

## COMMUNICATIONS SERVICE ANNUAL REPORT 2022/23

### 'ENABLING CHANGE'

#### 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, social 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 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). These two services work very closely together with the PCIS having specific responsibility for patient, carer, and volunteer communication. Combined 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.

This annual report covers the work of the Communications Service from 1 April 2022 to 31 March 2023. Communication activity with patients, carers, and volunteers during 2022/23 is captured in the PCIS 12-month update reports. Additionally, stakeholder stories presenting feedback from patients, carers, and volunteers directly to the Board continues bi-monthly.

Trust and confidence of our stakeholders can only be achieved through maintaining the highest levels of transparency. The work of the Communications Service and PCIS 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 Corporate Objectives.

The Communications Service firmly believes that our values are the bedrock of our culture, guiding how we work with one another and our stakeholders.

## **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:

- State Hospital Annual Operating Plan (AOP) 2022/23.
- 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 at the centre.

Collaborative working with the Scottish Government Mental Health Team, Scottish Government Communications colleagues, Health Board Communications peers, the Mental Welfare Commission, and other partners is well established.

## **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. This led to two appointments: PR & Media Communications Officer in October 2022 (special focus on social media and video production) and a PR & Digital Communications Officer in May 2023 (with a specific focus on the website and intranet). Both posts will complement the existing single person resource being the Head of Communications.

## 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	Annually	<b>Complete</b> A total of 48 were produced.
04	To produce at least 40 special bulletins as a support to staff.	CEO	Annually	<b>Complete</b> A total of 45 were produced.
05	To produce Staff Newsletter 'Vision' twice a year as a minimum.	CEO	Annually	<b>Complete</b> Eight editions were produced: four regular editions, three Wellbeing special editions and one Excellence Awards special edition.
06	To deliver on 100% of all appropriate requests for Talks to the Community.	General Public	Annually	<b>Complete</b> One talk was delivered in April 2022.
07	To respond to 100% of urgent Media Enquiries within the timescale requested and within one working day.	Media	Annually	<b>Complete</b> There were 18 media enquiries.
08	Complete the 'Well Informed' section of the Staff Governance Self-Assessment Monitoring Tool.	Staff Governance Standard	Annually	<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	To attend 90% of NHS Scotland Strategic Communications Network Meetings.	NHS Scotland	Annually	<b>Continues to be met</b> These meeting were all held via Teams.
11	To ensure representation at the annual NHS Scotland Event.	NHS Scotland	Annually in June	<b>Continues to be met as appropriate</b> The event in June 2022 was a two-day in-person event in Aberdeen. Comms did not attend due to the location.

The table below details activity in 2022/23 not covered by KPIs:

No	Workstream	Lead	Outcome	Key Result Area
01	Media Releases	Head of Comms	No Media Releases were issued.	Media Relations
02	Media Features	Head of Comms	No Media Features were produced.	Media Relations
03	Media Leaks	Head of Comms	Nine were reported through Datix.	Media Relations
04	FOI Enquiries	FOI Lead	<p>There was a total of 145 FOI requests (questions) responded to, with 11 questions coming from the media or journalist.</p> <p>Note - Every distinct question is recorded as a request rather than each applicant's request.</p>	Public Relations
05	Academic Published Articles	Research & Development - Manager	The Research Committee Annual Report 2022/23 notes all published journal articles and the delivery of presentations. In 2022/23 there were 14 (11 peer reviewed) published articles and 14 presentations.	Public Relations

## 6. QUALITY ASSURANCE (QA) OBJECTIVES

The table below details progress against QA objectives set for 2022/23:

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications</i>					
01	Provide professional advice and direction to the Board, line managers and all teams.	Comms Strategy	Head of Comms	Ongoing	<b>Continues to be met</b>  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.
02	Review Communications Risk Register.	Risk Management	Head of Comms	Every three months	<b>Continues to be met</b>
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	Support the Board and Organisational Management Team (OMT) through effective communications for staff.	Board / OMT	Comms	Ongoing	<b>Continues to be met</b>  A dedicated staff bulletin is produced following each Board and OMT meeting. Additionally staff bulletins in 2022/23 were produced in support of Operational Arrangements, Infection Control, and Leadership.
05	Review the State Hospital's Corporate Document Standards in support of good corporate governance.	Comms Strategy	Head of Comms	-	<b>New for 2023/24</b>
06	Review and update of State Hospital publications / information sheets.	Comms Strategy	Comms	-	<b>New for 2023/24</b>
07	Review and update of State Hospital Banner Stands following rebrand.	Head of Comms	Comms	-	<b>New for 2023/24</b>

