

COMMUNICATIONS ANNUAL REPORT 2020/21

THE STATE HOSPITALS BOARD FOR SCOTLAND

1. CORE PURPOSE

Effective communications play a key role in how all stakeholders perceive the State Hospital.

The core purpose relates to all aspects of communications both internally and externally - from consultancy / advice and guidance, to the provision of electronic communications, dealing with the media, and the production of corporate publications. In particular, the Head of Communications acts as a communications link between the Hospital and stakeholders including staff, the local community, general public, professional bodies, and local and national government, and drives forward improvements in communication. This enables the influencing and shaping of communication planning and strategy at all levels, ensuring good communications practice is firmly embedded in everyday service development, delivery and change.

Given the nature and organisational arrangements of the Board, patients are uniquely viewed as internal communication stakeholders in addition to Non-Executive Directors, Volunteers, the Chaplaincy Team, Advocacy and staff. Carers, the public and the media are included within external communication arrangements. This is where communications differ from that of other Boards. The State Hospital's general public (patients) are long stay and therefore are classed as internal stakeholders. The general public as a whole are potential patients of territorial Boards and are viewed by them as external stakeholders. These Boards will therefore undertake direct engagement with their general public in relation to health, wellbeing and services provided.

The two services predominately delivering internal and external communications within the State Hospital are the Communications Service and the Person Centred Improvement Service (PCIS). Key results areas include: Stakeholder Communications (Internal and External including staff, patients, carers and volunteers), Public Relations (Relationship Management), Crisis Management, Public Affairs (Media and Political) and Marketing Communications.

2. LOCAL AND NATIONAL DRIVERS

Communications is delivered in line with the State Hospital's Corporate Communications Strategy which meets the legal obligations contained within:

- The State Hospital Annual Operating Plan 2019/20.
- Remobilisation Plan.
- National Staff Governance Standard (4th edition), June 2012.
- NHS Scotland Healthcare Quality Strategy, May 2010.
- NHS Scotland 2020 Workforce Vision (*Everyone Matters*), June 2013.
- Healthcare Improvement Scotland (HIS) – 'What Matters To You?' August 2016.
- Human Rights Act 1998.
- Public Interest Disclosure Act 1999.
- Freedom of Information (Scotland) Act 2002.
- Equality Act 2010.
- Public Services Reform (Scotland) Act 2010.
- Patient Rights (Scotland) Act 2011.

- Mental Health (Care and Treatment) (Scotland) Act 2003 / 2015.
- Carers (Scotland) Act 2016.
- Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016.
- General Data Protection Regulations (GDPR) 2018.
- Duty of Candour Procedure (Scotland) Regulations 2018.
- Fairer Scotland Duty 2018.

The Board's Corporate Communications Strategy 2015/20 focuses on internal and external communications. It supports the aspirations of the Board and is regularly reviewed in a collaborative manner in line with effective partnership working practices, and best practice in involvement, engagement and consultation processes.

This strategy was due for review during the height of the Covid-19 pandemic but was paused until 2020/21 to allow for a better understanding of what the 'new normal' for communications would look like. For example, communication technology has advanced and changed at pace in response to the Covid-19 pandemic, so there is a need to ensure the Hospital's strategy can be adapted to changing audiences, technologies and media platforms as well as being deliverable within the current resource. It is acknowledged that communication trends are changing based on advances in technology, shifts in marketing methods, and audience engagement and these trends will likely play a big role in the future of communications for organisations worldwide: the fine-tuning of content marketing by PR specialists, live video, and the evolution of social media marketing. For the State Hospital these translate into mental health awareness raising and utilising social media. To date, the Board has been cautious around interactions with the media (primarily taking a reactive approach) and has not approved social media as a formal channel of communication.

The Media Policy & Procedure, Website Maintenance & Development Policy and other relevant documentation support the Corporate Communications Strategy including the discrete Pandemic Influenza Communications Strategy which was updated for 2020/25 during the year.

3. COLLABORATIVE WORKING

A key aspect of the Communications function is the requirement for effective and regular collaborative working across all directorate structures and teams. Being independent from other functions, services or directorates, ensures effective broader organisational confidence, dialogue and connection is maintained. This is something that has been achieved over many years. Within the State Hospital environment, it is important for staff to be able to see a function that not only serves all staff and disciplines equally, but is positioned correctly to do this through a joined up internal network of strong lines / links in all directions with communications in the centre.

Collaborative working with the Scottish Government Mental Health Team and Communications colleagues was stepped up during the pandemic. The Head of Communications represented the Hospital at twice weekly Scottish Government communication meetings attended by NHS Scotland health and social care communications peers. These vital meetings ensured 'hot off the press' information from a credible source, the opportunity for collaborative working between organisations where appropriate, facilitated question and answer slots, and enabled a unified voice to communicate national priorities, messaging, campaigns and links to further information / resources to NHS Scotland staff and the people of Scotland.

