

## BOB ICB BOARD MEETING

<b>Title</b>	Communications and Engagement Update Report – Annex 1 to Item 13		
<b>Paper Date:</b>	5 July 2023	<b>Meeting Date:</b>	18 July 2023
<b>Purpose:</b>	Information	<b>Agenda Item:</b>	13.1
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<b>Executive Summary</b>			
This paper outlines areas of communications and engagement work undertaken between January and July 2023.			
<b>Action Required</b>			
The Board is asked to note the information within this update report.			
<b>Conflicts of Interest:</b>	No conflict identified		
<i>Not applicable</i>			

# Communications & Engagement Update Report

## Annex 1 to Item 13

### Introduction

1. NHS Buckinghamshire, Oxfordshire & Berkshire West Integrated Care Board's (the ICB) Communication and Engagement team (C&E team) provides a full range of strategic and operational support to enable the ICB to work with its stakeholders, partners, patients and the public to deliver its commissioning intentions and develop as an organisation. It includes:
  - Strategic advice and guidance for the Board and Executive Team on communications, engagement and stakeholder relation issues
  - Strategic planning for ICB communications and development of engagement
  - The development of patient and public engagement plans and implementation to support ICB specific programmes of work including service redesign and transformation ensuring the organisation meets its statutory and legal obligations to involve and engage appropriately and proportionately
  - Support for programmes of work, including urgent care planning
  - Campaigns e.g COVID vaccination programme
  - Emergency planning
  - Crisis management
  - Stakeholder management
  - Proactive and reactive media relations (including media monitoring and 24/7 on-call)
  - Social media
  - Publications e.g annual report / newsletters
  - Event management
  - Website maintenance and development:
    - <https://bobicb.nhs.uk> – corporate website
    - [Home - Stay Well \(staywell-bob.nhs.uk\)](https://staywell-bob.nhs.uk) – signposting services / stay well website
    - <http://yourvoicebob-icb.uk.engagementhq.com> – online engagement portal
  - Internal communications
2. This paper outlines some areas of work undertaken between January and July 2023:
  - Development of patient and public engagement
  - Supporting system programmes of work and campaigns
  - Media relations
  - Social media
  - Publications
  - Website maintenance and development
  - Internal communication
  - Emergency planning
  - Future work

### Development of patient and public engagement

3. We aim to create an ICB built on effective engagement and partnerships to successfully serve people across Oxfordshire, Buckinghamshire and Berkshire West. We recognise there is much to do to develop our work with communities and people within BOB. We are currently reviewing resources and our capability to ensure we have the right team in place to deliver this important work and to develop a culture of working with our residents across the organisation. Below

outlines some of the work we have undertaken to develop our networks and shape our public engagement.

4. **Working with People and Communities Strategy:** We have developed a high-level strategy for working with people and communities, which sets out our proposed principles for engagement and our aims for engagement for the ICB. Before the initial draft was written we held a workshop involving representatives from all five Healthwatch's across BOB, the BOB Voluntary Community and Social Enterprise Alliance (VCSE) and NHS Trust lead governors. We were also invited to speak at a wider meeting of the VCSE Alliance. These discussions were focused on testing out principles and approach.  
  