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications (cont'd)</i>					
08	Produce bulletins, newsletters, publications, and other communications to advise staff of what is happening in the Hospital and the wider NHS.	Comms Strategy	Comms	Ongoing	<b>Continues to be met</b>
<i>External Communications</i>					
09	Through effective communications, foster public and political confidence in the care and services provided to protect and enhance understanding of the Hospital.	Comms Strategy	Comms	Ongoing	<b>Continues to be met</b>
10	Report Communication incidents / leaks to the Media via Datix.	Comms Strategy	Comms	Ongoing	<b>Continues to be met</b>
11	Board meetings, dates, public notices, agendas, minutes, and papers to be advertised / published on the website.	Board	Comms	Ongoing	<b>Continues to be met</b>
12	Inform Non-Executives and other identified staff of major events which are likely to attract Media interest.	Board	Head of Comms	Ongoing	<b>Continues to be met</b>
13	Keep the Scottish Government up to date on all matters relating to media activity and any correspondence with patients and families and / or carers which may require government officials and / or Ministers to become involved.	Annual Review	Head of Comms	Ongoing	<b>Continues to be met</b>
14	Ensure information is provided in an accessible format as required.	Comms Strategy	Comms	Ongoing	<b>Continues to be met</b>  Redesigned website meets new 2023 accessibility guidelines.
15	Undertake an annual review and update of the content on the Website and produce statistical report via Google Analytics.	Comms Strategy	PR & Digital Comms Officer	January each year	<b>New for 2023/24</b>  First analytics report following launch of new website in January 2023.

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
<i>External Communications (cont'd)</i>					
16	Undertake an annual review and update of the content on the ONELAN screens.	Comms Strategy	PR & Digital Comms Officer	By end April annually	<b>Continues to be met</b>
17	Undertake annual reviews and updates of the State Hospital's Speakers' Directory and general presentation slides.	Comms Strategy	Head of Comms	By end April annually	<b>Complete</b> This update includes feedback from community talks.
18	Review and update the State Hospital Wikipedia page.	Head of Comms	PR & Media Comms Officer	-	<b>New for 2023/24</b>
19	Bi-annual review of Media Training requirements for Directors and other identified staff.	Comms Strategy	Chief Executive / Head of Comms	March 2024	<b>On track</b> No requirement to date.
20	Familiarisation with 'Dealing with the Media' Guidance for State Hospital Spokespeople.	Comms Strategy	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.
21	Review role of Communications in an Incident.	Head of Comms	Head of Risk & Resilience / Comms	February 2023	<b>New for 2022/23</b> <b>Complete</b>
22	Maximise key messages about the Hospital's work, role and the services provided thus raising awareness of the Hospital's image, profile, and potential with external audiences locally, nationally, and internationally.	Comms Strategy	Comms	Ongoing	<b>Continues to be met</b>
<i>Strategy / Policy</i>					
23	Conduct an interim review and update (if required) of the Communications Strategy, policies, and procedures.	Comms Strategy	Head of Comms	Annually	<b>Continues to be met</b> Media Policy updated February 2023 to reflect Communications staffing appointments in October 2023.

No	QA Objective	Source	Lead	Timescale	Status / New Timescale
<i>Strategy / Policy (cont'd)</i>					
24	Regular review and update of the Pandemic Influenza Communications Strategy.	Infection Control Committee	Senior Nurse for Infection Control / Head of Comms	Ongoing	<b>Continues to be met</b>
25	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 which is reviewed at time of policy review.
26	Following handover of Intranet from eHealth to Comms, review, and update Intranet Maintenance & Development Policy and associated EQIA to reflect changeover.	Comms Strategy / Equality Act	Head of Comms	-	<b>New for 2023/24</b>
27	Undertake Data Protection Impact Assessments for Communications.	GDPR	Head of Comms	-	<b>Continues to be met</b>  Four DPIAs have been developed:  Communications Strategy (DPIA approved March 2019), Media Policy (DPIA approved March 2022), the Use of Social Media (DPIA updated November 2021 to reflect designation - Senior Information Risk Owner), and Website Maintenance & Development Policy (DPIA approved March 2022).



