




Integrated Services Partnership Boards (ISPBs) Communication & Engagement Strategy





Aneurin Bevan University Health Board (ABUHB), Neighbourhood Care Network (NCN), Milestone 35 - Working with RPB communications leads and HB P&C communication experts, ISPBs will produce a Comms and Engagement Strategy (*linked to #34*) with delivery to maximise the opportunity of organisation around the NCN footprint to engage with the local community.

Planned Output: Production of Comms & Engagement Strategy
(*linked to #34*)

Milestone 34 - ISPBs and Locality Teams will work with NCNs to further develop systems for public and patient involvement, ensuring that feedback informs and influences local plans.

Introduction

Introduction

In a constantly evolving world where opinions are formed instantly and behaviours change rapidly, engagement and communication strategies not only need to keep up with these dynamics but also serve to future-proof the Integrated Service Partnership Boards (ISPBs).

Information, advice, and assistance (IAA) is a key component of the implementation of the Social Services and (Wales) Wellbeing Act (SSWB). Partners should contemplate essential actions and activities to elevate the well-being of both current and future generations. They should acknowledge the pivotal role of providing information to individuals in facilitating early intervention. Information, advice, and assistance (IAA) contribute to improved collaboration, preventive initiatives, individual engagement, and sustained, long-term enhancements in the services offered. Our obligation is to actively listen, innovate, inspire, and adapt. We can either be active participants in the ongoing change or take the initiative to lead and drive transformative shifts.

The ISPB Communications and Engagement Strategy will dovetail with and support the Aneurin Bevan University Health Board Communications and Engagement Strategy and the RPB Communications and Engagement Strategy.

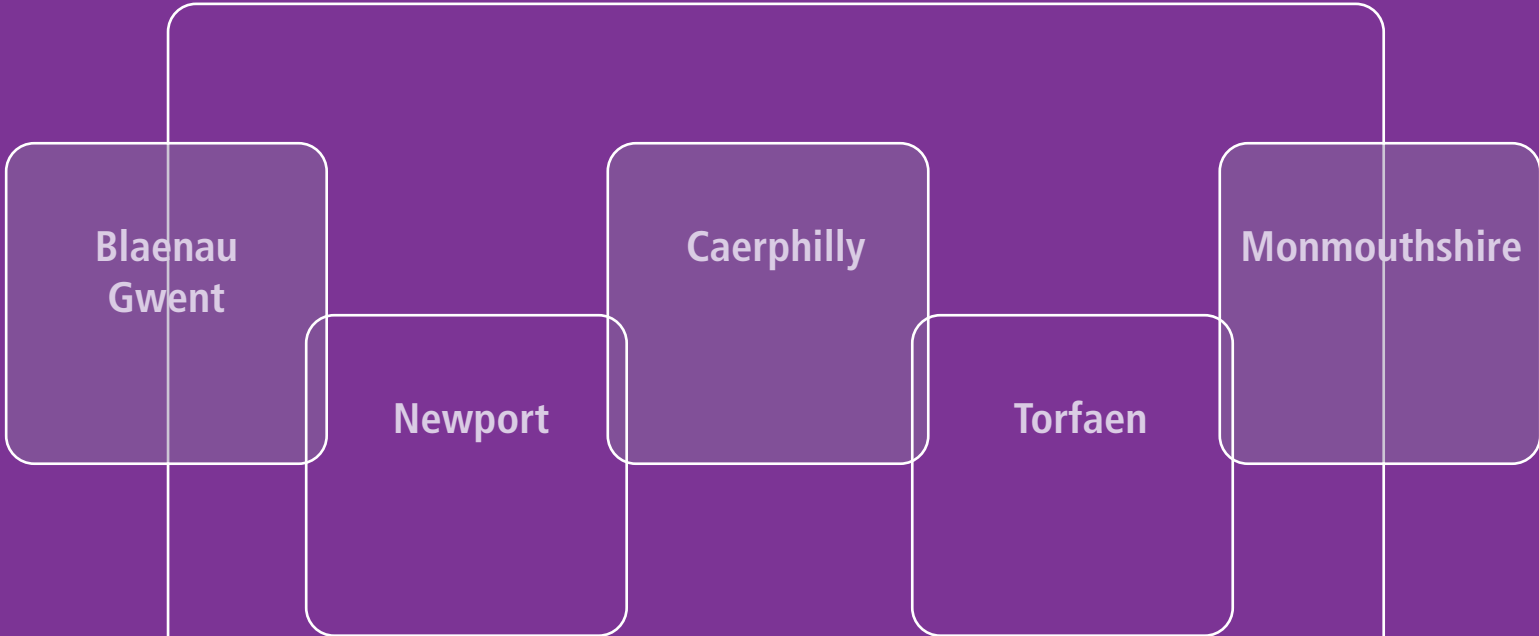
This document will be supported by future detailed communications and engagement plans, outlining actions for communications and engagement activities to support and inform each of the five the ISPBs' key priorities. Its primary aim is to establish the strategic direction for communications and engagement, clearly outlining what our local population, partners and stakeholders can anticipate from us.

