Communication and engagement will play a crucial role in supporting us to achieve our aims for the integration of health and social care in Midlothian.

2. Communication and Engagement Objectives

3. Communication and Engagement Principles

4. Health and Social Care Outcomes

5. Service structure

6.1 Stakeholder Groups

6.2 Stakeholder outcomes

7. Key messages

8. Challenges

9. Key deliverables

9. Key deliverables (cont.)

10. Monitoring and Evaluation

    Potential Metrics

Appendix 1 – Communication Activities
1. Introduction

Communication and engagement will play a crucial role in supporting us to achieve our aims for the integration of health and social care in Midlothian.

The population in Midlothian is increasing and people are living longer, healthier lives. As society changes so do the health and care needs of our communities. The integration of health and social care is one of the Scottish Government’s top priorities and is a key part in planning services to meet these changing needs.

From mid-summer, Midlothian Council and NHS Lothian will be working together as a Health and Social Care Partnership governed by the Midlothian Integration Joint Board (MIJB). The new partnership means joint responsibility and accountability, and operating under a single budget, putting people first.

In brief, GPs, hospitals, health workers, social care staff and others are going to be working more closely, side-by-side, to share information and take a more co-ordinated approach to planning and delivering services.

The main aims are to:

- Stay healthy and well
- Get the right services at the right time
- Provide improved quality care, treatment and support
- Reduce health inequalities.

The Integration Joint Board (IJB) is developing a strategic plan 2016 – 2019 that sets out its high level aims for health and care in Midlothian and how we intend to deliver them. The IJB recognises that communication and engagement are fundamental to achieving these objectives.

This plan sets out our approach to communicating with stakeholders and involving people in our integration journey. It outlines the work we will undertake to help deliver the IJB’s corporate aims and priorities, as set out in both the commissioning plan and our organisational development plan.

This strategy shows how effective communications and engagement can:

- Help us achieve our overall objectives and our vision
- Engage effectively with stakeholders
- Demonstrate the success of our work
- Ensure people understand what we are doing
- Change behaviour and perceptions where necessary.

Governance

The Health & Social Care Joint Management team will provide oversight of this strategy and will report to the Integration Joint Board.

Our Vision

The Midlothian Health and Social Care Partnership’s vision is that people will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time.
2. Communication and Engagement Objectives

The objective of communications and engagement activity is to enable the Midlothian Health and Social Care Partnership to deliver its vision and three-year Strategic Plan. This plan has been developed with the aims of:

- Supporting the overall integrated Heath and Social Care objectives and outcomes, and aligning with the Strengthening Engagement Action Plan and Organisational Development Programme.
- Increasing public and professional awareness and ensuring that people can easily find out what we are doing, why it is happening and how they can get involved.
- Creating easily accessible information using a variety of channels, ensuring that we have methods in place for those who do not use email, websites or social media.
- Building continuous and meaningful two-way communication, engagement and coproduction with all stakeholders to shape services and achieve better outcomes for people in Midlothian.

**Engagement** is the active participation of stakeholders in the development of health and care services and as partners in their own health and care. This group includes workforces, patients, service users, carers, voluntary sector, community representatives and the wider public.

**Communication** is a two way process. It is about listening to, hearing what people are saying, and using this to shape and continuously improve.

**Coproduction** is a partnership between citizens and public services to achieve an end result of shared value. People work together from the start to create solutions to problems and share responsibility for outcomes.
3. Communication and Engagement Principles

These communication and engagement principles will support Midlothian’s Health and Social Care Partnership’s objectives and priorities. We are committed to implementing the National Standards for Community Engagement. We will incorporate both NHS Lothian’s and Midlothian Council’s communication and identity standards and guidelines throughout internal and external communication and engagement.