## 7. QUALITY IMPROVEMENT (QI) OBJECTIVES

The following table shows performance against QI objectives set for 2022/23:

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications</i>					
01	Build capacity for workload via the appointment of two new posts.	Board	Head of Comms	-	<b>New for 2022/23 Complete</b>  PR & Media Comms Officer appointed October 2022 and PR & Digital Comms Office appointed May 2023.
02	Redevelop the Intranet - current Sharepoint site (now at end of life) will be replaced with the new 'Sharepoint Online' version which is being led nationally for all Boards by National Services Scotland (NSS).	National	Head of eHealth	December 2024	<b>New for 2023/24</b>  The project is at an early stage pending resources, governance approvals and other necessary requirements to ensure successful implementation across NHS Scotland.  Due to this, we cannot provide an exact timescale for implementation for the State Hospital; however, we could be looking at 12-18 months.
03	Redevelop the State Hospital Photo Library.	Head of Comms	PR & Digital Comms Officer	-	<b>New for 2023/24</b>
04	Continue to undertake staff engagement exercises to support corporate objectives.	Comms Strategy	Project Lead / Designated Individual	Ongoing	<b>Continues to be met</b>  Latest engagement exercise – March 2023 – Clinical Model.
05	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>Complete</b>  Plan was developed to support implementation of the new Clinical Model (last update February 2023 prior to first moves).
06	Continued support for the new Clinical Model post implementation.	Clinical Model Oversight Board	Project Lead / Comms	-	<b>New for 2023/24</b>  To ensure staff familiarity.
07	Support the Hospital's implementation of e-Rostering.	Director of Workforce	Head of Comms	-	<b>New for 2023/24</b>

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications (cont'd)</i>					
08	Support / promote iMatter.	National	OD Manager / OD & Learning Advisor / Head of Comms	Annually	<b>Continues to be met</b>
09	Promote the work of Healthy Working Lives (HWL).	Values & Behaviours Group	OD Manager / PR & Media Comms Officer	Ongoing	<b>Continues to be met</b> Achieved through the staff bulletin and the production of resources.
10	Support the 'Excellence Awards' and staff 'Long Service Awards'.	Values & Behaviours Group	OD / Comms	Annually	<b>Continues to be met</b>
11	Support the What Matters To You (WMTY) Day.	PCIS	PCIL / Comms	Annually in June	<b>Continues to be met</b>
12	Support ad-hoc key events via dedicated staff bulletins / Vision / campaigns as appropriate.	Project Lead	Project Lead / Comms	Ongoing	<b>Continues to be met</b> For example, visits and recruitment fayres.
13	Support clinical activities via dedicated staff bulletins.	Project Lead	Project Lead / Comms	Ongoing	<b>Continues to be met</b> In 2022/23 activities included: research, and Variance Analysis Tools (VATs).
14	Support non-clinical activities via dedicated staff bulletins.	Project Lead	Project Lead / Comms	Ongoing	<b>Continues to be met</b> Activities included: ePayroll, Cyber Security, and Key Vend System.
15	Develop Communications Guides.	Head of Comms	Comms	-	<b>New for 2022/23</b> Guides developed for (1) All-User Emails, (2) Staff Bulletins, (3) Social Media Recruitment, (4) SSTS Rostering for Comms, and (5) Wordpress.
16	Develop Standard Operating Procedures (SOPs)	Head of Comms	Comms	-	SOPs developed for (1) CCG Annual Report Redaction, (2) Media Enquiries & Leaks, (3) Patient Voice Recordings, (4) Recruitment, (5) Withholding Patient Mail and (6) Social Media Requests.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Internal Communications (cont'd)</i>					
17	Develop a Departmental Induction Pack for new staff to Communications.	Head of Comms	Head of Comms	-	<b>New for 2023/24</b>
18	Annual redesign of the Weekly Staff Bulletin and Special Bulletin.	Board	Comms	Annually	<b>Continues to be met</b> New design launch 1 April each year.
19	Explore Microsoft Sway for staff communications.	Head of Comms	PR & Media Comms Officer	-	<b>New for 2023/24</b>
20	Develop Asset Registers for Communications.	GDPR	Head of Comms	December 2024	<b>New for 2023/24</b> Training took place in July 2022.
<i>External Communications</i>					
21	Redesign and relaunch of State Hospital Website.	Board	Head of Comms	Ongoing	<b>New for 2022/23 Complete</b> New website launched February 2023 with favourable feedback.
22	Ensure research is shared through the Website.	Medical Director	Research & Development Manager / Head of Comms	March 2023	<b>New for 2022/23 Complete</b> Research is now a feature of the redesigned website.
23	Explore opportunity for the State Hospital to put a case forward for a State Hospital variant of the NHS Scotland logo that more clearly identifies the State Hospital as an NHS Scotland organisation	Corporate Management Team (CMT)	Head of Comms	-	<b>New for 2022/23</b> Business case submitted January 2023. Takes several months for process.
24	Produce suitable content for the Hospital's Social Media channels to maintain an effective presence.	Directors / HODs / Project Leads / Comms	PR & Media Comms Officer	Ongoing	<b>Continues to be met</b> Postings increased following appointment of PR & Media Comms Officer in October 2022. Focus (via Twitter, Facebook) was on raising the profile of the State Hospital, recruitment, driving traffic to the new website, and national campaigns.