4. STAFFING / RESOURCES AND INVESTMENT FOR THE FUTURE

The role of the Communications function is to provide a communications service to the whole of the Hospital to help it meet its commitment to openness and transparency. This is done through a wide range of communications activities and vehicles to support the Board in meeting the diverse needs of its stakeholders.

The Communications function comprises just one post – Head of Communications – who was awarded the ‘Chartered PR Practitioner’ status during the year from the Chartered Institute of Public Relations. Throughout 2020/21 the post was aligned to the Covid-19 response. Concurrently, other key priorities related to supporting the Hospital’s migration to Office 365, implementation of Microsoft Teams, and the work of the Recovery and Innovation Group. These time consuming commitments created additional workload.

A Communications Staffing Recruitment Proposal was produced by the Head of Communications in July 2020 highlighting the need for dedicated Communications support. Subsequently, the service was pleased to secure a graduate placement from the Glasgow Centre for Inclusive Living. The post commenced in January 2021 for a fixed-term of two years with the expectation that the placement would bring joint benefits. However, the individual resigned following induction and before any work could be undertaken. This was regrettable as the Head of Communications had invested considerable time training and providing support.

Consideration needs to be given to a resource review of the Communications function to meet current and future aspirations of the Board, and the changing shape of communications. To ensure the most effective and efficient functioning and future proofing of the Communications function, this may require the recruitment of a full time individual with specialist skills in communications, PR, media / new media, and audio visual required for the role. Someone who can bring new and different skills to the function that will complement the skills of the Head of Communications; a strategic thinker who has extensive experience of engaging with stakeholders on numerous social media platforms with proficiency in developing and delivering media and social media content and campaigns, producing audio visual content, using graphic design packages, and employing various design and print processes.

An alternative approach may be to align this function collaboratively with another NHS Board as part of a collaboration. The future is digital and it is vital that the function has these specialist skills to effectively and meaningfully operate in the digital and social media world.

5. KEY PERFORMANCE INDICATORS (KPIs)

Established KPIs relate to the core Communications function as detailed below:

No	KPI	Source	Timescale	Status / Outcome
01	To produce a Communications Annual Report for presenting to the Board.	Board	Annually	Continues to be met
02	To produce the Board's Annual Report.	Board	By 31 October each year	Continues to be met
03	To produce at least 44 weekly bulletins for staff.	CEO	By end March 2021	Complete A total of 52 were produced.
04	To produce at least 40 special bulletins as a support to staff.	CEO	By end March 2021	Complete A total of 264 were produced. Of these, 213 related to Covid-19 and 51 were dedicated bulletins.
05	To produce Staff Newsletter 'Vision' twice a year as a minimum.	CEO	By end March 2021	Complete Only one edition (December 2020) was produced in year due to Covid-19 pressures.
06	To deliver on 100% of all appropriate requests for Talks to the Community.	General Public	By end March 2021	N/A No requests for general State Hospital presentations were made due to the Covid-19 pandemic.
07	To respond to 100% of urgent Media Enquiries within the timescale requested and within one working day.	Media	By end March 2021	Complete There were 28 media enquiries.
08	Meet the requirements of the 'Well Informed' Staff Governance Standard.	Staff Governance Standard	March / April 2021	Complete Achieved and evidenced by way of the 'Well Informed' section of the State Hospital's Staff Governance Standard Monitoring Return.
09	To ensure attendance at four of the six State Hospital Board Meetings.	Board	Annually	Continues to be met
10	Ensure Board business is published on the Website. This includes: Board Meeting Dates, Public Notices, Agendas, Minutes & Papers.	Board	Ongoing	Continues to be met Additionally, after each Board Meeting a review all Board papers takes place to identify information / communication for the staff bulletin, staff newsletter 'Vision', Intranet, Website and Media as appropriate.

No	KPI	Source	Timescale	Status / Outcome
11	To attend 90% of NHS Scotland Strategic Communications Network Meetings.	NHS Scotland	By end March 2021	Continues to be met These meetings were held by Teams twice weekly during the year as part of Covid-19 management.
12	To ensure representation at the annual NHS Scotland Event.	NHS Scotland	Annually in June	N/A There was no event in 2020/21 due to the Covid-19 pandemic. The event in June 2021 will be virtual.
13	Annual re-design of Weekly Staff Bulletin and Special Bulletin.	Chairperson	By end March annually	Continues to be met Additionally, two header designs for Covid-19 bulletins were developed: an initial design at the outset to distinguish Covid-19 bulletins from other bulletins, which was superseded in year by a header that was more reflective of progress towards recovery.

