

**NHS 24
BOARD MEETING**
**22 JUNE 2023
ITEM NO 9.3
FOR ASSURANCE**
COMMUNICATIONS DELIVERY PLAN 2023-24

Executive Sponsor:	Suzy Aspley, Chief Communications Officer
Lead Officer/Author:	Lisa Dransfield, Deputy Head of Communications
Action Required	<p>To note the plan for 2023-24 and attached highlights report for 2022-23</p> <p>The Board is asked to</p> <ul style="list-style-type: none"> • Note the completion of the annual delivery plan for 23/24. See infographic of highlights. • Note for assurance the Communications Delivery Plan for 2023/4.
Key Points for this Committee to consider	The 23-24 plan has been designed to deliver against the NHS 24 corporate objectives and covers core areas of output for the team.
Governance process	The plan was approved by the EMT and will be monitored through Planning and Performance and Staff Governance Committees.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	<p>The paper is aligned to NHS 24 strategic and corporate objectives. It is also aligned with key NHS 24 strategies including:</p> <ul style="list-style-type: none"> • NHS 24 Strategy • NHS 24 Workforce Strategy • Key Scottish Government Ministerial Priorities • NHS 24 Realistic Medicine Framework • NHS 24 Strategic and Corporate Risk Register • Excellence in Care
Key Risks	The plan will help to mitigate against key reputational risks for the organisation.
Financial Implications	All objectives will be delivered in line with agreed budgets, whether through the corporate communications budget, or specific project budgets.
Equality and Diversity	All planned activity is carried out in line with NHS 24 policies on Equality and Diversity with appropriate guidance in these important areas, in which the audience is clearly identified and their needs delivered against as far as possible.

1. RECOMMENDATION

- 1.1 To ask the Board to note the highlights of the Communications Delivery plan for 2022-23 and the key achievements of the corporate communications team contained in this paper.
- 1.2 To ask the Board to note for assurance the Annual Communications Delivery Plan 2023 – 2024. The paper was approved by the EMT on 16 May and reviewed by the Planning and Performance Committee in May.

2. HIGHLIGHTS

- 2.1 The Communications Delivery Plan 2023-24 (appendix 2) sets out the high level work plan for the corporate communications team and covers all core areas of responsibility to support the development and delivery of sustainable services, driving high quality staff engagement and promoting our organisation's key role within the broader health and care system. The Delivery Plan is aligned to the corporate objectives for 2023-24.
- 2.2 The plan will be regularly monitored through updates to the Staff Governance and Planning and Performance Committees.
- 2.3 Where programmes of work require it – e.g., Staff Engagement, Climate and Sustainability, Service Delivery communications, etc, bespoke and detailed communications and engagement plans will be developed in partnership with colleagues and programmes of work will be led jointly where appropriate – eg with workforce colleagues on staff engagement etc.

3. FINANCIAL IMPLICATIONS

- 3.1 All activity will be delivered under best value principles and in line with the core budget. Where the team are delivering communications services for other NHS 24 services funded through other directorate budgets, this activity will be delivered on the same principles or procurement and delivering best value.

COMMUNICATIONS OUTPUT

2022-2023



96
DESIGN
PROJECTS

WINTER HEALTH CAMPAIGN

59%
of channel users saw
campaign

1 in 3
took action to prepare
for winter illnesses

Know how to get
the right care,
in the right
place



SOCIAL MEDIA



89K TOTAL
FOLLOWERS



1.1K TOTAL
PUBLISHED POSTS



701K TOTAL
ORGANIC
ENGAGEMENTS



23M TOTAL
IMPRESSIONS
197K TOTAL
YOUTUBE VIEWS

PRESS

28 MEDIA
RELEASES

TEAM TALK

20 EDITIONS

26K TOTAL
ANNUAL VIEWS

INTRANET

1.8M
TOTAL VISITS

STAFF ENGAGEMENT

7 STAFF EXPERIENCE
GROUPS

New STREAMLINED COMMUNICATION
PROCESS FOR FRONTLINE STAFF

VIDEO PRODUCTION

101
VIDEOS

10
ANIMATIONS

SPOTLIGHT AWARDS

- 2 VENUES
- 6 CATEGORIES WITH 21 INDIVIDUAL AND 5 TEAM WINNERS
- >450 NOMINATIONS
- 95% OF ATTENDEES WOULD RECOMMEND TO A COLLEAGUE