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>External Communications (cont'd)</i>					
25	Create a State Hospital LinkedIn account.	Head of Comms	PR & Media Comms Officer	End March 2023	<b>New for 2022/23</b> Complete March 2023.
26	Ensure recruitment advertising promotes a positive image of the Hospital as a great place to work.	HR Directorate	Comms	Ongoing	<b>Continues to be met</b> Social media recruitment posts redesigned November 2022 to include more photos and QR codes.
27	Raising the profile of the Hospital by promoting it as a great place to receive care, and important for all who live in, work in, and visit as well as a major employer for the local community.	Comms Strategy	Comms	Ongoing	<b>Continues to be met</b>
28	Explore social media for businesses and ensure two-factor authentication is enabled.	eHealth	PR & Media Comms Officer	-	<b>New for 2023/24</b>
29	Explore Twitter Blue Tick / Verified for Businesses.	eHealth	PR & Media Comms Officer	-	<b>New for 2023/24</b>
30	Explore Linktree as a means of driving traffic between social media platforms and increasing engagement.	Comms Strategy	PR & Media Comms Officer	-	<b>New for 2023/24</b>
31	Review of existing State Hospital videos on the State Hospital YouTube channel with a new to updating or removing.	Comms Strategy	PR & Media Comms Officer / Comms	By July 2023	<b>New for 2023/24</b>
32	Produce a series of short educational videos that can be placed on the State Hospital website, YouTube, and other social media channels.	Comms Strategy	PR & Media Comms Officer / Comms	-	<b>New for 2024/25</b>
33	Produce key messages / facts including information on items that can be easily misunderstood or can cause concern, e.g., patient outings, patients with autism, misinformation etc.	Comms Strategy	PR & Digital Comms Officer / Comms	-	<b>New for 2023/24</b>

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>External Communications (cont'd)</i>					
34	Provide the Media with background information about the Hospital.	Comms Strategy	PR & Digital Comms Officer / Comms	-	<b>New for 2023/24</b>
35	Continue to consider the issuing of Media Releases surrounding good news stories, ensuring the safety and security of patients, staff and visitors is not compromised.	Comms Strategy	PR & Digital Comms Officer / Comms	-	<b>New for 2023/24</b>
36	Invite the Media into the Hospital as and when appropriate to help promote positive Media coverage and reduce historic sensationalised, controversial coverage often featured around our patients.	Comms Strategy	PR & Digital Comms Officer / Comms	-	<b>New from 2023/24</b>
37	Continue to invite visitors to the Hospital to learn about our work. Visitors include MSPs, Health Board Chairs and senior officials as well as other stakeholders.	Board	CEO / Directors	Ongoing	<p><b>Continues to be met</b></p> <p>Visits are captured in the Chief Executive's Report to the Board. Of note:</p> <p>Kevin Stewart, Minister for Mental Wellbeing and Social Care (August 2022).</p> <p>Alex McMahon, Chief Nursing Officer visited the State Hospital (September 2022).</p> <p>Wendy Sinclair-Gieben, HM Chief Inspector of Prisons, Scotland, and her team (September 2022).</p> <p>Caroline Lamb, Chief Executive of NHS Scotland and Director-General Health and Social Care (October 2022),</p>
38	Host visit from NHS Lanarkshire Comms staffing as part of their development.	Jackie McColl, Deputy Director of Comms	Head of Comms / Comms	-	<p><b>New for 2023/24</b></p> <p>Visit by Communications staff from NHS Lanarkshire – May 2023</p>