The table below details activity not covered by KPIs:

No	Workstream	Lead	Outcome	Key Result Area
01	Media Releases	Head of Comms	One Media Release was issued in November 2020 entitled 'State Hospital Wins Psychiatric Quality Improvement Team of the Year Award'.	Media Relations
02	Media Features	Head of Comms	No Media Features were produced in 2020/21.	Media Relations
03	Media Leaks	Head of Comms	Three were eight reported through Datix.	Media Relations
04	FOI Enquiries	FOI Lead	A total of 262 enquiries were responded to. Of these, there were six separate FOI Media requests that asked 19 questions. Note! Every distinct question is recorded as a request rather than each applicant's request.	Public Relations
05	Academic Published Articles	Research & Development Manager	The Research Committee Annual Report 2020/21 notes 15 published journal articles and the delivery of 10 presentations.	Public Relations

No	Workstream	Lead	Outcome	Key Result Area
06	Continue to invite visitors to the Hospital to learn about the Hospital's work. Visitors include MSPs, Health Board Chairs and senior officials as well as other stakeholders.	Executive Team	Ongoing annually as outlined in the Chief Executive's Report to each Board Meeting.	Public Relations
07	Patient Updates	Person Centred Improvement Nurses (PCIN)	Regular patient updates are provided throughout the year, including tailored versions for patients who require adapted formats.	Patient Relations
08	Carer Updates	Person Centred Improvement Advisor (PCIA)	Specific, targeted Carer Updates, e.g. service delivery, safety and security, infection control are produced as required.	Carer Relations
09	Carer Events	PCIA	Information about social events is shared with carers who have consented to receiving same.	Carer Relations
10	Volunteer Updates	PCIA	Dedicated volunteer updates are produced as required, in addition to sharing the Staff Bulletin and other relevant information with volunteers who have consented to receive same.	Volunteer Relations
11	Networking: Presentations / Workshops / Seminars	Person Centred Improvement Lead (PCIL)	To share best practice, address stigma and respond to national drivers on a range of topics including 'What Matters To You?', Triangle of Care, Volunteering impact, and Augmentative Communication. Creative feedback methods are adopted to support those with communication barriers to engage in Person Centred Quality Improvement initiatives including person centred visiting and the equality agenda, e.g. Protected Characteristic Groups, Equality Outcomes and Equality Impact Assessments.	External Networking
12	Stakeholder Stories	PCIL	Present feedback from patients, carers and volunteers regularly directly to the Board.	Board Awareness
13	Leadership Walkrounds	Executive Team	None took place in 2020/21 due to the Covid-19 pandemic.	Staff Relations and Patient Engagement

6. QUALITY ASSURANCE (QA) OBJECTIVES

The table below details progress against QA objectives set for 2020/21:

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications</i>					
01	Annual review and update of all Person Centred Improvement Service text on the State Hospital Intranet.	Person Centred Improvement Steering Group (PCISG)	PCIL	Annually	Continues to be met
02	Review the operating effectiveness of the Intranet for staff with a focus on content and the current document management system (i.e. Sharepoint).	Executive Team	Head of eHealth	Ongoing	SharePoint will move to the Cloud via Office 365, and will mitigate the risk associated with the current SharePoint installation. This will also remove the need for financial investment to upgrade SharePoint on site as SharePoint is part of the O365 deployment that has been negotiated nationally with Microsoft and NHS National Services Scotland (NSS).
03	Review and update publications (as appropriate) in the Hospital's Publications Database.	Comms	Head of Comms	Ongoing	Continues to be met
<i>External Communications</i>					
04	Annual review and update of all Person Centred Improvement Service publications.	PCISG	PCIL	Annually	Continues to be met
05	Undertake an annual review and update of the content on the Website.	Comms	Head of Comms	By August each year	Continues to be met
06	Annual review and update of all Person Centred Improvement Service text on the State Hospital Website.	PCISG	PCIL	Annually	Continues to be met

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
<i>External Communications</i>					
07	Production of Employment Monitoring Reports for the Website.	Equality Act	Interim Human Resources Director	Every two years – June 2021	Ongoing The Equalities Outcomes Update Report 2017-21 and 2021-25 including Workforce Monitoring and Non-Executive Board Member Gender Profile was developed in March / April 2021 for publishing in June 2021.
08	Commence Web Archiving with National Records Scotland (NRS).	Records Management Plan	Health Records	Ongoing	Complete Pages are available via the National Records for Scotland (NRS) website.
09	Undertake an annual review and update of the content on the ONELAN screens.	Comms	Head of Comms	By August each year	Continues to be met
10	Undertake annual reviews and updates of the State Hospital's Speakers' Directory and general presentation slides.	Comms	Head of Comms	By end April annually	Complete This update includes feedback from presentations.
11	Ensure Contingency Planning Comms contacts (Police, Fire and Ambulance) are updated.	Security Director	Head of Comms	Annually	Continues to be met
12	Bi-annual review of Media Training requirements for Directors and other identified staff.	Comms	Chief Executive / Head of Comms	March 2022	N/A No requirement in 2020/21.
13	Familiarisation with 'Dealing with the Media' Guidance for State Hospital Spokespeople	Head of Comms	On-Call Directors / CEO	Ongoing	N/A No requirement in 2020/21. Note - This should be read in conjunction with the State Hospital's approved 'Media Lines for On-Call Directors' which have been prepared to assist Directors in responding to media enquiries.