The draft strategy was also made available on our engagement site to enable partners and members of the public to submit comments. We received a range of helpful ideas and comments, and we used these to help shape the strategy.
5. **Development of a framework to deliver our strategy:** [putting our principles for engagement into practice](#). Following the development of our working with people and communities strategy, we designed a framework that set out how we plan to put the high-level principles of the strategy into practice. The main elements of the framework were to develop a consultation platform; further develop relationships with our partners to use their channels to promote awareness and drive traffic toward the consultation platform; develop a representative citizens' panel, which we will develop and use for feedback and comment via surveys and to develop and work closely with our partners to reach and engage with specific groups and communities.
6. **Launch of our new engagement portal:** The ICB has invested in a new digital engagement platform to give people across BOB the opportunity to get involved and help shape the future of health and care. ['Your Voice in Buckinghamshire, Oxfordshire & Berkshire West'](#) enables people to have their say on projects and proposals related to health and care. People can register to be regular users of the platform and can be kept informed on work of the ICB and partners. The platform was launched in December 2022 and already has 822 participants registered. Over the next year we will be developing our membership with a campaign to raise awareness of the site and get more people on board with the work of the ICB.
7. **Developing our partnerships:** We recognise the value of Healthwatch's contributions for our engagement and involvement ambitions and ensuring we can meet the needs of our population and are working closely with our five Healthwatch groups across our system. We have strong relationships with Healthwatch, which have previously supported place-based projects, provided essential access to patient voices, and given detailed analysis and recommendations.
8. Our Healthwatch groups already provide invaluable support: Healthwatch Oxfordshire, for example, already facilitates and recruits members to the county's Patient Participation Groups – a model approach likely to be adopted by other Healthwatch groups across Buckinghamshire and Berkshire West; this is funded by the ICB.
9. Healthwatch will continue to provide independent scrutiny and challenge where appropriate as independent health and social care champions for their places. We meet with them regularly and use their insights and public feedback to inform our strategies and plans. An example of this was the suggestion of a sign language interpreter joining our online public meetings during our engagement for developing the BOB ICP strategic priorities.
10. Working closely with our VCSE sector is also key to successful engagement. The voluntary and community sector has a range of skills, experience, and brings a way of looking at things that often leads to quick and creative change. They are composed of people and communities who promote mutual aid and advocacy and provide professional service.
11. We are working closely with the voluntary and community sector to ensure it has a voice and influence at all levels. We want to work together with the sector to better understand people's and communities' needs, experiences and aspirations for health, care, and wellbeing. The BOB

VCSE Alliance is a very important channel for engagement. Through them we will be able to work with community leaders, reaching out to those affected by inequalities - strengthening relationships, building trust, and enabling the voice of people and communities to be heard.

12. We are working with the voluntary and community sector to explore ways to reach and engage with communities who have poorer experiences and outcomes. As we develop our engagement, we will work with the BOB VCSE Alliance to tailor our approach to engagement depending on the needs of the audience rather than trying to create a one-size-fits-all approach.
13. **BOB ICP strategic priorities engagement:** we worked with the public, local authority partners, NHS Trusts, Healthwatch and our VCSE to seek feedback on proposed principles and priorities for the BOB ICP Integrated Care Strategy. The engagement sought to get local people and communities to help refine the proposals for a common set of priorities for our health and care system. We invited people to comment on the direction (principles) of the strategy and a common set of priorities for the partnership, through which we aim to meet local needs and reduce pressure on services.
14. We sought feedback on the strategy from 13 December 2022 - 29 January 2023. We drafted a document that explained the rationale for the strategy, the need for change, who is involved in the work, the principles that will guide the work of the ICP and the proposed strategic priorities.
15. The document was made available on the new ICB engagement site and we published an easy read version and a Word version to support online translations. We also shared recordings of the public events and a Q&A session. Through a survey, we asked people if they felt the proposed principles and priorities were the right ones and to add any ideas / suggestions to the strategy.
16. This public feedback was used to refine the principles and priorities for the BOB ICP strategy. More information about the engagement, including the engagement report and outcomes, is available [here](#).
17. **Joint Forward Plan:** At the beginning of 2023, planning started on how we would engage with local people on the development of our Joint Forward Plan. The Joint Forward Plan is how we intend to deliver the BOB Integrated Care Strategy and how we will deliver national NHS commitments and recommendations. To launch this work the ICB held a workshop, which brought together system colleagues from across BOB to explore how we will achieve our integrated care ambitions together. Over 70 representatives from our NHS Trusts, primary care, local government, the Academic Science Health Network, voluntary and community sector and Healthwatch came together to come up with bold ideas for how we meet the challenges facing health and care and improve the health and wellbeing of our local population.
18. Wider public engagement ran through April 2023 and included information on [Your Voice](#) inviting ideas to be included in the Joint Forward plan; the ICB carried out discussion groups to enable stakeholders and service users to share their experiences with health and care services in BOB. Representatives from the following groups contributed to discussions covering maternity and early years, mental health, older people services and support and carers.
19. **Working with our local communities:** There is a wide network of GP patient participation groups across BOB. They engage with PPGs in a number of ways. In Berkshire West PPGs, in addition to their practice-based meetings, meet regularly within their local authority area and attended by ICB colleagues to share best practice, receive updates on developments in their area and discuss ways of widening their engagement within their communities. Over the last year there have been keynote speakers at these sessions including the ICB directors and Royal Berkshire NHS Foundation Trust (RBH) colleagues. A monthly e-newsletter is produced jointly by the RBH and ICB and distributed to the PPGs, GP practice staff and a wider audience including parish councils, Healthwatch, VCSE and other community partners.

