

## COMMUNICATIONS ANNUAL REPORT 2021/22

(1 APRIL 2021 TO 31 MARCH 2022)

### 1. CORE PURPOSE

Communication is at the heart of everything we do. Within 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, the production of corporate publications, and stakeholder engagement. Specifically, 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, Patients' Advocacy Service and staff. Carers, the public and the media are included within external communication arrangements, which differs from the Communications function of other Boards. The State Hospital's public (patients) are with us for an average of 6.5 years, and some very much longer and therefore are classed as internal stakeholders. The 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 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.

Trust and confidence of our stakeholders can only be achieved through maintaining the highest levels of transparency. The work of the Communications Service and Person Centred Improvement Service help drive our reputation locally, nationally and globally through different channels by communicating with all stakeholders in a timely, accurate and consistent fashion. This in turn generates confidence, which ultimately supports the Board's visions and strategic objectives.

### 2. LOCAL AND NATIONAL DRIVERS

Communications is delivered in line with the State Hospital's Communications Strategy 2020/25, which meets the legal obligations contained within:

- Remobilisation Plan 2021/22 (temporarily replacing the Annual Operating Plan).
- National Staff Governance Standard (4<sup>th</sup> 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.

### **3. COLLABORATIVE WORKING**

A key aspect of the Communications Service 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 and links in all directions with communications in the centre.

Collaborative working with the Scottish Government Mental Health Team and Communications colleagues was stepped up at the start of the Coronavirus pandemic, and maintained in 2021/22 with the Head of Communications representing the Hospital at twice-weekly Scottish Government communication meetings attended by NHS Scotland Health and Social Care Communication 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 sessions, 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**

In 2021/22, the Board agreed to a resource review of the Communications Service in relation to its ability to meet the current and future aspirations of the Board, and the changing shape of communications. As a result, in March 2022, the Head of Communications was asked to produce an Options Appraisal for the April 2022 Board meeting that would ensure the most effective and efficient functioning and future proofing of the Communications Service – the outcome of this and any recommendations arising will be taken forward in 2022/23.

## 5. KEY PERFORMANCE INDICATORS (KPIs)

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

No	KPI	Source	Timescale	Status / Outcome
01	To produce a Communications Annual Report for presenting to the Board.	Board	Annually	<b>Continues to be met</b>
02	To produce the Board's Annual Report.	Board	By 31 October each year	<b>Continues to be met</b>
03	To produce at least 44 weekly bulletins for staff.	CEO	By end March 2022	<b>Not met due to daily Covid-19 bulletins replacing the weekly bulletin in 2021/22</b>  A total of 38 were produced.
04	To produce at least 40 special bulletins as a support to staff.	CEO	By end March 2022	<b>Complete</b>  A total of 81 were produced.
05	To produce Staff Newsletter 'Vision' twice a year as a minimum.	CEO	Annually	<b>Complete</b>  Three editions were produced.
06	To deliver on 100% of all appropriate requests for Talks to the Community.	General Public	By end March 2022	<b>Complete</b>  One talk was delivered in February 2022.
07	To respond to 100% of urgent Media Enquiries within the timescale requested and within one working day.	Media	By end March 2022	<b>Complete</b>  There were 14 media enquiries.
08	Meet the requirements of the 'Well Informed' Staff Governance Standard.	Staff Governance Standard	March / April 2022	<b>Complete</b>  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	<b>Continues to be met</b>
10	Ensure Board business is published on the Website including Board Schedule of Meetings, Public Notices, Agendas, Minutes, and Papers.	Board	Ongoing	<b>Continues to be met</b>  Additionally, after each Board Meeting a review of all Board papers takes place to identify information / communication for the staff bulletin, staff newsletter 'Vision', Intranet, Website, Media and Social 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 2022	<b>Continues to be met</b> 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	<b>Continues to be met</b> The event in June 2021 was virtual.
13	Annual re-design of Weekly Staff Bulletin and Special Bulletin.	Chair	By end March annually	<b>Continues to be met</b>

The table below details activity in 2021/22 not covered by KPIs:

No	Workstream	Lead	Outcome	Key Result Area
01	Media Releases	Head of Comms	Three were issued.	Media Relations
02	Media Features	Head of Comms	No Media Features were produced.	Media Relations
03	Media Leaks	Head of Comms	Three were reported through Datix.	Media Relations
04	FOI Enquiries	FOI Lead	There were a total of 172 FOI requests responded to over the course of the year. Of these, there were eight 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 - anager	The Research Committee Annual Report 2021/22 notes 15 published journal articles and the delivery of 12 presentations.	Public Relations
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 Lead (PCIL)	Regular patient updates are provided throughout the year, including tailored versions for patients who require adapted formats.  A total of 47 updates were provided by end March 2022.	Patient Relations

No	Workstream	Lead	Outcome	Key Result Area
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.  A total of 34 updates were provided by end March 2022.	Carer Relations
09	Carer Events	PCIA	Information about social events is shared with carers who have consented to receiving same.  Due to Covid-19, there were no social events this year.	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.  A total of 27 updates were provided by end March 2022.	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 and Volunteering impact. 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	Regularly present feedback from patients, carers and volunteers directly to the Board.  This is ongoing, bi-monthly.	Board Awareness
13	Quality and Safety Visits	Executive Team	Leadership Walkrounds were replaced by Quality and Safety Visits in 2021/22. Due to Covid-19 restrictions, the only visit during the year took place in February 2022.	Staff Relations and Patient Engagement

## 6. QUALITY ASSURANCE (QA) OBJECTIVES

The table below details progress against QA objectives set for 2021/22:

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	<b>Continues to be met</b>
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 moved to the Cloud via M365, mitigating the risk associated with the previous SharePoint installation. This also removed the need for financial investment to upgrade SharePoint on site, as SharePoint is part of the M365 deployment that has been negotiated nationally with Microsoft and NHS National Services Scotland (NSS).
03	Review, update and create publications (as appropriate) in the Hospital's Publications Database.	Comms	Head of Comms	Ongoing	<b>Continues to be met</b>
<i>External Communications</i>					
04	Annual review and update of all Person Centred Improvement Service publications.	PCISG	PCIL	Annually	<b>Continues to be met</b>
05	Undertake an annual review and update of the content on the Website.	Comms	Head of Comms	By August each year	<b>Continues to be met</b>
06	Annual review and update of all Person Centred Improvement Service text on the State Hospital Website.	PCISG	PCIL	Annually	<b>Continues to be met</b>

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
<i>External Communications</i>					
07	Production of Employment Monitoring Reports for the Website.	Equality Act	Director of Workforce	Every two years – June 2021	<b>Ongoing</b>  A Workforce Monitoring Report and Non-Executive Board Member Gender Profile were published in June 2021.
08	Undertake an annual review and update of the content on the ONELAN screens.	Comms	Head of Comms	By August each year	<b>Continues to be met</b>
09	Undertake annual reviews and updates of the State Hospital's Speakers' Directory and general presentation slides.	Comms	Head of Comms	By end April annually	<b>Complete</b>  This update includes feedback from community talks.
10	Ensure Contingency Planning Comms contacts (Police, Fire and Ambulance) are updated.	Security Director	Head of Comms	Annually	<b>Continues to be met</b>
11	Bi-annual review of Media Training requirements for Directors and other identified staff.	Comms	Chief Executive / Head of Comms	March 2024	<b>Ongoing</b>  No requirement in 2021/22.
12	Familiarisation with 'Dealing with the Media' Guidance for State Hospital Spokespeople.	Head of Comms	On-Call Directors / CEO	Ongoing	<b>Continues to be met</b>  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>					
13	Carry out an interim review and update (if required) of Communications strategies, policies and procedures.	Comms	Head of Comms	Annually	<b>Continues to be met</b>
14	Undertake Equality Impact Assessments for Communications.	Equality Act	Head of Comms	As required	<b>Continues to be met</b>  All communication strategies and policies are supported by an Equality Impact Assessment.
15	Undertake Data Protection Impact Assessments for Communications.	GDPR	Head of Comms	-	<b>New for 2021/22</b>  Four DPIAs were completed in 2021/22 in support of Communications activity.
16	Develop Asset Registers for Communications.	GDPR	Head of Comms	-	<b>New for 2022/23</b>  Training is scheduled to take place in July 2022 to commence the process.

