success of our transformation programmes. Using an umbrella campaign, we will create impact and highlight the major investment being made across Dorset. The campaign will bring partners together across the system demonstrating the roles we play in delivering quality health and care services for the people and communities we serve.
- 2.2 Using best practice and learning from others, we have developed an approach based on what has worked well so that staff and our communities are bought into the changes and how improvements to services will benefit people and communities.
- 2.3 Within the campaign we will:
- Engage directly with staff and patients affected by the changes, using their experiences to shape messaging.
 - Adopt a clear narrative and consistent approach to the outputs of the CSR.
 - Use storytelling, case studies and lived experiences to describe benefits.
 - Use clinical and non-clinical voices to share key messaging.
 - Have a consistent look and feel.
 - Develop sub sections with a specific focus on key areas such as Transforming Maternity Together, 'Born at the BEACH' – see appendix 2.
- 2.4 We have segmented our audiences into four key groups and then using a power and interest matrix we will categorise where we need to focus efforts and when:



- 2.5 Sub sections will highlight key areas of focus such as transforming maternity services and the 'born at the BEACH' campaign. System colleagues have already started collaborating on this work and will be using this model as the benchmark for future programmes - see appendix 2. As with the maternity example, we will use segmentation to create a plan for each component focusing on people and understanding the needs of our audiences.
- 2.6 A key element of the internal campaign will focus on empowering line managers within services to become ambassadors and key communicators, taking their staff and patients on this exciting journey. The narrative will focus on change is happening to all of us - it will touch everyone, but not all at the same time. We will be making the best use of our skills, capabilities and assets to deliver quality services that will make a positive impact on the lives of people and communities.
- 2.7 Storytelling will play a crucial role in communications by capturing attention and keeping people interested. Person centred stories are more memorable than facts and figures and evoke emotions, making the message stronger, creating emotional connections. A good narrative can simplify complex ideas, making complicated information easier to understand.
- 2.8 Listening to and acting on the voices and experiences of people and communities will make sure their views feed into any changes that directly affect them. This approach not only increases acceptance but also helps people understand and embrace changes more readily. Clear engagement and communication will play a crucial role in reducing confusion and alleviating anxiety about new services and locations. Using lived experiences, we can continuously refine and improve service design, making health and care services more accessible and effective for everyone.

- 2.9 Utilising all partners internal and external channels of communication will allow for consistent messages to be deployed at scale. Toolkits for each element will give partners and stakeholders the information and resources they need to share messages, case studies and developments in a timely way.
- 2.10 The success of this campaign relies on the collective support and resourcing from each partner. Within the Integrated Care System, we have a wealth of knowledge, skills and experience within communications and engagement. This campaign will need that expertise to come together to develop, deliver, monitor and evaluate all the elements. The work will be overseen by the ICS communications and engagement steering group and led by the communications leads and engagement leads networks. See appendix 3 for governance structure.
- 2.11 Measuring success is a critical component, and we will do this in a variety of ways. Qualitative and quantitative evaluation methods will ensure that key messages are landing well and adapted where necessary and that the right channels are being utilised and new ones explored if needed.

3. Conclusion

- 3.1 Providing opportunities for staff, people and communities to engage and have a voice will make a positive difference in how the transformation changes will be received. Taking a collaborative approach to the development of services are key to successful implementation.
- 3.2 An overarching campaign will help audiences understand why, where, and how changes will be made. It will also bring elements together and provide a complete picture of the scale of investment in health and care across Dorset.
- 3.2 The board are asked to note the approach being taken to communications and engagement supporting health and care transformation and delivering the outputs.
- 3.3 The board are asked to support the request to allocate existing internal resources to support the development and implementation of the campaign.

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Date: 03 July 2024

Appendix 1 UHD communications and engagement plan on a page

Appendix 2 Transforming maternity together campaign materials

Appendix 3 ICS communications and engagement governance structure