20. In Buckinghamshire, PPGs are a central part of the Buckinghamshire Engagement Reference Group. The group includes the ICB, VCSE, Healthwatch and the local authority. It comes together to support collaborative working and decision making that improves health and social care outcomes in Buckinghamshire and facilitates effective partnership between health, local authority and wider partnership organisations in Buckinghamshire.
21. The ICB also supports practices and PPGs on specific issues, an example of this in the past year includes working closely with the PPG of Botley Medical Centre in Oxford. Earlier this year, the GP partners at the Botley Medical Centre and its branch surgery in Kennington gave six months' notice to the ICB that they intended to resign their contract. The primary care team at the ICB began working immediately with the PPG and other key stakeholders to find another GP team to take on the contract, with the aim of both sites continuing to offer primary care services in the long term.
22. The primary care team met regularly with the PPG's executive members to update them on progress and to answer questions. The PPG executive was also involved in reviewing the proposals from other Oxfordshire GP practices which expressed an interest in taking on the provision of services to the 14,000 registered patients. The PPG shared information with patients and a dedicated web page with information and frequently asked questions was set up on the BOB ICB website. The process is ongoing as this report is published.
23. **Developing personalised care and supporting planning:** The BOB Local Maternity and Neonatal System (BOB LMNS) team have undertaken a project to develop a clear and robust personalised care and support pathway (PCSP) for all services users, that is sensitive to the diversity in our population, social determinants of health and the principles of the Core 20+5.
24. BOB LMNS co-produced this pathway with local maternity voice partnerships (service user voices), transformation midwives, perinatal mental health services, and input from Neonatal and Obstetric leads. Co-production promotes equality, inclusivity, accessibility and reciprocity and gave everyone a seat at the table, and the benefits were enormous. The PCSP has considered accessibility issues such as health literacy, digital poverty and literacy and health inclusion and has been developed with that in mind, so there are free text sections, visual aids and prompts to help people when they are completing it and the initial roll-out will be paper versions, with digitisation coming later. The PCSP will also be translated in the top 10 languages spoken in BOB initially and then more as required.
25. The new PCSP will provide pregnant mothers with one joined-up plan that covers their health and wellbeing needs which can be shared across all health services, meaning that patients do not have to repeat their story.

### System programmes of work and campaigns

26. The C&E team work closely with colleagues across the ICB and the system to support programmes and work that require communications and / or public involvement. These range from procurement projects such as non-emergency patient transport services which require service user/ patient input into the refinement of the service model, to understanding the experience of those receiving continuing healthcare to meet the needs of patients as well as the NHS.
27. We work continuously across the system to support urgent and emergency care work; the team is currently developing a series of short videos offering a chance to hear from patients/ carers/ clinicians about their experience of supporting people to stay safe at home, looking at different stages of the patient pathway. We will use these across our communication channels and those of our partners.
28. Alongside urgent and emergency care our other long-standing and continuous programme of work is supporting the implementation of the COVID-19 vaccination programme. Achieving good uptake of the COVID-19 vaccination remains key to protecting the health of residents and supporting the resilience of our health and care services. Communication and engagement is

vital to support and encourage people to take up the offer of a vaccine be it their first, second, or booster vaccines.

