

Appendix E - Engagement & Communications

Updated public narrative

The earlier public narrative has been updated and expanded to accompany the October checkpoint.

The focus of this is on:

- The case for change - rising demand for services at time of ongoing resource constraint leading to a requirement for significant changes in the way we plan, organise and provide services in order to continue meet the health needs of our local population. The STP as an opportunity to work together including with local people and with our workforce in order to develop a shared understanding of the challenges and to agree joint plans for meeting these
- An explanation of the three core and interdependent themes within the STP and the emerging details of the scale and scope of these

Audiences

For the June checkpoint we outlined three broad target audiences groups and how we would engage with them pre and post the 30 June.

- Internal: defined as: all 15 partner organisations involved in the BNSSSG STP
- Stakeholders: defined as: all local groups, organisations, scrutiny panels, boards
- The Public: defined as: service users, local population, general public

As STP plans develop we are now evolving these conversations and taking a more targeting approach to engagement to ensure we establish a two way dialogue with interested parties. Using some of the tactics outlined later in this section: we have, and continue to, proactively engage with all three audiences, starting the awareness raising phase by sharing of the emerging thinking via a designed power point slide deck. Our approach is outlined below.

Internal

Engaging staff

Our workforce is central to the successful implementation of the local STP.

Employees within each of the 15 organisations are the most important stakeholder group; and act as brand ambassadors, sharing the positive message of change with other stakeholder groups.

With over 25,000 working for the local NHS and an extended workforce involved in health and care services beyond this, we need to ensure they understand the STP and how they can get involved and inform the big picture. Research from the Kings Fund (2014) shows that engaged employees lead to better outcomes for NHS organisations and patients. Engaging with staff forms a key part of the strategy between now and the New Year.

The plans we are developing will involve both clinical and non-clinical staff working in new and different ways for example to support the centralisation of support functions or to enable staff and expertise to be shared between hospitals, between hospital and community and across the wider system

The definition of workforce for our STP extends beyond the 15 partner organisations to encompass, for example, the voluntary sector and the police.

Clinician leaders and operational managers are already playing a role in shaping the STP and considering the implications and requirements for our workforce.

A specific staff awareness raising campaign will be undertaken in parallel with the campaign being progressed with local people and other external stakeholders. This will focus on raising awareness of the high level principle underpinning the STP (e.g. operating at scale, eliminating variation, local where possible/centralised where necessary).

Subject to the outcome of the October checkpoint our staff and their representatives will have an opportunity to be involved in development of specific proposals for changes to services.

As plans proceed to detailed development stage it is anticipated that individual bespoke staff communication and engagement plans will be developed in respect of specific projects or programmes of change.

As part of this appropriate consideration will be given to any requirement for formal staff consultation where indicated.

Engagement Activity and Channels – Communications & engagement

INTERNAL ENGAGEMENT ACTIVITY TO DATE

- Collated all partner established communications channels
- Internal update issued to all staff via established channels
- Summary presentation of the emerging thinking shared internally via established channels for reference only
- Second more detailed version of the slides shared via established channels and uploaded to intranet sites, included in staff bulletins and newsletter.
- Presentation of slides by SROs at team meetings.

STAKEHOLDER ENGAGEMENT TO DATE

- Two meetings with the three Healthwatch organisations to discuss emerging thinking and how they can support with ongoing engagement
- Briefing with Karin Smyth, Bristol MP
- Presentations of the emerging STP presented at:
 - Bristol CCG AGM
 - South Gloucestershire CCG AGM
 - North Somerset CCG Stakeholder Event
 - North Somerset HOSP closed session
 - South Gloucestershire HOSP closed session
 - Academic Health Science Network Annual Conference
 - Health and Well Being Chairs Board

PUBLIC ENGAEGMENT ACTIVITY TO DATE

- Each of the BNSSG STP partner organisations have created a page for the STP on their websites and uploaded an introductory narrative
- An updated narrative and the summary STP slides were uploaded to the website and included in established stakeholder communication channels.
- A feedback box and details on how to register interest to be kept informed on further developments was added to the website
- Slides have been shared with Matthew Hill at BBC Points West
- Background briefing with Sid Ryan at Bristol Cable.

Tactics - Channels

The table below outlines the communication and engagement channels and tactics available to us. The table has been designed to help understand the values behind the tactics. For each area of engagement we will assess which tactics are the most appropriate to target specific audiences we need to reach to ensure that engagement is relevant and proportionate.

Channel	Tactic	Rationale
Website	Having the same content across all 15 partner sites shows partnership working.	<p>Planned news updates will ensure that information is easily accessible and will show openness and transparency. Content and documents will be updated and uploaded as there is new information that requires communication.</p> <p>NOTE: As this is a five year plan there will become a point when a dedicated website for the BNSSG STP will be required given the volume of information this is likely to hold. The pages on the CCG website will then be used to signpost to the external website.</p>
Social Media	<p>Established a hashtag for the BNSSG STP that keeps online content grouped together and shows partnership working.</p> <p>As the STP evolves consider benefit from a dedicated twitter account to help give the STP its own voice as a project that has many partners.</p> <p>This account would need to be managed as a dedicated communications channel and is one that all key partners can follow and share content with</p>	<p>Proactive social media management using the key messages will allow for the targeted promotion of any consultations. It also provides an opportunity to share content across multiple platforms.</p> <p>This channel allows for two-way engagement, which will help to ensure audiences are involved in the process</p> <p>We can more effectively disseminate important messages and receive views on what people think, firmly establishing our social media communication as a two-way process.</p> <p>We can use social media to provide opportunities for open, honest and transparent engagement with stakeholders, giving them a chance to participate and influence decision making.</p>

