

# **PUBLIC HEALTH REFORM OVERSIGHT BOARD (Paper 3.6)**

## **DRAFT COMMUNICATIONS AND ENGAGEMENT STRATEGY**

### **Purpose**

1. To seek the Oversight Board's approval and agreement to a draft communication and engagement strategy to support public health reform.

### **Background**

2. Involving stakeholders meaningfully will be critical to the successful achievement of our aspirations for public health reform. Effective communication and engagement will help to build ownership, support and a strong foundation for reform moving forward.

3. It is important that communication and engagement is appropriate and supported by those partners best placed to lead engagement at a national and local level and where possible, builds on existing engagement structures.

4. To support our programme of reform, we have developed a detailed (41 page) draft communications and engagement strategy. The document describes our overall approach and is fully aligned and consistent with the communication strategy for the Health and Social Care Delivery Plan.

### **Communication and Engagement Strategy**

5. Our reform aspirations will only be achieved if they are owned and driven by everyone who has a role and interest in improving the public's health. The draft strategy aims to support an enabling environment and momentum to support change, by generating high level awareness of public health reform amongst key target audiences and the priority areas for action.

6. In summary, our communication and engagement objectives as set out in our draft strategy are:

6.1 Communicate a compelling vision for public health reform, building awareness, commitment and support around our direction of travel and helping partners to understand their respective contribution;

6.2 Demonstrate the potential positive impact of reform and presenting a viable vision of where we have identified the potential to improve current delivery and innovate to achieve our programme objectives and improve health outcomes;

6.3 Engage effectively with all our stakeholders, encouraging and facilitating two way communication to influence reform and support for the programme objectives; and

## **PUBLIC HEALTH REFORM OVERSIGHT BOARD (Paper 3.6)**

6.4 Support those who have a role to play in achieving the reform programme objectives to communicate and engage effectively with partners, stakeholders, staff and the public.

### **Audiences**

7. Engaging with a wide range of stakeholders from national and local government, the third sector, private sector and communities is vital to our success.

8. To this end, a detailed stakeholder analysis has been developed as part of our overarching strategy. This will be consistently reviewed and updated to ensure we are engaging with the right partners, at the right time and we develop the appropriate tools and resources to support engagement with our key audiences, nationally and locally. These include:

- Scottish Government
- Local Government
- Community Planning Partnerships
- NHS Scotland Boards
- Health and Social Care Partnerships
- Public Health Professionals
- Staff
- Professional and Regulatory bodies
- Community and Third Sector
- Policy and advocacy organisations
- Private Sector
- Public

### **Communications Channels**

9. Our Communications and engagement strategy has been developed in recognition that some activity will be best delivered at either a national or local level. In delivering our strategy we need to think about the activities that will be best led at a national level, and supporting and equipping partners who are best placed to lead reform locally. The communication channels developed will support engagement, nationally and locally and include:

#### **9.1 Toolkit and Guidance**

A toolkit and associated guidance will be developed to support local engagement, this will include:

- Core Narrative
- Key messages
- FAQ's
- Presentation templates
- Digital resources including animations and infographics
- Case studies and visuals

## **PUBLIC HEALTH REFORM OVERSIGHT BOARD (Paper 3.6)**

As the reform programme progresses, our core narrative, key messages and support materials will evolve and develop to reflect the project milestones and timeline

### 9.2 Website



We will create an online presence for public health reform and hosting support materials and guidance relating to its delivery. These will be planned in a phased approach consistent with the reform programme objectives and timeline.

### 9.3 Proactive Media Campaign

We will work to ensure we identify positive stories of change and impact to support our range of communications activities including media and a public health reform social media platform. A planned, ongoing campaign will seek to push these into the public domain and will be supported by briefings for key stakeholders.

### 9.4 Digital/Social Media Assets

A key focus of our engagement activity will be to describe our vision for reform and aspiration for the public's health through the development of visual digital and social media assets. These will be focussed on describing our vision and reform in an engaging format and one which is easily and rapidly disseminated across national and local stakeholders.

## **Engagement**

### 10 National Engagement

Our engagement approach will be to facilitate partner's engage stakeholders through established networks and structures, providing collateral and materials to support this engagement, utilising existing mechanisms, including:

- National forums and networks
- Events, meetings and groups
- Scottish Government website (H&SC pages) and use of social media
- COSLA website and use of Social media
- Stakeholder websites and Social media

### 11 Local Engagement

To maximise the reach of our engagement on the reform programme, it is important that local engagement is led and driven through existing local structures and networks. The support materials described above will be disseminated to support engagement and be adaptable to specific stakeholders/audiences.

## PUBLIC HEALTH REFORM OVERSIGHT BOARD (Paper 3.6)

### 12. Staff Engagement

We will work with National Services Scotland and NHS Health Scotland to ensure staff have the opportunity to engage with changes that affect them and to ensure there is good understanding of the rationale for change, the direction of travel set out in the reform programme and support for change to ensure a successful transition into the new public health body. We will co-ordinate core messages with relevant workforce lead and deliver specific activities including:

- FAQ's
- Intranet Content
- Presentation templates
- Staff updates and briefings

13. A draft communications timeline is included in **Annex C** setting out the key activities we will undertake to support the reform programme focused on specific phases of the reform programme including work on developing public health priorities and establishing a new public health body underpinned by a core narrative on reform.