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>External Communications (cont'd)</i>					
39	Strengthen relationships with local media.	Comms Strategy	PR & Digital Comms Officer	-	<b>New for 2023/24</b>
40	Develop Intellectual Disability Q&A that could be attached to media responses and utilised via Social Media platforms.	Comms Strategy	PR & Digital Comms Officer	-	<b>New for 2023/24</b>
41	Produce narrative that covers process from admission to discharge, referring to reason for admission to the State Hospital.	Comms Strategy	PR & Digital Comms Officer	-	<b>New for 2023/24</b>
42	Create narrative around detention / restriction orders and review process / rights to appeal.	Comms Strategy	PR & Digital Comms Officer	-	<b>New for 2023/24</b>
43	Consider approaching print media and agree a series of features with them – if trust can be established.	Comms Strategy	PR & Digital Comms Officer	-	<b>New for 2023/24</b>
44	Actively place features in psychiatric and nursing healthcare journals.	Comms Strategy	PR & Digital Comms Officer	-	<b>New for 2023/24</b>
45	Further strengthen relationships with the local media through a series of planned media releases and features. Features could be stand-alone or involve others to enable a 'for / against' approach.	Comms Strategy	PR & Digital Comms Officer	-	<b>New / from 2023/24</b>
46	Explore a media monitoring service with an external company.	Chief Executive	PR & Media Comms Officer	-	<b>New for 2023/24</b>
47	Redesign of Board Meeting Public Notice so it is more eye-catching / engaging.	Head of Comms	PR & Media Comms Officer	-	<b>New for 2023/24</b>

No	QI Objective	Source	Lead	Timescale	Status / New Timescale
<i>Collaborative Working</i>					
48	Review Memorandum of Understanding (MoU) with another National Board as a means of strengthening resilience during any long-term absence of Head of Comms.	National Boards Collaborative	Head of Comms / Chief Executive	By March 2022	<b>Complete</b> MoU with the NHS Golden Jubilee reviewed and updated in December 2022.
49	Review above MoU to establish if this resilience resource is still required.	National Boards Collaborative	Head of Comms / Director of Comms & Stakeholder Engagement and NHS Golden Jubilee	End April 2024	<b>New for 2024/25</b>
50	Maintain links with other agencies and forensic services through the Forensic Network.	Comms Strategy	CEO / Medical Director / Other Professions	Ongoing	<b>Continues to be met</b>
51	Improve communications with partners about the Hospital's work, aims and successes and look for opportunities to work collaboratively.	Comms Strategy	Head of Comms	Ongoing	<b>Continues to be met</b> Good relationships maintained with Scottish Government, Mental Welfare Commission and NHS Boards.
52	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> This was paused in 2022/23.
53	Support the NHS Scotland Event.	Scottish Government	Head of Comms	Annually	<b>Continues to be met</b> Support is provided via promotion and role of Poster Co-ordinator / management of abstract submissions.
54	Develop the leadership needs of NHS Scotland Communications professionals: Directors of Comms and Comms Heads of Service.	Strategic Comms Group	Strategic Comms Leadership Sub Group	Ongoing	<b>Paused</b> This work has been paused since the beginning of the Covid-19 pandemic.

## 8. EVALUATION OF EFFECTIVENESS

All core Communications objectives, corporate objectives, and legislative requirements were met in 2022/23. The following are examples of positive outcomes evidencing effectiveness achieved during the year.

### 8.1 Internal Communications

- The appointment of the PR & Media Communications Officer in October 2022 quickly made a valuable contribution to the team.
- The 2022 iMatter Survey saw a response rate of 72% (compared to 69% in 2021) with 65% of teams completing an iMatter Action Plan within the eight-week target timescale. The Board's Employee Engagement Index (EEI) was 75 (74 in 2021).
- The development of Communications Guides and Standard Operating Procedures (SOPs) in year has strengthened governance and effectiveness.
- Workshops / events / training promoted via the Staff Bulletin were well attended evidencing that staff read the bulletin, and the bulletin remains an effective means of promoting these activities.
- Introduction of 'All User Email Request' icon on the Intranet at the beginning of the year, was utilised all year and the process is now well established.
- A review of 'All User' email distribution lists took place which has tightened up governance around who can issue 'All User' emails. The process ensures an identifiable regular need to gain authorisation to issue 'All User' emails.
- 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.
- A special Wellbeing edition of Vision was introduced / launched in year with a commitment to produce regularly on an ongoing basis.
- Despite the need for redevelopment, 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, respond and contribute to policy improvement.