29. Operational delivery of the COVID-19 vaccination programme is an NHS responsibility. However, NHS system partners at Place, other public organisations, and the voluntary and community sector remain key to providing support and a voice for residents: helping us share key messages and engaging with all eligible groups. Providing outreach opportunities and working closely with Place partners was key to being in the right place, at the right time to enable a vaccination discussion and ultimately, uptake.
30. For the most recent campaign we have built on previous data, insight, learning, our vaccine messaging and offer focussed on the key groups identified by the JCVI.
31. Messaging around the evergreen/ primary dose offer continued via all available channels with a focus on engagement to the key and low uptake groups. We aimed to engage with people and start a conversation.
32. Our communications focus is steered by regular reporting on uptake within these key groups. Including data and insight, to reflect localised issues and challenges:
  - **Make it easy** to access the vaccine when and where people are most likely to want it.
  - **Provide reassurance/ motivation** for those who are hesitant, yet open to a conversation. Positive messages, not judgement.
  - **Use trusted voices/ influencers** to build trust, provide validation, authentic voices, safety and value.
33. Alongside national materials, the C&E team developed its own targeted plans and materials to further support and promote seasonal boosters and/ or the evergreen offer across BOB. A sample of materials produced are available here: [Communications products spring 2023 - Stay Well \(staywell-bob.nhs.uk\)](https://www.staywell-bob.nhs.uk/communications-products-spring-2023)
34. We used multiple channels to reach people including local press, advertising vans, local community newsletters, faith group networks, working with community leaders to co-design materials, community websites, mail drops, social media, signage screens in low uptake areas, printed materials and making every contact from health and care teams delivering services to specific demographics.
35. Data from the latest campaign (available 24 April to 10 May) with digital advertising across multiple radio stations showed the opportunity to hear<sup>1</sup> (OTH) was at 4 which is good (1-6 with 6 highest OTH rating). With 118,363 impressions; 24,769 unique users and a listen through rate of 99.45%.



<sup>1</sup> OTH is the number of chances a listener will get to hear an advertisement.

## Media relations

36. Between January and the end of June 2023 the C&E team responded to 120 media inquiries. The majority of these inquiries came from local Buckinghamshire, Oxfordshire and Berkshire West broadcast, online and print media, but also included inquiries from the Health Service Journal, BMJ, Pulse, The Pharmaceutical Journal and a number of national outlets such as the BBC, Sky TV, the Independent and Daily Mail. The team works closely with NHS provider communications colleagues to ensure that responses to media inquiries are consistent when they relate to place or the BOB system. The main topics of interest for the media during this time have been:
- Winter pressures and winter resilience plans
  - COVID spring booster campaign
  - Industrial action
  - Access to primary care
37. The team proactively issued and 'sold in'<sup>2</sup> 29 news releases during January to the end of June 2020, again mostly to local BOB print and broadcast media. This ranged from promoting the BOB winter campaign and Board meetings, publicising changes to services including primary care because of COVID-19 vaccinations, industrial action preparedness, public engagement around the draft BOB ICP strategy and support for urgent care highlighting bank holiday pharmacy opening hours and weather preparedness. In addition, the team works closely with health partner and local authority communications colleagues so 'system' news is shared across all partners' channels. This is a feature of winter campaigns when partners share news and social media stories to ensure messaging is extensive.
38. The proactive news releases generated coverage in local print and online media and resulted in several live and pre-recorded interviews on both local radio and TV, most particularly around winter pressure, the spring COVID booster campaign and industrial action preparedness.

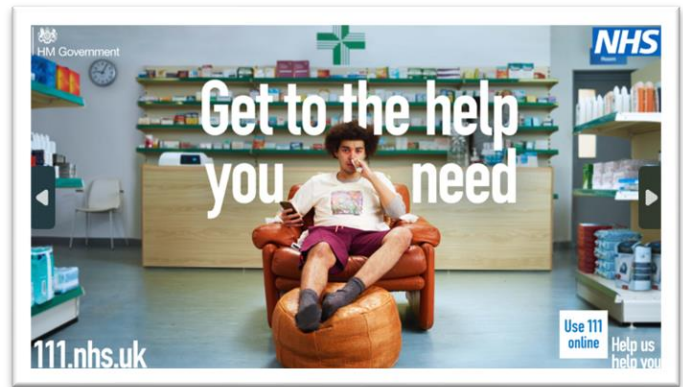
## Social media

39. Social Media activity underpins everything we do in communications and engagement. While we run dedicated campaigns to support specific projects (e.g., COVID-19 and Flu) a calendar of social activity runs alongside this. The communications team consistently raises awareness of key public health messaging as well as key calendar events to advise the public to choose services well and how to stay safe. Between the period January to June 2023, we have released regular social messaging to support industrial strike action and messaging to signpost the public to choose the appropriate service for their needs. Examples of this activity are below; we use national campaigns as well as designing our own and work with NHS provider trusts and partners to amplify messaging through their channels and vice versa.
40. Urgent care signposting encouraging people them to look after themselves and stay healthy, and to use healthcare services in the most appropriate way. Key messages over the past year have continued to be:
- Emergency Departments (EDs) are for genuinely life-threatening conditions; for non-life-threatening conditions please use alternative services such as local pharmacies, minor injuries units, your GP and NHS 111 who can advise and direct patients to the best place for care.
  - Our EDs and hospitals remain very busy. If you can help your family member or friend home from hospital, please talk to us. We will always support people to get home with the appropriate care packages.