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
<i>Strategy / Policy</i>					
14	Carry out an interim review and update (if required) of Communications strategies, policies and procedures.	Comms	Head of Comms	Annually	Continues to be met In 2021/22, the Communications Strategy 2015/20 will be reviewed and updated for the period 2021/25. Update due in 2020/21 was paused due to the Covid-19 pandemic and associated uncertainty around future ways of working.
15	Undertake Equality Impact Assessments for Communications.	Equality Act	Head of Comms	As required	N/A Last update was Summer 2019 so no requirement for update in 2020/21.
16	Undertake Data Protection Impact Assessments for Communications.	GDPR	Head of Comms	From 2021/22	New for 2021/22 No requirement in 2020/21.
17	Develop Asset Registers for Communications.	GDPR	Head of Comms	From 2021/22	New for 2021/22 No requirement in 2020/21.

7. QUALITY IMPROVEMENT (QI) OBJECTIVES

The following table shows performance against QI objectives set for 2020/21:

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications</i>					
01	Develop a Communications Campaign to support the Hospital's migration to Office 365.	O365 Project Team	O365 Project Team / Head of Comms	By end 2020	Complete Head of Comms member of O365 Project Team. Staff Information Pack and O365 Suitcase developed along with training and other materials.
02	Develop a Communications Campaign to support the implementation of Microsoft Teams.	O365 Project Team	O365 Project Team / Head of Comms	By end 2020	Complete This was phase 2 of the above project.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications</i>					
03	Continue to undertake Staff Engagement Exercises to support corporate objectives.	CEO	Head of Corporate Planning & Business Support (HCPBS)	Ongoing	Continues to be met During the year this related to two Covid-19 surveys associated with the work of the Recovery and Innovation Group / Staff Wellbeing.
04	Develop a Communications and Engagement Plan to support change relating to the clinical care delivery model.	Clinical Model Oversight Board	PCIL / Head of Comms / Head of Corporate Planning & Business Support (HCPBS)	Ongoing	Continues to be met
05	Ensure effective communication with relevant stakeholders to share updates relating to strategic priorities including, Sickness Absence, and Nursing Resource Utilisation.	Chief Executive / Service Strategy / Directors' Objectives	All Directors	March 2021	Continues to be met This was dominated by the Covid-19 pandemic in 2020/21.
06	Promote the work of Healthy Working Lives (HWL)	Values & Behaviours Group (Sub Group of the Partnership Forum)	OD Manager / Head of Comms	Ongoing	Continues to be met Achieved through the staff bulletin and the production of resources.
07	Promote the launch of the Staff Wellbeing Centre and resources within.	Silver Command	Staff Wellbeing Centre staff / Head of Comms	Ongoing	New for 2020/21 This was highly promoted in year.
08	Support / promote iMatter.	Board	OD Manager / OD & Learning Advisor / Head of Comms	Ongoing	No requirement in year due to the Covid-19 pandemic A national staff wellbeing survey took place instead.
09	Support the Staff and Volunteer 'Excellence Awards' and staff 'Long Service Awards' through a communications campaign.	Values & Behaviours Group	OD Manager / OD & Learning Advisor / Head of Comms	Annually	No requirement in year due to the Covid-19 pandemic Support takes the form of promotion before and after the event as well as the production of posters and certificates.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications</i>					
10	Enable patients to contribute to the voting process of the Staff and Volunteer 'Excellence Awards' through the use of tailored communications materials.	Excellence Steering Group	PCIL	Annually	As above - No requirement in year due to the Covid-19 pandemic
<i>External Communications</i>					
11	Explore proactive measures with external Consultant to raise the Hospital's profile and address negative attitudes.	CEO / Board	Chief Executive / External Consultant / Head of Comms	June 2021	New for 2020/21 Phase 1 Complete Materials were developed in 2020/21 for launch in June 2021. These included media features, videos and a voice recording.
12	Explore proactive approaches with external Consultant to raise the Hospital's profile and address negative attitudes.	CEO / Board	Chief Executive / External Consultant / Head of Comms	December 2021	New for 2021/22 Phase 2 underway with the further development of materials.
13	Create a State Hospital presence on Social Media channels.	CEO / Board	Chief Executive / External Consultant / Head of Comms	June 2021	New for 2020/21 Complete State Hospital Twitter, Facebook and YouTube channels were developed in 2020/21 for launch in June 2021.
14	Produce suitable content for the Hospital's Social Media Channels to maintain an effective presence.	CEO / Board	Chief Executive / External Consultant / Head of Comms	Ongoing from June 2021	New for 2021/22 Will be met for Twitter, Facebook and YouTube.
15	Explore with Directors and senior staff the requirement to develop a visible presence on Social Media.	Head of Comms	Head of Comms	By March 2022	New for 2021/22 To be considered in line with outcome of Barron Report. This will involve training as some staff will need coaching and technological support to be visible in the virtual world.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>External Communications</i>					
16	Redesign and relaunch of State Hospital Website.	Board	Head of Comms	Ongoing	In progress Work is taking place with NHS 24 to redesign the external website. First meeting took place in March 2020 but then paused due to Covid-19. Work will recommence at the end of 2021 when capacity allows.
17	Ensure research is shared through the Website.	Board	Research & Dev Mgr / Medical Director	March 2022	On target
18	Develop a suite of promotional materials for Recruitment.	Director of Nursing & AHPs	Head of Comms and Nursing Practice Development	March 2021	New for 2020/21 Complete
<i>Collaborative Working</i>					
19	Facilitate 'What Matters To You?' initiative seeking the views of patients, carers and volunteers.	HIS	PCIL	Annual	Continues to be met Every June.
20	Be actively involved in the National Board Review Groups and work supporting the National Collaborative.	National Boards Collaborative	Head of Comms for Comms strand	As required	Continues to be met The State Hospital hosts a web page for use by the National Collaborative. Due to the Covid-19 pandemic this work was paused in 2020/21.
21	Review Memorandum of Understanding with another National Board as a means of strengthening resilience during any long-term absence.	National Boards Collaborative	Head of Comms / Chief Executive	By March 2022	New for 2021/22
22	With NHS Scotland Comms colleagues to provide communications around EU Exit Preparedness.	Strategic Comms Group	Head of Comms	As required	Ongoing In parallel with local resilience planning.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Collaborative Working</i>					
23	Develop the leadership needs of NHS Scotland Communications professionals: Directors of Communications and Heads of Service.	Strategic Comms Group	Strategic Comms Leadership Sub Group	Ongoing	N/A Sub Group comprises the State Hospital, NHS Greater & Clyde, and NHS Golden Jubilee. This work was paused in 2020/21 in light of the Covid-19 pandemic.
<i>Equality, Diversity and Rights</i>					
24	Undertake a scoping exercise relating to carer involvement in Care Programme Approach (CPA) review meetings / transfer planning process.	CSG / Carers Trust Scotland	PCIL	April 2020	Complete The scoping exercise highlighted the need for a more targeted approach to eliciting feedback relevant to specific stages of the carer journey.
25	Consult, publish and implement updated 2017/20 Equality Outcomes. Plus, consult and publish Equality Outcomes 2021/24.	PCISG	PCIL	April 2021	Complete for both
<i>Strategy / Policy</i>					
26	Review Communications Resilience Risk Assessment (departmental risk register).	Risk Management	Head of Comms	As required	Continues to be met
27	Establish a media monitoring service.	Chief Executive	Head of Comms	March 2021	In progress – paused in 2020/21 due to Covid-19 In December 2020 the Board approved National Services Scotland (NSS) to provide a free media monitoring service to the State Hospital. Work was paused before any reports were received but will recommence in 2021/22.
28	Develop a subset Media & Social Media Strategy for the Intellectual Disability Service and ensure actions captured within overarching Communications action plan.	Chief Executive	Head of Comms	November 2020	Part Complete – due to Covid-19 Strategy was developed in November 2020 before work paused. Action plan will be developed in 2021/22.