- Requests for printed materials continued, evidencing fit for purpose and in demand. A number of new staff information sheets were produced in year including About Us for Restricted Patients Team, Board Biographies, Social Media & Risks, OT for State Hospital patients, Physical Activity Levels are Changing, Acute Care, Smoking & Home Visits, Speak Up Whistleblowing, CCTV, Staff Care & Wellbeing, Guidance on Staff Use of Gym Facilities, and the Patient Welcome Pack.
- Communications support was given to various projects and disciplines throughout the year including the Seminar Series, Staff Wellbeing Centre, Staff Governance Committee ('Well Informed' strand of the Annual Monitoring Return), Corporate Induction materials, Security Refresh project, and the Hospital's Annual Review. Communications staff are key members of the following groups including the Freedom of Information Committee, Climate Change & Sustainability Group, HR & Wellbeing Group, Healthy Working Lives Group, Staff Recognition Steering Group, and Clinical Model Implementation Short-Life Working Group.

## **8.2 External Communications**

- The single biggest achievement of the year was the redesign of the website which is now modern and geared around the needs of our stakeholders.
- Successful local community engagement in relation to CCTV / new cameras as part of the Security Refresh project.
- Engagement in the BBC Documentary on patients with autism in August 2022 to help raise the profile of the State Hospital, to debunk misinformation, and to correct inaccurate reporting where possible.
- Social Media postings have increased following the appointment of the PR & Media Communications Officer. Recruitment and other posts have been redesigned to ensure they are visually appealing and enable maximum engagement. At the end of the year, our range of Social Media channels expanded to include LinkedIn.
- Talks to the local community took place evidencing continued interest in the State Hospital.
- Provision of State Hospital promotional items were sought after during the year as these continue to be popular for recruitment events / fayres and in support of infection control awareness.
- Hosting of 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. All media enquiries were shared with the Board and Scottish Government colleagues in support of knowledge exchange, collaborative working, and consistent messaging.
- The distribution list for media enquiries was reviewed and reduced in year to ensure only those that need to receive this information are sent it.
- 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.
- During the year, all Communications Strategies and Policies were up to date, and effective, as was all supporting documentation with planned reviews in place for those documents nearing end of life.

## **9. SUMMARY / CONCLUSION**

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

The Communications Service performed to a high standard, delivering a wide ranging and comprehensive communications service to stakeholders. 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.

These achievements were made while adhering to the core values and ways of working that the Board sponsors and are promoted across NHS Scotland.

There is no doubt that the ongoing functioning and future proofing of the Communications Service will benefit from investment in staffing in year to complement the previous single person resource. This will address the growing backlog and enable the Service to explore more modern methods of communication to add variety and ensure existing methods do not become dated. More importantly, the challenges and risks associated with a sole post are now diminished. This much needed investment to sufficiently resource this important Service enables the best and most effective use of resources and will build capacity for the future with an emphasis on appropriate resilience, succession planning and growth.

The Memorandum of Understanding (MoU) with the NHS Golden Jubilee (established 2018) in respect of senior communications cover arrangements in the absence of the Head of Communications will remain in place until the new staff are more developed in their respective roles. The Communications Risk Register (established around a decade ago) continues to outline local cover arrangements in the absence of the Head of Communications.

**10. LOOKING FORWARD** - Areas of focus in 2023/24 and 2024/25 relate to:

- Producing a Communications Service Induction Handbook for new Communications staff and developing the two new roles within the Communications Service to ensure cohesion and effectiveness.
- Implementing Sharepoint online (new Intranet).
- Establishing an effective media monitoring service.
- Raising the profile of the State Hospital by strengthening and further developing media / social media activity, electronic communications, educational materials, and the production of audio-visual materials.
- Reviewing all Hospital-wide Publications and Banner Stands.
- Redeveloping the Publications Database, Media Database and Photo Library.
- Developing a Communications Information Asset Register.
- Reviewing the State Hospital's Corporate Document Standards.
- Reviewing DPIAs.
- Reviewing the Communications Risk Register every three months.
- Supporting new Hospital priorities such as the implementation of eRostering and Clinical Model pre and post implementation.
- Complete State Hospital Rebranding.

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