Channel	Tactic	Rationale
	<p>their own followers.</p> <p>Other tactics to be explored to raise awareness include:</p> <p>Facebook content</p> <p>Live Twitter Q&A</p> <p>Sharing key content.</p> <p>Video online</p> <p>NOTE: Someone would need to be appointed to manage the account in order to respond to questions, and manage any reputation risk.</p>	
Blog networking	<p>Identifying and engaging with influential bloggers who write for our key audiences will help raise awareness of any engagement activity. These will need to be researched and contacted to promote engagement with the project.</p> <p>Traffic will be driven from blogs to the online content to promote the work of the STP, and encourage participation in surveys and the consultation process.</p>	<p>Bloggers are influential with their readers, thus securing their third party endorsement will raise awareness and encourage participation.</p>
Survey management	<p>The editing, uploading, promotion, reporting and closing of surveys.</p>	<p>For each area of the STP that requires consultation, surveys can be created to gather feedback.</p> <p>Ensuring consistency in messaging across all surveys and platforms will help understanding of the work being undertaken. We will use plain English increase understanding of the surveys which will support informed feedback.</p> <p>Timely creation, sign-off and upload of the surveys will ensure no delays affect audience participation.</p>
Video(s)	<p>A welcome video is a good way to increase engagement and help explain complex initiatives.</p>	<p>Video(s) can be uploaded to each partners website and shared across social media platforms, and made available for engagement events organised by the PPI teams.</p>

Channel	Tactic	Rationale
	<p>It will help embed the key messages and will humanize the project.</p> <p>Video can be used to put a face to key players within the process, humanising and providing credibility.</p>	<p>This channel will also allow for engagement of audiences through sign language and other languages.</p> <p>In addition (for extra cost), videos can be created or subtitled in minority languages.</p>
Case Studies	<p>Case studies help to humanise a story and create engagement.</p> <p>Audiences find them easier to identify with, thus helping to explain a situation or explain and complex scenario.</p>	<p>Case studies can be used to detail a patient journey within the five year STP.</p> <p>These will be useful later in the strategy and will form a key part of the strategies that support the individual areas of consultation.</p>
Infographics	<p>Infographics are a great way to visually communicate complex data in a meaningful and memorable way.</p>	<p>Infographics would be a useful tool to communicate some of the complex messaging around pathways. They can also be used to visually explain the STP and what it will achieve. These make complex information more digestible for a range of audiences.</p>
Media relations	<p>Development of a briefing document, including FAQs, to prepare project staff for interviews.</p>	<p>Identify key BNSSG commissioner staff for interview opportunities. Interview time with local media will need to be booked to coincide with key periods of engagement and consultation.</p>
	<p>Writing, sourcing quotes, editing and distributing press releases announcing the consultation and soliciting engagement.</p>	<p>This tactic will be most useful once we start raising awareness of specific areas for engagement within the STP.</p> <p>Creating carefully crafted press releases using the key messages will help share the work that we are doing with a wide range of stakeholders via local newspapers, broadcast media, websites.</p>
Newsletter	<p>Develop a list of all stakeholder newsletter distribution dates. It is important to use these channels to provide regular updates to</p>	<p>Key messages will be used in the content to support the STP messaging and promote ongoing consultations. To maximise engagement instead of full articles teasers would be included with links to drive audiences back to the main site. This will remain the central information source.</p>

Channel	Tactic	Rationale
	<p>ensure the STP is kept front of mind.</p> <p>As the STP becomes more established create a newsletter dedicated to the STP that can be sent to all Stakeholders for cascade within their organisations.</p>	
Power Point Presentation	<p>To support engagement activity one power point presentation that provides the narrative that can be shared across all partner websites. Inclusion of a feedback or comment function will also enable people to engage with us.</p>	<p>This will ensure all partners are sharing the same information and speaking with one voice.</p>
Budget dependent ideas:		
Online Advertising	<p>Online pay-per-click (social media) advertising</p> <p>Note: There is a cost attached to this tactic and therefore the ROI needs to exceed that achievable by other means.</p>	<p>Management of a targeted, flexible advertising campaign promoting consultation and engagement from very specific target audiences.</p> <p>Adverts would drive traffic to each CCG website and can be targeted at specific audience groups.</p> <p>This is a very flexible way of advertising and will allow for the targeted engagement of minority groups, as well as other desirable audiences.</p> <p>It's also an effective cross-promotion tool for offline marketing (i.e. print advertising), utilizing similar creations and providing a secondary reinforcement of a campaign by targeting our demographic online.</p>
Marketing materials	<p>Leaflets</p> <p>Note: There is a cost attached to this tactic and therefore the ROI needs to exceed that achievable by other means.</p>	<p>The main purpose of a leaflet would be to raise awareness of the overall STP. It would be a timeless piece of collateral that can be created to last the duration of the project. This will make it more cost effective.</p> <p>The collateral would be designed to direct readers to the CCG websites where they would be able to find out more about any specific consultations. It will also ensure consistency of messaging when partners are engaging with stakeholders.</p>

Channel	Tactic	Rationale
		Leaflets can be handed out at PPI events, sent to GP surgeries, acute trusts, community care facilities, voluntary organisations, local authority direct mail, parish magazines, door drops etc ...

For each target audience we will look at the most appropriate channels and tactics to reach them. We will also ensure that we meet the requirements of the easily accessible information standard and will work with our equalities colleagues across all partner organisations to achieve this.