8. OUTPUT / ACTIVITY

Throughout 2020/21 the focus was primarily on Covid-19 communications and engagement.

8.1 Stakeholder Communications

The year began with continued timely and regular Covid-19 communications to keep staff well informed of the pandemic position both locally and nationally. In times of incident command for Covid-19, a daily Covid-19 bulletin was produced following Silver Command meetings, with Gold Command communications being included following Gold Command meetings. A distinguishable new bulletin header was created to support the daily Covid-19 bulletin which included sections for patient care, staffing, infection control, and national / regional updates including campaigns and messaging.



Information, as it became available, was captured within the weekly staff bulletin (there being a specific Covid-19 section) and through dedicated bulletins for more detailed information, e.g. results of stakeholder engagement exercises, face mask guidance and lateral flow testing.

These bulletins were quickly adapted for patients and carers by the Person Centred Improvement Lead (PCIL) so all stakeholders were receiving the latest information promptly and simultaneously. A specific patient update was published in April 2020 covering 'Coronavirus: Keeping Everyone Safe and Well' in addition to the regular updates throughout the year. Each patient received the information in a format that was most suitable to them.

Staff, Volunteers, Non-Executive Directors and the Hospital's Auditors received a copy of weekly and dedicated staff bulletins including those for Covid-19. Silver Command daily Covid-19 bulletins were also shared with Scottish Government colleagues.

All user emails were issued to relay Covid-19 information that was urgent and could not wait until the next bulletin.