## 7. QUALITY IMPROVEMENT (QI) OBJECTIVES

The following table shows performance against QI objectives set for 2021/22:

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications</i>					
01	Continue to undertake Staff Engagement Exercises to support corporate objectives.	CEO	Head of Corporate Planning & Business Support (HCPBS)	Ongoing	<b>Continues to be met</b>
02	Develop a Communications and Engagement Plan to support change relating to the clinical care delivery model.	Clinical Model Oversight Board	PCIL and Head of Comms	Ongoing	<b>Continues to be met</b>



No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications</i>					
03	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	Ongoing	<b>Continues to be met</b>
04	Promote the work of Healthy Working Lives (HWL).	Values & Behaviours Group (Sub Group of the Partnership Forum)	OD Manager / Head of Comms	Ongoing	<b>Continues to be met</b> Achieved through the staff bulletin and the production of resources.
05	Support / promote iMatter.	Board	OD Manager / OD & Learning Advisor / Head of Comms	Ongoing	<b>Continues to be met</b>
06	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	<b>Continues to be met</b>
07	Enable patients to contribute to the voting process of the Staff and Volunteer 'Excellence Awards' through the use of tailored communications materials.	Staff Recognition Steering Group	PCIL	Annually	<b>Continues to be met</b>
<i>External Communications</i>					
08	Explore proactive approaches to raise the Hospital's profile and address negative attitudes.	CEO / Board	Chief Executive / External Consultant / Head of Comms	December 2021	<b>Complete</b> Five videos were produced in June 2021 with a further three produced in March 2022. The State Hospital now has 11 videos and one audio recording.
09	Create a State Hospital presence on Social Media channels.	CEO / Board	Head of Comms	June 2021	<b>Complete</b> State Hospital Twitter, Facebook and YouTube channels were launched in June 2021.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>External Communications</i>					
10	Produce suitable content for the Hospital's Social Media Channels to maintain an effective presence.	CEO / Board	Head of Comms	Ongoing from June 2021	<b>Continues to be met</b>  (Twitter, Facebook and YouTube).
11	Explore with Directors and senior staff the requirement to develop a visible presence on Social Media.	Head of Comms	Head of Comms	-	<b>New for 2022/23</b>  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.
12	Redesign and relaunch of State Hospital Website.	Board	Head of Comms	Ongoing	<b>In progress</b>  Initial work took place with NHS24 prior to Covid-19. When State Hospital Communications capacity allowed in 2021/22, NHS24 were unable to undertake the project due to capacity issues at their end.  This work will now be taken forward in 2022/23 with an external resource.
13	Ensure research is shared through the Website.	Board	Research & Dev Mgr / Medical Director	March 2023	<b>On target</b>  Research will be a feature of the redesigned website.
<i>Collaborative Working</i>					
14	Facilitate 'What Matters To You?' initiative seeking the views of patients, carers, volunteers and staff.	HIS	PCIL / Director of Workforce	Annual	<b>Continues to be met</b>  Every June.
15	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	<b>Continues to be met</b>  The State Hospital hosts a web page for use by the National Collaborative. Due to the Covid-19 pandemic, this work was paused in 2021/22 and will recommence in 2022/23.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Collaborative Working</i>					
16	Review Memorandum of Understanding (MoU) 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	<b>Complete</b>  MoU with the NHS Golden Jubilee will remain in place until Communications Service adequately resourced.
17	With NHS Scotland Comms colleagues provide communications around EU Exit Preparedness.	Strategic Comms Group	Head of Comms	As required	<b>Ongoing</b>  In parallel with local resilience planning.
18	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	<b>N/A</b>  Sub Group comprises the State Hospital, NHS Greater & Clyde, and NHS Golden Jubilee.  This work has been paused since the beginning of the Covid-19 pandemic.
<i>Equality, Diversity and Rights</i>					
19	Consult, publish and implement updated 2017/20 Equality Outcomes. Plus, consult and publish Equality Outcomes 2021/24.	PCISG	PCIL	April 2021	<b>Complete for both</b>
<i>Strategy / Policy</i>					
20	Review Communications Risk Register.	Risk Management	Head of Comms	Every three months	<b>Continues to be met</b>
21	Establish a media monitoring service through another NHS Board as a means of collaborative working.	Chief Executive	Head of Comms	March 2021	<b>Complete</b>  An initial pilot with National Services Scotland (NSS) took place in 2021/22.
22	Explore a media monitoring service with an external company.	Chief Executive	Head of Comms	March 2023	<b>New for 2022/23</b>  On target.