Our communication and engagement will be:

- **Accessible and Inclusive**
  to all sections of our workforce and community

- **Clear and Professional**
  to demonstrate pride and authority in what we do

- **Consistent**
  with our strategic vision and local priorities

- **Flexible**
  using a variety of different formats that reflect progressive communication and the diverse needs of our stakeholders

- **Honest and Transparent**
  being clear about why we are engaging, what we will do with your views, and feeding back on outcomes

- **Linked**
  into existing local arrangements for communication and engagement wherever possible, to avoid duplication and maximize opportunities

- **Targeted**
  to ensure we get the right messages, to the right people, at the right time and in the right way

- **Respectful**
  of views and experiences of all our stakeholders

- **Responsive**
  we will build confidence and trust by responding to views and concerns

- **Sustainable**
  we will develop ongoing relationships with all stakeholders

- **Timely**
  we will involve stakeholders as early as possible in the process of communication or engagement

- **Two Way Dialogue**
  exchanging ideas and opinions – we will listen and hear what’s being said
4. Health and Social Care Outcomes

The nine national health and wellbeing outcomes provide a framework for measuring the impact of integrated health and social care on the health and wellbeing of individuals. All Health Boards, Local Authorities and Integration Authorities are jointly responsible and accountable for their delivery.

Achieving Better Outcomes
5. Service Areas

Midlothian Health and Social Care Partnership is responsible for planning and delivering a wide range of services. Each service area may carry out its own communications activities.
### 6.1 Stakeholder Groups

This table identifies our stakeholders and the objectives we will seek to achieve through implementing this plan. Identifying our stakeholders, understanding their needs and the most effective way to communicate with them will be key to the success of this strategy.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Group</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External</strong></td>
<td>Patients and users of services</td>
<td>➢ Build public and professional awareness about what we are doing and why we are doing it</td>
</tr>
<tr>
<td></td>
<td>Public</td>
<td>➢ Develop excellent relationships with key partners and stakeholders</td>
</tr>
<tr>
<td></td>
<td>Carers</td>
<td>➢ Ensure stakeholders have easy access to the information they need in a way they would choose to access it</td>
</tr>
<tr>
<td></td>
<td>Statutory, independent and voluntary sector organisations</td>
<td>➢ Ensure that the Midlothian Health and Social Care Partnership and its activities are fairly and accurately represented by the media and other external agencies</td>
</tr>
<tr>
<td></td>
<td>Community groups and associations, including Community Councils</td>
<td>➢ Promote our successes, achievements and activities proactively both inside and outside of the Partnership, inspiring confidence in our services</td>
</tr>
<tr>
<td></td>
<td>Neighbourhood Planning Groups</td>
<td>➢ Actively encourage two-way communication using a range of mechanisms</td>
</tr>
<tr>
<td></td>
<td>Media</td>
<td>➢ Use direct experience and feedback to improve quality of services</td>
</tr>
<tr>
<td></td>
<td>Community Leads (MSPs etc)</td>
<td>➢ Build continuous and meaningful dialogue with stakeholders to influence service design and improve outcomes</td>
</tr>
<tr>
<td></td>
<td>Government departments / other regulators</td>
<td>➢ Use new and creative ways to engage with people who are seldom heard</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➢ Achieve stakeholder participation in key decision making processes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➢ Tell people how their input has made a difference</td>
</tr>
<tr>
<td><strong>Internal</strong></td>
<td>Midlothian Council and NHS Lothian workforces, including clinicians, care workers, other service professionals and front-line staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elected Members, Board / Committee Members and Executive Teams</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private contractors including General practitioners and Pharmacists</td>
<td></td>
</tr>
</tbody>
</table>
6.2 Stakeholder outcomes

- People know what the health and social care partnership is and what it does
- People feel confident and able to get involved if they want to
- People believe they can make a difference and can influence decisions

- Informed workforce in each locality
- They are consulted, engaged and active
- Leadership in change is promoted
- Good conversations leading to service improvements
- Improved access to decision making

- Informed leaders / consultants / ambassadors
- A shared purpose has been built
- Their buy-in and support has been won
- They are receiving appropriate learning opportunities

- Informed leaders / ambassadors
- A shared purpose has been built
- Their buy-in and support has been won
- They are receiving appropriate learning opportunities

- Patients / People using services / Carers / Communities / General Public
- NHS Lothian and Midlothian Council / Corporate Management / Elected members and Board / MSPs / MPs / Local Media / Government departments / Other regulators
- Local Third sector / Independent sector / Partner organisations / Public bodies
- Workforce - Staff (NHS Lothian and Midlothian Council) / Professional Bodies

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- They are receiving appropriate learning opportunities
7. Key messages

There are a number of key messages that lie at the heart of everything the Midlothian Health and Social Care Partnership does. These reflect our Vision: People in Midlothian will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time.