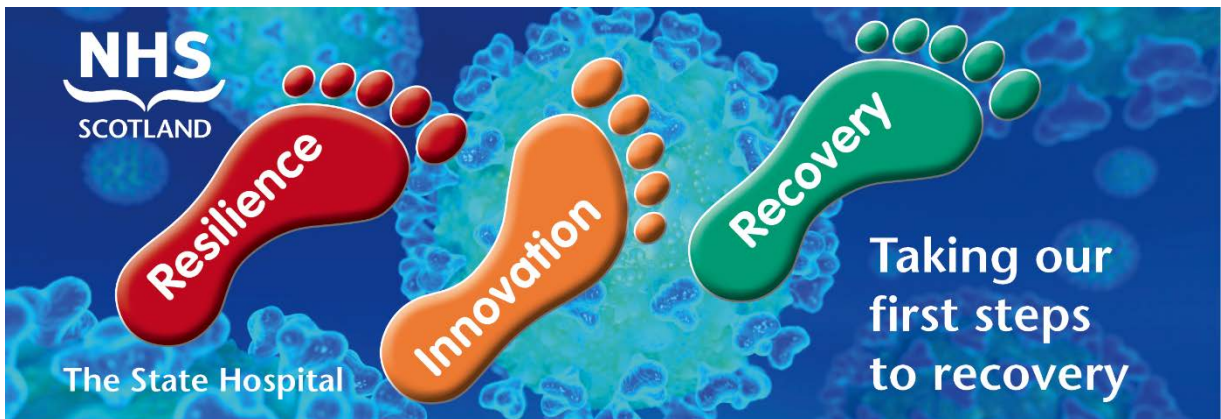
The dedicated Covid-19 Intranet page provided a one-stop shop for all Covid-19 information deemed relevant for staff including information on wellbeing resources and the development of a Covid-19 Staff Q&A document (May 2020) which continued to be updated throughout the year alongside the Intranet page. The Staff Wellbeing Zone in the Staff Development and Conference Centred (created for rest and relaxation, resources, quiet area) was promoted both through the bulletin and Intranet. All bulletins were housed on the Intranet for easy access 24 hours a day.

Covid-19 information on the Website was monitored and reviewed regularly with updates being made as required, e.g. visiting information for patient visitors and official visitors.

To ensure the Board had the opportunity to learn from the experience of patients, carers and volunteers, narratives regularly featured on the Board's agenda throughout the year. These were welcomed and very well received especially as the process of Non-Executive Board Members attending Patient Partnership Group meetings (on a rotational basis to hear directly from patients about their experience of care and treatment) was paused in 2020/21 due to Covid-19.

Media enquiries related to Covid-19 were shared with the Board and Scottish Government colleagues. Processes were in place for responding to Covid-19 FOI enquiries which were managed separately.

A number of Covid-19 promotional materials were produced including banner stands for the new Staff Wellbeing Centre in Harris (replacing the Staff Wellbeing Zone in Islay), and a new visually distinguishable banner was developed for Covid-19 bulletins going forward which was more reflective of the recovery journey.



8.2 Stakeholder Engagement

At no time had there been a greater need to meaningfully seek, listen to and act on feedback than during the Covid-19 pandemic. This involved effectively engaging with staff, patients, carers and volunteers to help develop services as part of the recovery journey. There were a number of key areas of activity:

- A survey which ran for six weeks.
- Staff teleconference discussions led by the Chief Executive involving multiple teams and individuals from across the organisation over a three-week period. Staff involved in these sessions received direct feedback in relation to the session they attended. Note - The twin approach enabled meaningful feedback from a third of the entire workforce.
- Patient walkrounds with the Chief Executive.

Associated feedback was shared in June 2020 in a format most suitable to each stakeholder group. For example, for staff, this was by way of a dedicated bulletin covering activity undertaken, key themes arising from the feedback / brief narrative of responses, and the next steps.

From the feedback received, 12 key topics were identified which were then embedded within the following six themes:

- Building a Personalised Approach to Care.
- Leadership and Culture.
- Digital Transformation.
- Physical Health of Patients.
- Staff Health and Wellbeing.
- Become Improvers and Innovators to support Clinical and Organisational Effectiveness.

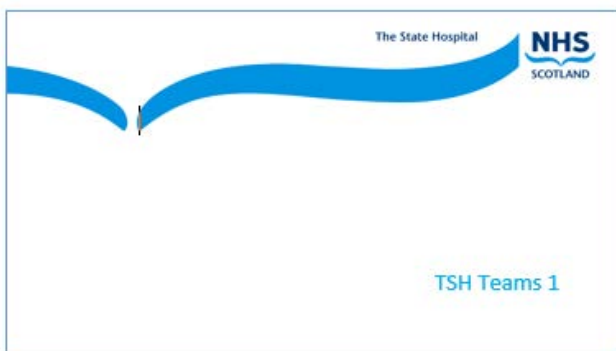
A Recovery and Innovation Group, chaired by the Chief Executive was established to ensure staff, patients and visitors continued to be well informed and engaged whilst remaining safe and healthy within the State Hospital environment. The Head of Communications and PCIL were key members of the group. The group used the stakeholder feedback to develop actions and workstreams to guide the recovery process.

Additional expressions of patient feedback were captured by way of the new Iona 2 Patient Partnership Group, the Covid-19 Graffiti Wall and Covid-19 poem.