The intended audience for this strategy includes our staff, local population and the various communities, organisations, and groups with whom we interact daily, with the ambition to improve population health and wellbeing at a local level, supporting people to stay well, lead healthy independent lifestyles and reduce inequalities.

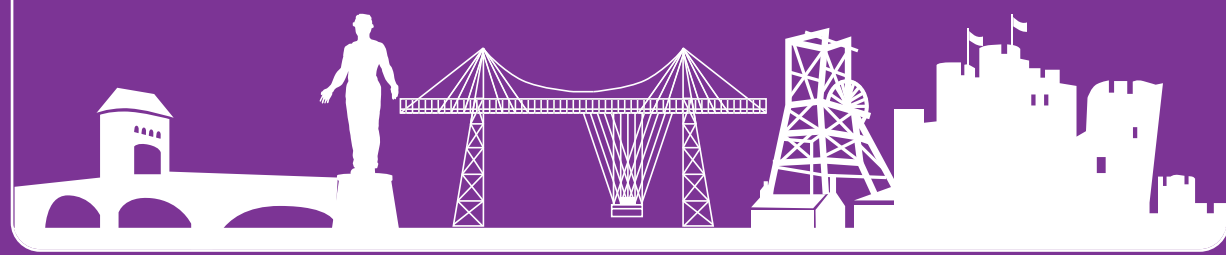
The strategy encompasses the following key elements:

- Communications principles and objectives
- Identified challenges
- Collaborative efforts with partners across ISPB footprints
- Internal and external communications
- Digital communications
- Identity and branding
- Patient and public engagement, incorporating our approach to equality and diversity
- Reputation management

This document will serve as a comprehensive reference for all our communications and engagement activities.



ISPBS



Integrated Service Partnership Boards (ISPBs)

Integrated Service Partnership Boards (ISPBs) are the mechanisms by which representatives from across the Borough's footprint collaborate to review and plan to implement and deliver for the need of the local population. Representatives include Health Board, Local Authority, Third Sector, public health experts and planners.

Integrated Service Partnership Boards (ISPBs) take on the function of the Pan Cluster Planning Group (PCPG) across the Aneurin Bevan University Health Board area.

The purpose of the ISPBs is to deliver the aims of the Social Services & Well-being Act 2014 (the Act), The Wellbeing of Future Generations Act (2015) and A Healthier Wales. This builds upon current innovative practice and seeks to ensure that there is increasing alignment and engagement between the Regional Partnership Board (RPB) and Neighbourhood Care Network (NCN) arrangements bringing services together at a local level to address the needs of the local population. ISPBs have been established as sub-groups of Health Boards and will operate under the auspices of the RPB giving a direct route for information sharing and decision making between frontline services and strategic leadership.