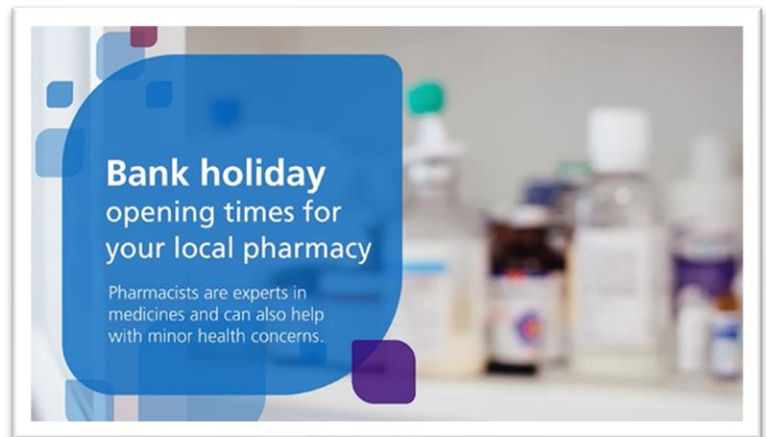


<sup>2</sup> Proactively contacted and encouraged the media to run a story / press release

41. 'Get the Help You Need' signposting to NHS111 online:  
(supporting 111)



42. Easter bank holiday encouraging people to order prescriptions ahead of long weekends:



43. #BeatTheHeat supporting the public to watch for signs of dehydration



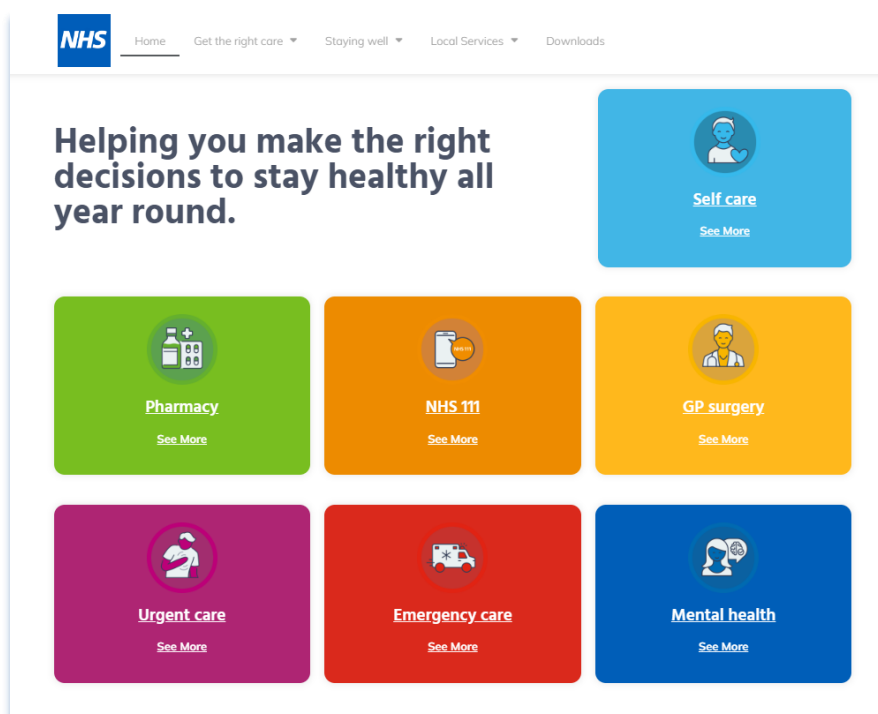


## Publications

44. Working with colleagues across the ICB, the C&E team have produced four annual reports this year. The predecessor CCG annual reports for 1 April to 30 June 2023 and one for the ICB 1 July 2022 until 31 March 2023. These are available on our website.
45. Other publications produced include the staff newsletter BOB Buzz (see below for more detail); an Oxfordshire system stakeholder briefing produced by the ICB but with contributions from our local authority partners in the county, Oxford Health NHS Foundation Trust and Oxford University Hospitals NHS Foundation Trust. This is a monthly briefing which started during the pandemic and is shared with key stakeholder in Oxfordshire including councillors, MPs, Trust governors, the local health overview and scrutiny committee and the Oxfordshire Health & Wellbeing Board.
46. The team also worked closely with former Interim CEO Steve McManus to produce his weekly blog for staff – 30 were produced and circulated.