8.3 Embedding Advancements in Communications Technology

In addition to being part of the Covid-19 Support Team in 2020/21, the Head of Communications was a member of the Microsoft Office 365 Project Team tasked with the Hospital's successful migration to Office 365 and subsequent implementation of Microsoft Teams and remote working – implementation of the latter two being accelerated as a result of the Covid-19 pandemic. This was a huge undertaking for most of the year with effective communication being critical to keep staff well informed and supported pre and post migration.

Migration was successful and the project was delivered on time. Teams background images were developed in support of NHS Scotland Corporate Identity and could be easily accessed / used by both staff on site and those working from home. Backgrounds comprised a mixture of Hospital campus photos and eight graphics, some of which are shown below:





8.4 Stakeholder Information Resources

Despite the main focus being on Covid-19 throughout the year, the Communications function supported the following disciplines, groups and departments with the review, update or development of new stakeholder information materials:

- AHPs.
- Communications.
- Health Records.
- Human Resources.
- Infection Control.
- Medical Directorate.
- Occupational Health.
- Physical Health Steering Group.
- Risk Management.
- Skye Centre Therapies & Activities.
- Social Work.

9. EVALUATION OF EFFECTIVENESS

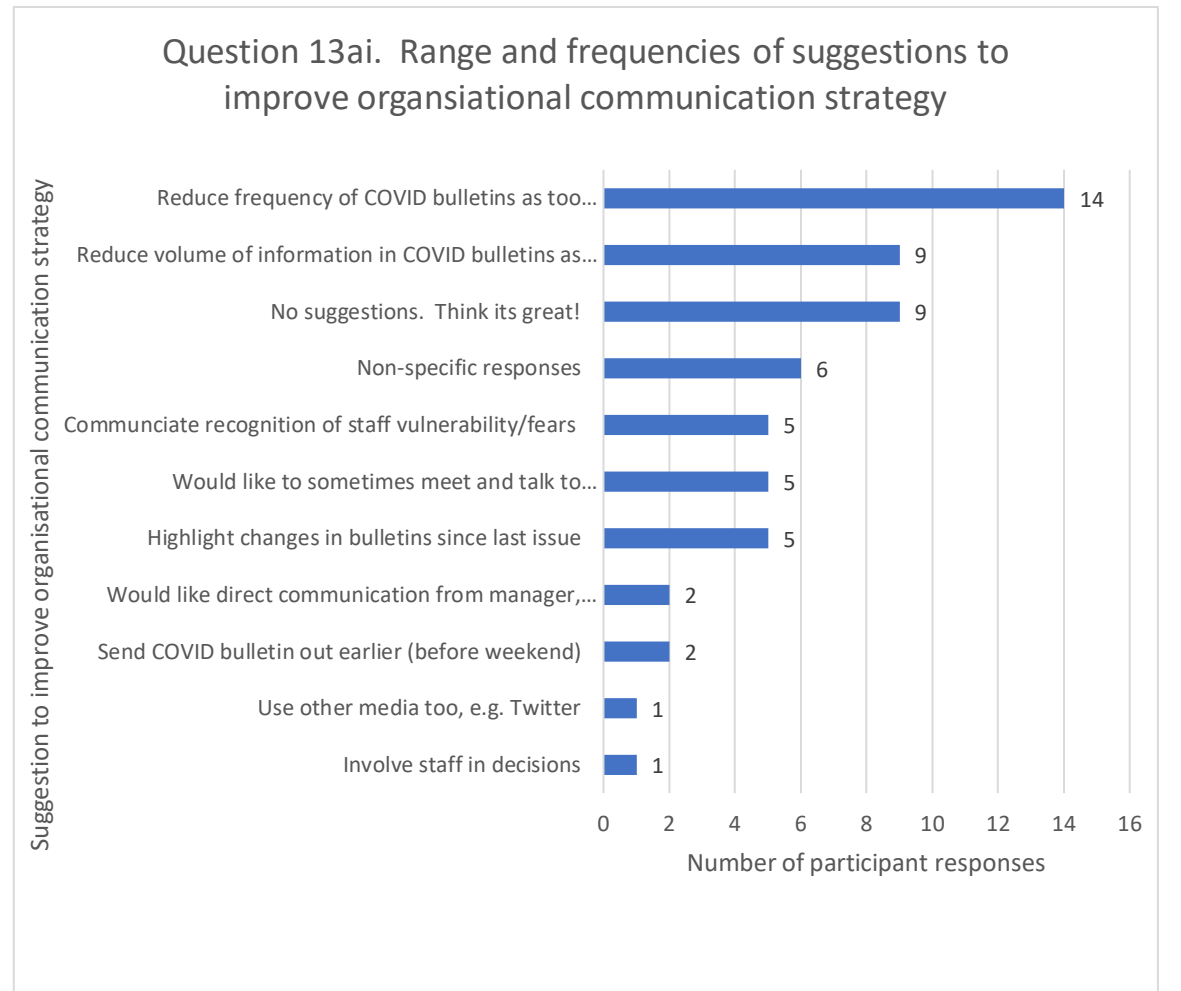
As Covid-19 communications were the main focus of 2020/21, evaluation is provided on this workstream.