For current and potential users of Midlothian health and social care services:

- The aim of integration is to improve the health and wellbeing of people who use health and care support services. This will see a transformational change to the way health and social care services are provided and which will go beyond simple restructures

- At its heart, health and social care integration is about the whole person. It’s about designing joined-up services around a person’s circumstances and their personal outcomes, ensuring that they experience the right care and support whatever their needs, at any point in their care journey

- Integration can help minimise delays in care and give people the right support at an earlier stage, involving them to better manage their condition and ensuring that they are supported to live well and as independently as possible

- Any person, their family members or someone that they are caring for can expect to receive a coordinated, seamless system of care and support that recognises their individual needs and aspirations whenever they need it

- Individuals with disabilities, long term conditions or frailty can expect to receive the care and support that they require to live independently and at home or in a homely setting within their community, for as long as possible

- Individuals who use health and social care services will not need to do anything differently – they will access services the same way as they currently do

- Integrated care and support will be centred on the needs and outcomes of the individual who can expect to be listened to, to have choice and control and be involved in making their own decisions and feel in control about their care

- Those who use support and services are in the best position to say what works well for them. Staff across the health and social care sectors will work with the individual to design a combined package of care and support which meets that person’s desired choices and outcomes

For those involved in delivering services:

- Integration is all about improving people’s lives and ensuring that those working in health and social care are equipped to make best use of their collective skills and resources to improve outcomes

- The integrated partnership between the statutory partners, NHS Lothian and Midlothian Council, is vital to the successful delivery of integration and realising our vision

- Our partner organisations and public bodies have a key role in integration and continue to make a significant contribution towards ensuring the best outcomes for people

- We actively involve our communities, listen to what people tell us, and use this to improve and deliver local services
8. Communication challenges

**Challenges**

- **Focusing on the right objectives. Strategy vs Tactical**
- **Consistency and co-ordination across messaging**
- **Consistent and continuous support & learning for the workforce**
- **Bringing communication and engagement to life**
- **Achievable and realistic**
- **Working within the current environment**
- **Corporate Communications linkage (NHS and Council)**

**Approach**

- Focus on goals that matter and demonstrate value. Be clear on purpose and how it fits with longer term plans. Balance time on tactical work, such as creating documents/newsletters, and time spent meeting with stakeholders, managers and executives to consult, coach and create effective communication strategies.
- Help keep us informed. Share what's going on in your area and we can do the same. Drive engagement and opportunities for collaboration. Effective and efficient - working together is key and sharing best practice is a must.
- Events and opportunities may not be seen as a priority or staff may not feel they have permission to participate. Managers need to give that permission and lead by example.
- Work together to think through how we can communicate and engage simply, clearly and effectively, and how we reach all audiences. Make it easy for people to participate and communicate; and for this to be part of everyday business. Listen, act and provide feedback.
- Recognition of operating within the limitations of available tools, budget and resource when planning activities and initiatives.
- Awareness and understanding of the pressures and issues, both externally and internally, that surround health and social care services. Being mindful of the political environment and responding accordingly, whilst striving to maintain credibility.
- Clearly defined roles and responsibilities and working together in an open and transparent way will be integral to success. Standards, governance, processes and procedures also need to be agreed.
## 9. Key deliverables

### Publications
- Quarterly integration newsletter - an easy and informative read for all audiences, internal and external. Published online quarterly, distributed by email cascade and printed copy.
- Inside Midlothian - regular features in this quarterly magazine for Council staff.
- Ensure representation, whenever possible, in relevant internal and external publications.

### On-line communication
- Short term: Internet and intranet presence and up to date information on Midlothian Council and NHS Lothian internet and intranet sites.
- Long term: consider option of a standalone internet site providing one source of information about services.

### Summarised and clearly understood content
- Production of a range of quality material that has been equality impact assessed and helps build our narrative through clear, concise and simple content: Newsletter, summarised strategic plan.
- Innovative approach to communication: use of visuals, infographics and story-telling to bring content to life.

### Using new media and technology
- Social media representation through the existing NHS and Council process that already has an established audience: (NHS Lothian: 10k Twitter and 2.5k Facebook followers, Council: 9k Twitter and 8k Facebook followers).
- Video, audio and web conferencing - potential options where meetings and contact can take place without leaving the office, subject to technology availability; software and hardware.

### Media / External Agencies
- Produce proactive press releases and media opportunities.
- Plan media campaigns to support partnership activity.
- Monitor media activity and provide accurate and relevant information, where necessary.
9. Key deliverables (cont.)