## **8. EVALUATION OF EFFECTIVENESS**

All core Communications objectives, corporate objectives, and legislative requirements were met in 2021/22 including the:

- Update of the Corporate Communications Strategy.
- Review and update of Pandemic Influenza Communications Strategy.
- Review and development of Communications Policies, Procedures, Protocols and Guidance. This involved the development of Equality Impact Assessments (EQIAs), Data Protection Impact Assessments (DPIAs), Communications Consent Form for Audio / Visual materials and associated Privacy Notice. As a consequence of enhanced promotion around data protection, information governance and confidentiality, staff and volunteers are more privacy-aware.
- Review of Communications Local Risk Register every three months.
- Review and delivery of Communications KPIs, QA Objectives and QI Objectives.
- Production of a Communications Annual Report.
- Publication of the State Hospital's Equalities Outcomes.

Through our collective efforts (outputs), the following are examples of positive outcomes evidencing effectiveness achieved during the year.

### **8.1 Patient / Carer / Volunteer Focus**

- 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.
- Communications supporting the 'What Matters to You?' initiative were key to ensuring that all stakeholders were aware of and had the opportunity to share feedback through this initiative.
- Relevant and appropriate content extracted from the staff bulletins is used to provide regular updates to carers and volunteers.
- The Carers' Support Group and Volunteer Service Group are asked to offer feedback about the website, which is used to support the annual review of this form of communication.

### **8.2 Internal Communications**

- This year's iMatter survey was issued on 6 September 2021 with reports available on 11 October 2021. The survey included demographic questions as well as questions on the types of change staff have experienced.
  - 69% of staff responded (lower than in previous years).
  - 94% of teams received a report (having a response rate of 50% or over) compared with 88% of all teams nationally. Four teams did not receive a report.
  - 68% of teams completed an action plan.
  - The Board's Employee Engagement Index (EEI) number was 74.

Of worthy note, we had the second highest rate among all of the Health Boards for reports received – four Boards achieved a response rate of 95% and one other Board achieved 94%. Our Board also had the highest response rate for the patient-facing national Boards. This is testimony to the encouragement of managers and the communications plan around iMatter.

- The staff bulletin and staff newsletter 'Vision' continue to evolve, keeping staff and volunteers updated on all the latest news internally and externally. Staff requests for dedicated staff bulletins continued to be high throughout this reporting period, as were staff contributions to weekly staff bulletins and Vision.
- The Intranet continued to play a vital role, specifically during the continuation of the Covid-19 pandemic, creating a virtual environment where staff could stay informed, connect, communicate, and share.
- Email system remained effective for issuing urgent communications or those that are not included in the staff bulletin, e.g. weather warnings, grounds access time changes, and items sought or no longer required (with numerous items being exchanged), works on site, programme downtimes, public holiday staffing, lost property etc.
- Feedback arising from the policy consultation process (housed on the Intranet and advertised through the staff bulletin and email system) evidenced that staff took the time to read formal communications and respond.
- Feedback from staff relating to the high volume of 'All User' emails being issued led to a review of staff authorised to issue these emails. The outcome was a reduction in the number of authorised staff, thus strengthening regulation among other factors.
- Assistance was provided to staff with the development and submission of quality poster abstracts for the 2021 NHS Scotland Event, resulting in three successful posters.
- Requests for printed materials continued, evidencing fit for purpose and in demand. For example, following feedback from HR, two Communications information sheets were developed to support HR policy, and in particular, the message of good conduct: (1) Communications Etiquette and (2) State Hospital Values and Behaviours. Additionally, patient and staff information sheets were developed to support the work of Social Work, Occupational Therapy, the Board, Covid-19 and the EASY sickness absence service. Promotional banner stands were produced for information governance and the Excellence Awards / Long Service Awards.
- Communications support was given to various projects and disciplines throughout the year. For example, Infection Control (Covid-19), M365 training, the Remobilisation Plan, Incident Command structure, Equalities Outcome 2021, Board, Organisational Management Team, Staff Governance Committee ('Well Informed' strand of the Annual Monitoring Return), Freedom of Information Committee, Sustainability Management Group, HR & Wellbeing Group, Staff Wellbeing Centre, Healthy Working Lives Group, Corporate Governance Group, the Seminar Series and the Hospital's Annual Review.