CALL HANDLER & CALL OPERATOR DAY

OFFICIAL CENTRE OPENINGS

- LUMINA, AURORA AND DUNDEE

20TH ANNIVERSARY

- TIMELINE & SPECIAL EDITION OF TEAM TALK
- GIFTS AND RECOGNITION FOR 81, 20-YEAR SERVERS
- 2 CELEBRATORY VIDEOS
- COMMEMORATIVE PIN BADGES

NHS 24 Corporate Communications

Delivery Plan 2023 – 2024

NHS 24 Communications:

create, innovate, transform, inform

Creative information



Media, Content and Campaigns

- Marketing
- Social, Press, Broadcast Media
- AV and digital content development



Corporate

- Internal Communications
- Leadership & Staff Engagement
- Public Affairs & FOI
- Primary & Community Care Engagement & Education

Measuring Output

- ↑ Activity is on target and progressing according to plan.
- ↔ Activity is likely to be delayed, or to be altered.
- ↓ Activity is unlikely to be completed or will be subject to delays and subsequent impact on delivery.

In addition to the use of RAG to monitor delivery, activity will also be measured as follows:

- Publish 20 press releases
- to maintain predominantly positive media sentiment (60% +)
- social media engagement levels to exceed industry standards
- campaign evaluation using annual, comparable metrics
- Ensure 60% of staff engage with Team Talk
- Quarterly evaluation of efficacy of staff communications using research industry methodology

1	Contribution to National Health and Care Priorities (Demonstrating contribution to National and/or Regional working and/or Health and Care Delivery Plan)				
	Objective	Deliverable	Output Measure	Lead RAG	Update
Media and Campaigns: Protect and enhance NHS 24's reputation.	Develop and deliver public communications that: <ul style="list-style-type: none"> - contribute to improved health outcomes by raising awareness and use of range of pathways to care - support the right care, right place ambitions of NHS Scotland - contribute to healthier life expectancy by raising awareness of health and wellbeing 	Communications plans and assets delivered to signpost patients to appropriate care and alternative routes to care.	LD	Social media Media relations Out of hours Projects Seasonal health campaigns	
	Devise, develop and deliver comprehensive health marketing campaigns, seasonally and as required.	Increase health preparedness activity amongst target audience. Support services at peak holiday periods (particularly Winter and Easter)	LD		
	Provide communications support to NHS 24 services to support demand management.	Increase health preparedness activity amongst target audience. Promote NHS 24 Online App and NHS inform resources to encourage 'digital first' approach to healthcare.	LD		
	Effective management of external media relations.	Predominantly positive sentiment across all media channels. Manage media enquiries in a professional and timely manner.	LD	News releases, media responses, sentiment analysis	

	<p>Digital: To improve the care and wellbeing of the people of Scotland by making the best use of digital technologies in the design and delivery of services.</p>	<p>Use all available data to drive targeted public messaging.</p> <p>Promote 'digital first' options to influence use of digital services.</p>	<p>Produce Audio Visual content aligned with Arezzo keywords for Pay Per Click campaigns.</p> <p>Enhance digital patient journey with multi-media content to increase use of and satisfaction with digital services.</p> <p>Deliver multi-channel communications directing the public to appropriate digital health and care services including NHS inform self-care products.</p> <p>Work with SG Digital and Comms teams to ensure consistency of messaging.</p> <p>Deliver digital stakeholder toolkits to raise awareness and use of NHS 24's services</p>	LD	AV outputs including social assets and NHS inform content.
	<p>Primary & Community Care: Contributing to improvements in health outcomes through tailored communications and engagement activity across target communities and professional stakeholders</p>	<p>Strategic communications input that targets highest user groups from low SIMD communities on appropriate use of 111 and when to use NHS inform / NHS 24 online app.</p> <p>Support awareness of NHS inform, NHS 24 online app, the 111 service across remote & rural and diverse communities.</p> <p>Develop & deliver communications resources across health & social care/ third sector organisations to support stakeholder knowledge, understanding and appropriate usage of NHS 24's range of services</p> <p>Provide strategic communications input that supports and promotes our main centres as anchor institutions.</p>	<p>Resources and engagement activity delivered across target identified audience groups.</p> <p>Resources and engagement activity delivered across identified stakeholder groups.</p> <p>Delivery of targeted communications resources and activity with communities and organisations identified within the engagement delivery plan.</p>	LM/LD	Toolkits, media relations, stakeholder engagement activity