Staff events
- Engagement events and initiatives for clinical and non-clinical staff to be held in localities - peer learning, networking, connections, options and solutions
- Listen to views, hear what's being said and learn from feedback
- Protected Learning time for all practitioners - Paired Learning, Coaching
- Team development - open and honest dialogue that promotes continuous learning and improvement

Topic / issue focussed engagement
- Hot Topics public engagement events held on a regular basis in different locations with a different topic for each session
- Outcomes inform planning and decision-making processes
- Feedback provided about impact of Hot Topics debates
- Service change involves patients/ carers/ service users from outset
- Use of innovative methods to encourage participation

Individual feedback mechanisms
Mechanisms will include online feedback systems, questionnaire forms, survey monkey, comments forms, suggestion boxes etc.
- Learn from feedback from other sources such as National Health and Wellbeing Survey, Citizen's Panel survey etc.
- Implement ways to learn from informal feedback given to staff and outcomes focused conversations
- Learn from complaints

Building community capacity and coproduction
- Visit and work with existing community groups, disseminate information and have conversations about what matters to people
- Groups and networks include Neighbourhood Planning, Community Councils, Midlothian Older People's Assembly, Forward MID, Carer's Action Midlothian, Midlothian People's Equality Group
- Support the establishment of new community groups and networks
- Work with people to raise and take forward community issues

Public / Carer participation in Integration Joint Board and planning groups
Clear roles and responsibilities for public and carer members
Support for public and carer members so they can carry out their role
10. Monitoring and Evaluation

There are a number of ways to evaluating the success of this communications and engagement strategy.

Methods include focus groups, engagement events, media monitoring, feedback mechanisms, and web and intranet hits.

Just as important, we will benchmark ourselves against other partnerships and learn from what they are doing.

The Integration Joint Board, as the governing body, will have oversight of this strategy, and will receive a report with an update on its delivery every six months.

Potential Metrics

- **Feedback**
  - How much did we receive?
  - What was the tone (positive/negative)?

- **Interactive/Online**
  - How many page hits were there?
  - How long did they spend on the site?
  - Social media measurement

- **Stakeholders**
  - How did your stakeholders react?

- **Public inquiries**
  - How many letters/emails/calls did you receive on this topic? What was the tone?
  - What did they say/ask?

- **Benchmarking**
  - Use mechanisms such as Citizen’s Panel to measure change in attitudes / awareness over time
## Appendix 1 – Communication & Engagement Activity