## Website Maintenance and development

47. **The ICB corporate:** [www.bucksoxonberkswicb.nhs.uk](http://www.bucksoxonberkswicb.nhs.uk) is regularly updated and developed to offer more information for the public. This encompasses a range of activities such as posting the latest press releases on the media pages, ensuring staff profiles are edited as appropriate and updating key contacts and documents.
48. The C&E team ensures all documents are displayed in a timely fashion and work across different departments to deliver this. For example, public Board Papers are published and extensive liaison with the Governance team takes place to ensure this happens.
49. **Staywell-BOB website:** The C&E team launched a new website [www.staywell-bob.nhs.uk](http://www.staywell-bob.nhs.uk) this year which signposts the public to key services across BOB and supports wellbeing. It underpins our communication activities by providing a vehicle to educate where to get the right care across BOB; inform people where to seek help including links to local services that will help you live independently such as home care agencies; signposts where to go to get a flu and COVID vaccine and provides access to key resources for healthcare advice and local services.

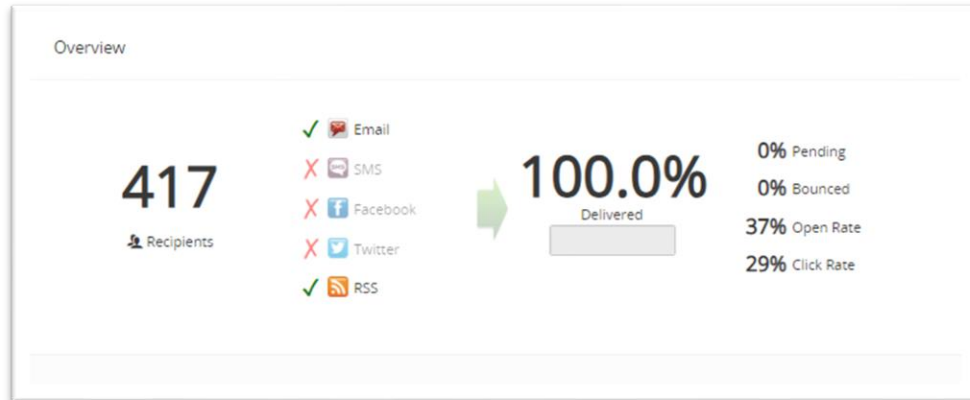


## Internal Communication

50. The ICB C&E team has been developing its strategic approach to connecting our internal audiences more broadly through a new digital platform that allows us to reach and engage more people who are interested in our services. This has involved developing our portfolio of digital newsletters and using digital analytics to be able to target messaging specifically to key audience groups and measure the success.
51. The C&E team was tasked to help boost internal engagement by involving all staff in discussions and decisions about their organisation. A key objective of the communications activity was to support organisation-wide transformation programmes for BOB ICB and to ensure that all staff felt informed and involved through BOB Buzz (monthly newsletter).
- From January 2023 BOB Buzz monthly newsletters have been written and released by the 5th day of each month.
  - Historically we have been using Dotdigital (a digital newsletter platform) to release our digital communications and in February 2023 we began migrating this service to a new provider – GovDelivery.
  - The first GovDelivery newsletter was released in June, a new template was designed and dedicated training was provided across the communications team to ensure delivery.
52. Working closely with the People Directorate, the C&E Team developed an organisation-wide approach to inform and involve our internal audiences during a period of change. A suite of comms channels was highlighted to drive the dissemination of key messages in a timely and consistent fashion and enhance internal engagement.
- For delivery the approach involved:
- Launching a new BOB-wide internal newsletter for all staff.
  - Introducing a regular weekly CEO blog to shine a spotlight on key priorities.
  - Revamping the fortnightly all-staff Monday briefing.
  - Launching a brand-new digital platform to share newsletters, GovDelivery.
  - Producing digital newsletter templates, with consistent visual identity, for our portfolio of newsletters including BOB Buzz (internal staff), GP Bulletin (primary care), and our stakeholder briefings (Oxfordshire).
  - A new LinkedIn channel was created, allowing the organisation to encourage networking and promote key organisational values.
  - Development of our website and Staff Zone to be able to signpost stakeholders.
53. We are developing a process to review the impact of our internal digital activity takes place to inform evaluation, including identifying the most effective channels to drive traffic.
54. Since we launched GovDelivery in June 2023, we have been releasing BOB Buzz, the GP Bulletin, the CEO Blog and our stakeholder briefing (Oxfordshire) via this new digital newsletter system.
55. For BOB Buzz we released our first GovDelivery newsletter on 1 June and in one week alone we recorded a total of 417 colleagues across BOB who have signed up to receive the newsletter.
56. It is also encouraging that there have been no emails recorded as having ‘bounced’ (0%) and that no emails were ‘pending’ (0%). There is still some work to be done to increase the open rates (37%) however these analytics are a huge improvement on our previous newsletter system with email open rates increasing from 34 to 154 in less than one month.
57. Another highlight to report is how the unique open rates have increased dramatically. We are now seeing 156 (37%) unique opens in one month compared to just 27 unique opens on our previous digital newsletter system.