Each of the ISPBs have developed plans, taking consideration of the population needs, the adoption of Gwent as a Marmot region and place-based care objectives across each collaboration. Going forward, the Communications and Engagement Strategy will help maximise the opportunity of a 'ground up' approach, with feedback from the local population to inform and influence these plans.

There are five ISPB sub-groups across the Aneurin Bevan University Health Board area:

**Blaenau Gwent
Caerphilly
Monmouthshire
Newport
Torfaen**



Communications Engagement

What is Communications and Engagement?

Communications and engagement often go hand-in-hand, but there are important distinctions to make between the two. We would define them as:

- **Communications** – sharing, sending out, broadcasting and publishing news, information and key messages in a range of digital and non-digital formats.
- **Engagement** – a continuous, two-way process. It includes the active involvement of staff, patients, carers, families, partners, stakeholders and anyone else who is either interested or passionate about the work we do and the decisions we make on their behalf.

Who is responsible for Communications and Engagement?

Whether it's to our patients, families, or friends - we are all communicators, and as such, we each play a role in ensuring that our local population and staff are well-informed and actively engaged.

Communications delivered poorly, communication needs left unmet, or messaging that does not meet the needs of the audience, will impact on:

- Staff morale
- Public confidence
- Organisational reputation

This strategy describes how this will be supported and facilitated and how ISPBs and NCNs will prioritise its efforts and resources in communicating and engaging with our local population, staff, stakeholders and partners.

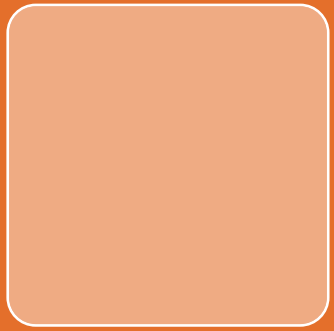
Aims



Objectives

ISPB Communications and Engagement Aims and Objectives

- Deliver effective communications and engagement to support the delivery of the ISPBs key priorities, as set out in their plans.
- Develop and maintain a brand identity to raise the profile of the ISPBs.
- Determine the most effective communication channels for reaching the community to deliver consistent, culturally sensitive key messages that resonate with the community. Transparency and accessibility should be maintained and factors like demographics and local preferences considered.
- Develop consistent, regular and high-quality communication channels reaching staff, stakeholders and the population at a local level, supporting people to stay well, lead healthy independent lifestyles and reduce inequalities.
- Secure the ISPBs reputation for effective public and patient engagement, and promote their success beyond their boroughs
- Enhance engagement with the ISPBs and our workforce, the local population, NCNs, Local Authorities, Third Sector, Primary Care
- Professional Collaboratives, Integrated Wellbeing Networks (IWNs), ABUHB Public Engagement Team, Llais, ABUHB Communications and Engagement Team, Public Services Board, stakeholders and partners.
- Establish a continuous feedback loop with all stakeholders for ongoing improvement with mechanisms for capturing community insight and concerns and delivering back to ISPBs/NCNs to inform and influence plans.
- Promote campaigns and content that highlight the activities of the ISPBs and their partners, aiming to increase awareness about the diverse work they undertake. Sharing information, such as improving access to healthcare, or increasing awareness of available services.
- Optimise connections with NCNs and professional collaboratives. The ISPBs could, for example, develop communication campaigns to support pan NCNs initiatives, or gain insight from professional collaboratives to guide ISPB priorities, or shape the redesign/commissioning of local services.
- Develop a coordinated approach with partners and alignment with corporate communication and engagement strategies in the Local Authority and GAVO/TVA.
- Deliver timely and responsive communication, distribute information showcasing exemplary practices, latest findings, recommendations, reports, etc., and promote increased awareness of emerging initiatives.