<table>
<thead>
<tr>
<th>Method</th>
<th>Type</th>
<th>Purpose</th>
<th>Audience</th>
<th>Frequency</th>
<th>Channel</th>
<th>Sign off</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Newsletters</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N1</td>
<td>Newsletters</td>
<td>To inform, engage and educate</td>
<td>All target audiences</td>
<td>Quarterly</td>
<td>Online, email and hard copy distribution</td>
<td>Eibhlin McHugh / Tom Welsh</td>
<td>Sarah Barclay</td>
</tr>
<tr>
<td>N2</td>
<td>Inside Midlothian</td>
<td>To promote and engage with staff on integration</td>
<td>Midlothian Council employees</td>
<td>Roughly quarterly</td>
<td>Online and email distribution</td>
<td>Tom Welsh</td>
<td>Sarah Barclay / Tricia Hunter</td>
</tr>
<tr>
<td><strong>Media Relations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>M1</td>
<td>Identify PR opportunities in consultation with Planning Officers</td>
<td>To inform via media</td>
<td>Midlothian residents</td>
<td>Monthly</td>
<td>Press release to Midlothian Advertiser, and online</td>
<td>Carol Harris/Lynn Cochrane</td>
<td>Sarah Barclay</td>
</tr>
<tr>
<td>M2</td>
<td>Social Media</td>
<td>Build a conversation</td>
<td>Midlothian Council followers</td>
<td>Ad hoc</td>
<td>Facebook and Twitter</td>
<td>Tom Welsh/Lynn Cochrane</td>
<td>Sarah Barclay</td>
</tr>
<tr>
<td><strong>Online</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>O1</td>
<td>Website integration update page</td>
<td>Documents and messages updated and current</td>
<td>All target audiences</td>
<td>Ongoing</td>
<td>Internet / intranet / promotional online banners</td>
<td>Tom Welsh</td>
<td>Sarah Barclay</td>
</tr>
<tr>
<td><strong>Public Engagement</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P1</td>
<td>Community groups and networks</td>
<td>Visibility, communication and engagement</td>
<td>Midlothian residents</td>
<td>Regular</td>
<td>Face to Face</td>
<td>Tom Welsh</td>
<td>Catherine Evans</td>
</tr>
<tr>
<td>P2</td>
<td>Hot Topics Group</td>
<td>Dialogue, exchange of ideas</td>
<td>Midlothian residents</td>
<td>5 times per year</td>
<td>Face to face</td>
<td>JMT</td>
<td>Catherine Evans</td>
</tr>
<tr>
<td><strong>Organisational Development</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>O3</td>
<td>Locality focus groups</td>
<td>An opportunity for dialogue amongst staff across partner agencies focusing on more joined up working</td>
<td>All Health and Social care agencies</td>
<td>2-3 sessions per month</td>
<td>Locality sessions</td>
<td>JMT</td>
<td>Tricia Hunter</td>
</tr>
<tr>
<td>Method</td>
<td>Type</td>
<td>Purpose</td>
<td>Audience</td>
<td>Frequency</td>
<td>Channel</td>
<td>Sign off</td>
<td>Responsibility</td>
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</tr>
<tr>
<td>Paired Learning</td>
<td>Method</td>
<td>To promote learning and leadership development across the professions</td>
<td>Frontline managers and practitioners across all agencies</td>
<td>As agreed within pairing</td>
<td>Dialogue, shadowing &amp; support groups</td>
<td>JMT</td>
<td>Tricia Hunter</td>
</tr>
<tr>
<td>Team Development</td>
<td>Type</td>
<td>Through Appreciative Inquiry, promote learning and improvement</td>
<td>NHS and Mid Health and Social Care teams – real and virtual teams</td>
<td>As agreed</td>
<td>Team development sessions</td>
<td>JMT</td>
<td>Tricia Hunter</td>
</tr>
<tr>
<td>Team Mapping Project</td>
<td>Project</td>
<td>Gather information on all ‘teams’ across partnerships - Dialogue with sample of ‘teams’ to discuss Integration</td>
<td>All teams in Health and Social Care, including Third and Independent sectors</td>
<td>As required</td>
<td>Email Team meetings</td>
<td>JMT</td>
<td>Tricia Hunter</td>
</tr>
<tr>
<td>Professional Forum events</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Health &amp; Homelessness; Diabetes/Lifestyle Management/ Bariatric; House of Care; Sensory Impairment</td>
<td>Method</td>
<td>Learning and development on key topics</td>
<td>Everyone in Health and Social Care Services</td>
<td>Refer to Programme</td>
<td>Workshop</td>
<td>JMT</td>
<td>Hamish Reid</td>
</tr>
<tr>
<td>Staff Survey</td>
<td>Survey</td>
<td>Seek views and ideas and use the best of these as appropriate</td>
<td>Health and Social Care workforce in NHS / Council</td>
<td>Annual</td>
<td>Full survey or Survey monkey?</td>
<td>JMT/HR</td>
<td>MID HR, NHS HR and OD Project group</td>
</tr>
<tr>
<td>Patient / Service User / Carer / Public Survey</td>
<td>Survey</td>
<td>Seek views and experiences of social work service users and carers</td>
<td>Service users and carers</td>
<td>Annual</td>
<td>Questionnaire</td>
<td>JMT</td>
<td></td>
</tr>
<tr>
<td>Support for public / carer members of committees</td>
<td>Method</td>
<td>Provide support, facilitate peer support, identify training needs</td>
<td>Public / carer members of IJB and Strategic Planning Groups</td>
<td>As required</td>
<td>Meeting</td>
<td>Not relevant</td>
<td>Catherine Evans / Shelagh Swithenbank</td>
</tr>
<tr>
<td>Training</td>
<td>Method</td>
<td>Develop skills and knowledge of health and social care and community engagement</td>
<td>Public / carer members of IJB, Strategic Planning Groups and planning groups</td>
<td>Three sessions during 2016</td>
<td>Training sessions</td>
<td>Not relevant</td>
<td>Catherine Evans / Shelagh Swithenbank</td>
</tr>
</tbody>
</table>