	<p>Mental Health: Signposting, engagement and partnership activity in support of 111 Mental Health Hub, Breathing Space, NHS inform's new digital mental health zone</p>	<p>Develop and deliver a programme of communications to support public and professional knowledge, understanding and appropriate use of all our mental health services.</p> <p>Continue to provide communications support for the mental health collaborative with Scottish Ambulance Service & Police Scotland</p>	<p>Clear communications messaging, promoting awareness and usage, of the most appropriate service – MH Hub, Breathing Space, Digital</p> <p>Activity supports information-sharing across the collaborative and wider knowledge and understanding by PS & SAS staff of the Mental Health Hub referral pathway</p>	<p>LM</p> <p>LM</p>	<p>Signposting, engagement and partnership activity in support of 111 Mental Health Hub, Breathing Space, NHS inform's new digital mental health zone. Internal and external communications outputs, stakeholder engagement activity, toolkit</p>
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2 Health and Care Leadership Contribution

	<p>Internal Communications: Values-led approach to developing & delivering targeted staff communications</p>	<p>Develop, deliver and support the creation of engaging staff communications through multi-channel approach including Team Talk, Intranet & Digital Wallboards</p>	<p>Staff are fully informed and engaged with organisational updates and new developments</p>	<p>LM</p>	<p>Team Talk, intranet updates and development, digital wallboard implementation updates</p>
	<p>Leadership & Staff Engagement: Delivering improvements in staff experience</p>	<p>Lead on the development & delivery of the Staff Experience Improvement Programme ensuring key fundamentals of culture & values, wellbeing, patient safety & visible leadership opportunities</p> <p>Year-long programme of engagement activity that includes Reward & Recognition, Call Handler Day, 21st Anniversary, etc</p>	<p>Staff Experience Improvement Programme delivered, and evaluation exercise undertaken</p> <p>Proactive engagement activity and event management delivered with ongoing evaluation.</p>	<p>LM</p> <p>LM</p>	<p>Staff engagement and leadership sessions, internal communications and engagement work, staff awards, reward and recognition activity</p>
	<p>Public Affairs & FOI:</p>	<p>Comprehensive Public Affairs engagement programme developed that supports knowledge & understanding of NHS 24 services</p> <p>Strategic communications input to support FOI responses</p>	<p>Comprehensive Public Affairs engagement programme developed.</p> <p>Key relationships and influence developed and maintained to support understanding of NHS 24's key role within the wider NHS.</p> <p>Ensures appropriate narrative is articulated within responses.</p> <p>Protects NHS 24's reputation.</p>	<p>LM/LD</p> <p>LD</p>	<p>Comms and engagement planning, events, toolkits, stakeholder engagement newsletter</p> <p>Public affairs engagement activity</p> <p>FMQs/parliamentary questions answered</p> <p>FOI's – comms input</p> <p>Strategic comms relationships</p>

3	Contribution to Board Level Priorities (Demonstrating contribution to the delivery of specific Board/Local objectives)				
	Support NHS 24's ambition to provide sustainable, valued services closer to home.	Design and deliver communications to champion the approach of NHS 24 in environmental and sustainability approaches.	Ensure our people are aware of their responsibilities in relation to the key themes from the NHS Scotland Climate Emergency and Sustainability Strategy. Adopt a digital first approach with all internal and external communications activity.	AMCL	Communications plan delivering outputs to support climate change and sustainability ambitions
	Support NHS 24 in its ambition to be the service of choice for accessible high quality, clinically safe and effective services for everyone that needs them.	Increased access to 111 services without impact on clinical outcomes.	Ensure brand integrity and trust in services evidenced via external research and sentiment analysis across all channels.	NA	Research commissioned and outputs disseminated
	Support NHS 24 in its ambition to ensure it has the right people, technology, infrastructure and working environment to support staff to deliver excellence.	Technology: Communications support to Connect phase II	All comms requirements delivered.	LM	Internal and external communications and engagement
		People: Staff recruitment and retention activities.	Recruitment supported across all channels.	LD	Recruitment campaigns fully supported with external AV and digital content