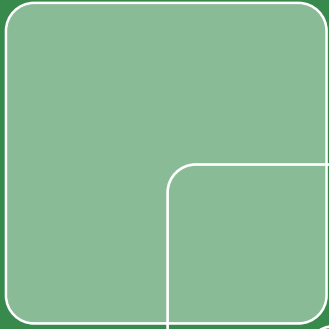
Principles



ISPB Communications and Engagement Principles

The ISPBs will make best use of existing communication channels and products, in Aneurin Bevan University Health Board, the RPB, Local Authorities, third sector organisations, key partners and stakeholders. The principles that will underpin the ISPBs' day-to-day work are set out below:

- ISPB engagement and communication methods used should be appropriate to the target audience, ensuring cultural competency and inclusivity.
- Working in partnership with other agencies to plan and coordinate communication.
- Being open, honest and accountable and explaining the reasons for what we do.
- Responding to questions promptly and fully.
- Having a clear, easy to recognise corporate style or 'brand' in all we do.
- Integrate communication and engagement as an ongoing initiative, rather than a singular event.
- Providing internal communications which support teams to engage effectively with all ISPB partners, stakeholders and the public.
- Ensure communication and engagement work supports the ISPBs' strategic objectives.
- The level of communication and engagement should be appropriate to the role of the ISPB project in question.
- Generate easily accessible summaries of engagement feedback, when applicable.
- Design engagement methods to facilitate meaningful feedback within the resources of the ISPBs, ensuring alignment with project timelines.
- Internally and externally, encouraging feedback at all levels and showing where services and systems have changed to reflect this.
- Using the resources available to us prudently to deliver best value.
- Ensure that all engagement activities comply with legal and ethical standards, such as data privacy and informed consent.
- Maintain ongoing commitment, flexibility, and responsiveness to the evolving needs of the community.



Strategic Approach

Strategic Approach

Partnership Working

The ISPBs will work collaboratively with communications colleagues from across their Borough footprint to ensure messages and plans are agreed and delivered collaboratively, with careful planning to avoid duplication and to make the best use of the available resources.

To align with RPB communication and engagement plans for partnership working, the ISPBs will aim to implement a strategic vision for engagement and communication using co-productive methods. This involves working with a diverse range of stakeholders, such as the public, practitioners, partners, various agencies, researchers, and other experts across health and social care.

As set out within the Social Services and Well-being (Wales) Act 2014 Part 2 Code of Practice (see Appendix 2) ISPBs will take an approach which:

- Recognises people as assets, and as having a positive contribution to make to the design and operation of services.
- Supports and empowers people to get involved with the design and operation of services.
- Empowers people to take responsibility for, and contribute to, their own well-being.
- Ensures that practitioners work in partnership with people to achieve personal outcomes at an individual and service level.
- Involves people in designing outcomes for services.

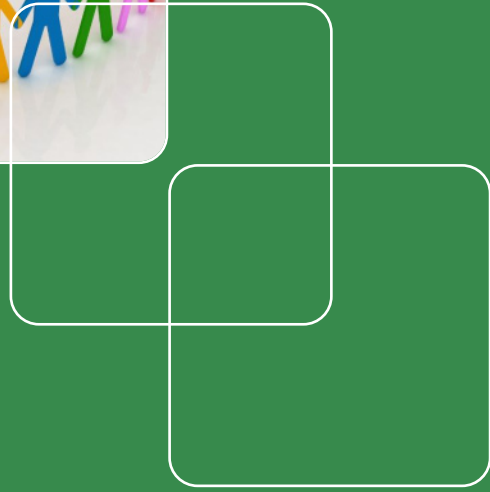
People must be involved in the design and delivery of services, and in the production of a population assessment, as set out in this code of practice. A co-productive approach will bring a wide variety of experience, skills and knowledge to the design and operation of services.

Internal Communications and Engagement

Internal communication and staff involvement is crucial to the success of the ISPBs and has a vital role to play in achieving the ISPBs' objectives.