### **Key Messages**

14. Key to success will be the clear and consistent repetition of agreed messaging to support our aspirations for reform. In developing our messages, these will be informed by a strong set of value propositions that provide persuasive reasons for the actions we will take to support reform. The value proposition should always start from the perspective of people, services and partners and the potential benefits that will be achieved as a result of the reform we propose to undertake, these are described in **Annex B**.

15. In framing the reform programme narrative and supporting messages, it is important to understand our stakeholder's perspectives and how we might 'position' the changes required to deliver our aspirations for reform. The **positioning** statements, set out in **Annex B** will shape all of our public communications and ensure a strong narrative emphasising the benefits of an increased focus on prevention and early intervention, effective collaboration and empowered and engaged citizens.

16. We have developed an initial set of key messages set out in **Annex A** relating to reform. As the reform programme develops, we will adapt and refine our key messages in line with the programme deliverables and requirements, specifically in support of our public health priorities and the establishment of the new public health body.

### **Next Steps**

17. Subject to your feedback, the programme team propose to undertake further engagement with stakeholders to refine and finalise our strategy by February 2018.

## **PUBLIC HEALTH REFORM OVERSIGHT BOARD (Paper 3.6)**

Thereafter, we will develop the materials and assets to support planned activity and deliver our reform objectives.

### **18. The Oversight Board is asked to:**

**18.1 Note the draft strategy and endorse our approach to supporting communications and engagement activity nationally and locally, specifically the overarching messages and proposed vision set out at Annex A.**

**18.2 Offer any comments on the four communications and engagement objectives set out at paragraph 6 above;**

**18.3 Offer any comments on the value propositions and two positioning statements at Annex B.**

## Overarching Messages

- Our programme of public health reform is being developed in a way which engenders an equal partnership between Scottish Government and the Convention of Scottish Local Authorities (CoSLA), recognising that improving the public's health is a shared responsibility and key concern at both national and local level.
- A new national public health body will enable us to make best use of the public health expertise available in Scotland and will bring together data and analytical capacity in support of local and national public health planning and delivery.
- The new public health body will provide strong, visible leadership to realise our vision. It will bring together expertise, data, intelligence and innovation to improve the health of the population.
- The formation of a new body along with the development of public health priorities and strengthened support for local public health activity will be the foundation on which we deliver reform to improve the public's health and deliver our vision.

## Supporting Messages

- Scotland health is improving but not equally for everyone. Our health challenges are complex and require a shared purpose and sustained, collective endeavour across the whole public sector system and within our communities, targeted at particular health behaviours and focused on prevention and early intervention.
- Alongside CoSLA, we will challenge current ways of working - empowering our communities as active partners in improving population health in localities, and working collaboratively with the public, private third and independent sectors to develop 'upstream' solutions.
- Our reform programme aims to put more decisions directly in the hands of citizens and our focus will be on providing support to communities and localities to develop their own approaches and solutions to local population health challenges, making best use of national assets.
- This will involve applying current and emerging data and intelligence capabilities to plan and deliver services in a different way to improve health equitably, reduce health inequalities and contribute to the sustainability of our public services.

## Communicating Our Vision

- **Our vision is for Scotland to be a world leader in improving the public's health, using knowledge, data and intelligence in innovative ways, creating a culture of health in Scotland, with an economic, social & physical environment which drives, enables and sustains healthy behaviours, and where individuals take ownership of their health.**

### Value Proposition

- Contribute to a healthier Scotland and a reduction in avoidable differences in premature mortality and healthy life expectancy across different population groups by enabling whole system working;
- Embed a culture in Scotland where public services are enablers of change, supporting individuals make healthier choices and adopt and sustain healthy behaviours;
- Provide a focus for a collaborative, concerted and sustained whole system approach to improve population health by developing jointly owned and agreed public health priorities for Scotland;
- Enable effective leadership across the wider public health system to drive, support and enable change in furthering our vision for public health reform by establishing a new national public health body;
- Work collaboratively to implement evidence based solutions to improve the public's health and design a system that utilises and shares data, information and expertise to improve our understanding of Scotland's public health challenges;
- Empower and engage communities as partners with the specialist public health workforce in the development of their local public health system and identifying solutions to local population health challenges;
- Deliver services that are evidence based and have the capacity to have the biggest impact on prevention, early intervention and equitable health improvement;
- Maximise the population benefits of health and social care by focusing on delivering effective, efficient and sustainable health and social care services;
- Protect the nation from public health hazards by designing and establishing a system that is effective in identifying, preparing and responding to public health emergencies and challenges;
- Continuously improve the quality, safety and effectiveness of public health services by being person centred and putting communities at the centre of all decision making.

### Position Statements

**Scotland's health challenges are complex, requiring an increased focus on prevention and early intervention across the whole system of services, partners and communities to effectively protect and improve the public's health and tackle persistent health inequalities.**

**Improvements in the public's health will only be achievable by supporting communities to develop their own approaches and solutions to local population health challenges and creating a culture of health in Scotland where individuals take, and are able to take, responsibility for their own health and sustain healthy behaviours.**

DRAFT

# Draft Communications Timeline

# ANNEX C