### 8.3 External Communications

- The Board historically adopted a cautious approach around interactions with the media (primarily taking a reactive approach) until this year, when a decision was made to introduce social media (i.e. YouTube, Twitter and Facebook) as formal channels of communication. At the time of writing this report, the State Hospital had nearly 300 followers on Twitter and over 350 on Facebook.
- To help raise the profile of the State Hospital, five State Hospital videos were produced to support the introduction of our social media channels, launched at the NHS Scotland Event in June 2021. Each video was supported by a media release:
  - The State Hospital (Carstairs) - A World Success Story Deserving to be told in Scotland – 5.1k views.
  - Treatment technique reaches patients with an intellectual disability never before reached – over 700 views.
  - The world looks to Scotland's State Hospital to learn – over 800 views.
  - The secret of success at Scotland's State Hospital: Realistic Medicine – 1.3k views.
  - Peace and safety landing zone: State Hospital, Carstairs. You can't argue with nature! – 1.1k views.

A further three videos were produced in March 2022:

- Safe and Secure Care, Treatment and Recovery – circa 600 views.
- The role of Nursing and AHPs – over 900 views.
- Psychological Therapies – nearly 1k views.
- Visiting Process (for patient visitors) – 1.5k views.
- The Media Policy, Website Maintenance & Development Policy and other relevant documentation that supports the Communications Strategy 2020/25, including the discrete Pandemic Influenza Communications Strategy 2020/25, were reviewed, consulted upon, and updated in 2021/22. Strengthening information governance and data protection were key factors of the review. Unnecessary steps in policy processes and procedures were reduced or eradicated as a result of the outcomes.
- Hosting visits to the Hospital ensures a wider audience learns about our work and enables the opportunity of sharing best practice and networking. Details of these visits are included in the Chief Executive's Report to each Board meeting.
- At each Board Meeting, the Chair provides feedback from the NHS Scotland Chairs' Meeting. This ensures the Board is aware of what is happening nationally and includes updates on targets and priorities.
- Through the effective management of media enquiries, we were able to protect the Hospital's reputation by either (1) preventing what could have been a potential news story or (2) by lessening the impact of a negative story through rebutting inaccuracies and providing information to ensure fair and balanced coverage. Details of media enquiries / contacts are shared with Scottish Government colleagues, with whom we regularly work together to ensure a joined up response by sharing lines etc.

- General enquiries continue to be received through the general State Hospital mailbox (tsh.info@nhs.scot) evidencing that this is not only effective but is a popular resource. Enquiries are daily and can relate to vacancies and placements, requests for psychiatric reports, media enquiries, requests for information, and mental health support.
- In 2021/22, 95.6% of people visiting the State Hospital's website were new visitors. . In addition to UK visitors, we attracted visitors from the United States, Ireland, Netherlands, Germany, India, Morocco, Nigeria, and Portugal, providing assurance that our website remains a key electronic communications tool for the public near and far. The most popular pages both viewed and downloaded are those relating to the work of the PCIS.
- All media enquiries were shared with the Board and Scottish Government colleagues in support of knowledge exchange, collaborative working, and consistent messaging.

## 9. SUMMARY / CONCLUSION

The challenges of supporting the organisation through another year of Covid-19 at the same time as progressing paused tasks and meeting organisational objectives both strategically and operationally has been significant. Notably, the Communications Service and PCIS were integral all year, in amplifying and / or localising national public health messaging in respect of Covid-19 and the resuming of State Hospital normal service delivery.

Despite these challenges, the Communications Service and the PCIS performed to a high standard, delivering a wide ranging and comprehensive communications service to stakeholders by working effectively and adopting a flexible approach. Additionally, others responsible for delivering effective communications continued to achieve agreed objectives.

Overall, core Communications tasks including key performance indicators, quality assurance objectives and quality improvement objectives were delivered. All legislative requirements were met, and all financial targets / savings were achieved.

There is no doubt that the ongoing functioning and future proofing of the Communications Service requires adequate investment in staffing to complement the current single person resource. This will be explored in 2022/23.

## 10. LOOKING FORWARD - Areas of focus in 2022/23 relate to:

- Developing a patient Intranet as part of the Digital Inclusion Project.
- Redeveloping the external State Hospital website.
- Establishing an effective media monitoring service.
- Ensuring effective Communications resource. This in turn will help raise the profile of the State Hospital by strengthening and further developing media / social media activity, electronic communications, and the production of audio visual materials.
- Reviewing all Hospital-wide Publications, and updating the Publications Database, Media Database and Photo Library.
- Developing a Communications Information Asset Register.

Caroline McCarron Chart.PR MICPR  
Head of Communications  
July 2022