Our external communication objectives:

- Ensure that all staff receive timely and consistent messaging on all areas of work.
- Foster openness and solicit feedback.
- Actively listen to and engage with internal teams as work is developed.
- To facilitate the creation of messages, campaign assets, and resources to disseminate information effectively.
- Establish a shared understanding of the ISPBs priorities and bring the ISPB brand to life through our staff.
- Maintain motivation, inspiration and commitment among teams through robust internal communication.
- To create opportunities for internal teams to contribute to proposals and seek their input on change and transformation initiatives.



Strategic Approach

Strategic Approach (continued)

External Communications and Engagement

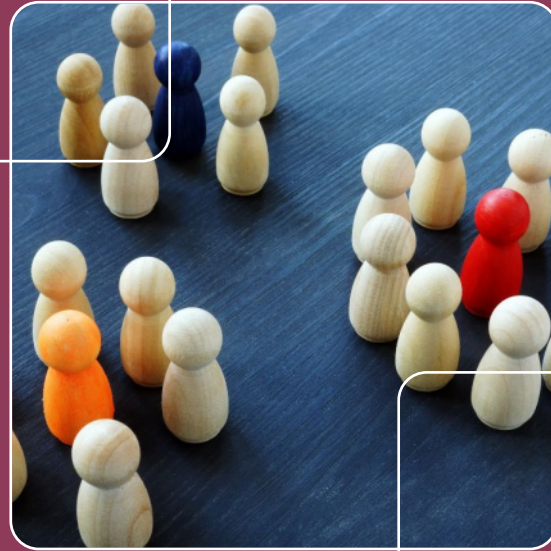
Effective external communication is integral to enhancing the visibility of ISPBs within their local communities. Our communication tools and activities must guarantee the timely delivery of messages and information to the appropriate recipients, encompassing local residents as well as broader external stakeholders including media and social media audiences.

Our external communication objectives:

- To raise the public profile of the ISPBs and positively promote their work.
- Communicate and engage effectively with people, groups or organisations who have an interest in, or can be affected by our work.
- To make sure the local population and other stakeholders receive timely, relevant and accurate information about the work of the ISPBs.
- Develop efficient and effective ways of harnessing public voices to inform and influence the work of the ISPBs.
- To support Aneurin Bevan University Health Board's communication and engagement strategy's key external objectives:
 - population health
 - accessing healthcare services
 - continuing care and recovery
 - reputation and crisis response
- To listen to feedback from all channels, respond appropriately and adapt our communication methods to suit evolving needs.

The demographic breakdown of the population will be considered carefully in ISPB communications and engagement to ensure they are always inclusive. There will be a focus on our communications connecting with all groups in the community, including those who are seldom heard or under represented. This is in line with the requirements of the Equality Act (2010), which we are committed to delivering.