An evaluation of the impact of measures adopted to promote positive staff health and wellbeing during the Covid-19 pandemic was undertaken and reported on in March 2021. The report highlighted effective and frequent communication as an important and helpful measure, and the importance of good communication as an essential element in the continued response to Covid-19.

The results from the additional qualitative questions around communications gave further information about suggestions staff made about possible improvements that could be made to each of the health and wellbeing measures provided.

Question 13ai: Can you suggest anything that can be done to improve your health and wellbeing related to the organisational communication strategy?

Results: 50/227 (22%) of participants gave further information about this, with a total of 59 overall comments made across 11 different themes categorised as 'suggestions to improve organisational communication strategy'.



10. CONCLUSION

2020/21 was an unprecedented year in which the need for a united voice to communicate national and local priorities and messaging clearly to all stakeholders (and in some cases, effect behavioural change and new ways of working) was vital.

The State Hospital's Communications function and PCIS were integral all year, playing a key role in amplifying or localising national public health messaging, as well as supporting and reassuring stakeholders as they got to grips with very different ways of doing things within the Hospital or at home, e.g. remote working, video visiting.

It is a pleasure to report that fast, effective and timely Covid-19 communications were achieved for all stakeholders through the Head of Communications and PCIL's rapid and flexible response to the difficult, dynamic situation of the pandemic.

Additionally:

- All core communication tasks (that could be taken forward during the pandemic including key performance indicators, quality assurance objectives and quality improvement objectives) were either progressed or completed.
- All legislative requirements were met, and all financial targets / savings were achieved.
- The communications aspect of the migration to MS O365, implementation of MS Teams and remote working was also effective and successful.

This was an extremely busy year for the Head of Communications to keep effective and quality communication flowing. This in itself highlighted the vital role played by the Communications function in achieving organisational success, and need for a review of this critical function.

Consideration should be given as to how the Communications function is resourced going forward. The level of change ahead is unparalleled with advancements in technology, new and innovative ways of working, and changes associated with the Barron Report recommendations. Involving stakeholders, making sure that they are meaningfully engaged, is essential to the ongoing development of service delivery that supports a person centred approach where patients, carers and volunteers feel they are valued and listened to. Inevitably this calls for more regular and different communication messages and activities on numerous platforms (many new) and often delivered at pace. Page 3, section 4 of this report refers.

11. KEY AREAS OF FOCUS IN 2021/22

In 2021/22 focus will be on delivering as many of the following priorities that capacity allows:

11.1 Communications Strategy / Policy / Annual Report

- Update of the Corporate Communications Strategy.
- Review of Communications Policies, Procedures, Protocols and Guidance.
- Review of Communications Local Risk Register.
- Review and delivery of Communications KPIs, QA Objectives and QI Objectives.
- Production of Communications Annual Report.
- Review and update of Pandemic Influenza Communications Strategy.

11.2 Investing for the Future (Building Capacity / Ensuring the Right Skill Mix)

- Investment in Communications Resource (ensuring specialist skills in new digital and PR techniques as well as shaping policy and managing communications channels more strategically and efficiently).
- Production of Communication Guides (if capacity allows).
- Build even better communications practice through lessons learned from the pandemic and adapting to new technologies and audience behaviours.

11.3 Media Relations / Public Relations / Public Affairs

- Development and delivery of Intellectual Disability Social Media Strategy.
- Establish a media monitoring system.
- Support work being undertaken by McLaws Consultancy.
- Develop a State Hospital Social Media presence on Twitter, Facebook and YouTube.
- Explore the requirement for Directors to be visible in the virtual world of social media / create and maintain an effective visible presence.
- Production of the State Hospitals Board for Scotland Annual Report.
- Complete Website Redevelopment and Launch.
- Keep the Scottish Government up-to-date with all media activity.

11.4 Marketing Communications

- Explore Video Production (capacity dependent).
- Explore Information Graphics / Digital Opportunities (capacity dependent).
- Ensure proper use of NHS Scotland Corporate Identity.

11.5 Service Redesign / Transformation / Recovery

- (National) Barron Report and EU Exit.
- (Local) Remobilisation and Clinical Model.
- Continue to help drive the pace and scale of the recovery journey by articulating how the Hospital intends to progress recovery from the Covid-19 pandemic and come back stronger.

11.6 Hospital Wide Publications

- Review of Hospital-wide Publications.
- Update of Publications Database.

11.7 Internal Communications

- Continue to meet the 'Well Informed' strand of the Staff Governance Standard.
- Promote the Board's vision and key priorities as the issues that were important before the pandemic and lockdown still matter.
- Create a more interactive website which offers a different way for carers and volunteers to share their views.
- Support the local Digital Inclusion workstreams which aim to enable patients to communicate using electronic forms of communication.

11.8 Other

- Continued provision of Expert Advice.
- Continued National Representation / Networking Opportunities.

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