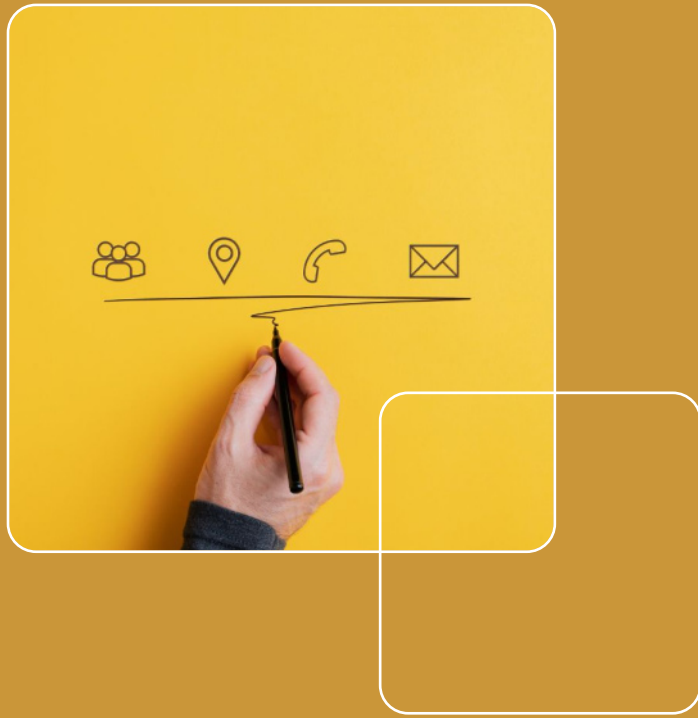
Audience



Audience

The ISPBs have many stakeholders and it is important that the ISPBs listen, engage and communicate with them as they seek to deliver their priorities. Sustaining proactive engagement and fostering mutually beneficial relationships with local communities remain imperative to the ongoing success of the ISPBs internal and external stakeholder relationships.

- Staff
- Volunteers
- Boards and Executive Teams
- Third sector
- Commissioned service providers
- Forums and networks
- Third sector; voluntary and community partners
- Local people and communities
- Seldom heard or underrepresented groups who traditionally experience difficulties accessing services
- Welsh Government
- Gwent Public Services Board
- Education institutions
- Neighbouring Health Boards and Local Authorities
- Local businesses and employers.



Channels & Tools

Channels and Tools

- ISPB Governance
- RPB/ISPB website and Aneurin Bevan University Health Board and Local Authority websites
- Social Media - Partner Channels and Networks, Local Platforms
- Internal Aneurin Bevan University Health Board and Local Authority Intranets
- Newsletters
- Email
- Stakeholder updates
- Engagement Sessions
- Word of mouth
- Board meetings
- ISPB campaigns
- Local Media
- Posters, leaflets and other printed materials
- Welsh Language and Easy Read documents.

Risks/Challenges



Highlighted Risks and Challenges

Several risks and challenges have been identified in the delivery of this strategy.

These include:

- The evolving landscape of the NHS and local authorities, along with the challenging financial conditions, necessitating heightened communication efforts.
- The capability to conduct efficient communication and engagement initiatives across local areas, while managing a large number of stakeholders.
- Resistance from internal or external stakeholders, or apathy towards communication initiatives, can impede engagement and adoption of key messages.
- Challenges in effectively engaging with staff due to the mobile nature of the workforce and certain technological constraints.
- Instances of individual staff members or groups interacting with the media without the oversight or assistance of the Communications and Engagement Team, potentially leading to reputational risks and message inconsistency.
- Challenges delivering communications and engagement post the COVID-19 pandemic, when the agenda is full and the pace of change and delivery rapid.
- Motivation of staff and stakeholder audiences to act, respond and engage.
- Lack of ownership to deliver - contributions, campaign objectives, information – making sure our leaders see communications and engagement as a core part of their role.
- Potential negative impact on the ISPBs' reputation as a result of a negative issues within the local health and social care system.
- Reluctance/resistance to change – behavioural or functional.
- Mechanisms for gathering public feedback from Health Board teams who engage with the public have been tried and tested by the Engagement Team over the past four years with very little success. Finding a new solution for capturing regular feedback and insight from all teams and feeding into the system will be a challenge.

Monitoring



Evaluation

Monitoring and Evaluation

Evaluation and review of this strategy will be on-going and in 'real time'. The effectiveness of channels and products will be continuously monitored, and changes and adjustments made as and when necessary.

Robust systems for measuring outcomes will be put in place by the ISPBs.

The ISPBs will continuously review and analyse performance using various sources, outlined below. ISPB communication and engagement plans will be updated regularly to reflect feedback from staff, the local population, partners and stakeholders.

- ISPB web page analytics
- Social media interaction on ISPB relevant posts
- Analysis of complaints and compliments trends
- Staff and public facing surveys
- All media coverage
- Compare results against key objectives
- Regularly assess the effectiveness of the engagement activities by monitoring community feedback and outcomes.