58. We are also able to measure what our staff like to read by analysing the unique clicks and this will help us to shape future messaging and communications strategies.

*Image 1: Digital analytics demonstrating recipient figures and open rates*



**All Staff Briefings:** Since January 2023 we have organised more than 10 all-staff briefings via Teams. The meetings are held for all staff on the first and the third Monday of every month and include a broad range of topics and public notices that are relevant to all staff. The briefings are very well attended.

The process includes a series of editorial meetings to ensure content is relevant to all staff. Based on staff feedback we recently introduced a series of new features including ‘Spotlights’ and ‘Housekeeping and Hacks’.

The process involves a number of steps to ensure delivery:

- Liaising with directorate leads to ensure their priorities feature
- Raising awareness of key events and calendar days (e.g., International Day of the Midwife and International Nurses Day)
- Images are sourced and prepared to fit style
- The communications team produces branded PowerPoint templates that adhere to corporate branding for consistency throughout the process
- The team arranges for the Teams meeting to be recorded and downloaded so it can be available to view later.

59. **All BOB Staff Event:** Working closely with colleagues from the people directorate, the communication and engagement team planned and delivered a successful BOB All Staff Event on 20 June at the Madejski Stadium in Reading. The event marked the upcoming first anniversary of BOB ICB and was the first in-person gathering for all staff from the new organisation.

60. This celebratory event had very good attendance of more than 300 people. During the event staff were introduced to the BOB Executive Board and executive directors, learned about upcoming development plans, and participated in interactive workshops through discussions and Mentimeter.

61. Important feedback and ideas were provided in both workshops that will be used to develop future plans as part of ‘Building a Better BOB ICB’ and how we reward and celebrate success across BOB.

62. There was a small exhibition area with staff health and wellbeing and NHS Digital stands with information about the NHS App alongside a display of 27 custom made posters highlighting the great work happening throughout BOB.

63. The high staff attendance for the event was driven through the following communications activity:
- All staff received an invitation to the event with an overview of the day and a registration link.
  - The event was promoted at the All Staff briefings in the weeks leading up to the 20 June.
  - BOB Buzz newsletter also featured links to the registration form.
  - Senior and executive leaders in the ICB were briefed to encourage their staff to register for the event. This helped amplify messaging about the importance of attendance.
64. Feedback was captured at the end of the event (199 comments) showed that staff felt about event was: engaging, excellent, great to see people face-to-face, much needed and energising.
65. A follow-up survey has been conducted, and results will be shared with staff.

### Future work & next steps

66. **To develop a BOB wide Citizens' Panel** to ensure we engage as widely as possible, we are in the process of setting up a Citizens' Panel to act as a core engagement resource.
67. **To develop a BOB wide public newsletter** to share developments and innovations in health and care across the ICS with our key stakeholders and local population.
68. **To develop an advisory panel** which will bring together representatives from across the ICS to help develop and guide our approach to engagement. This group will provide an independent "review, check and challenge" function, and we will seek a representative membership from across our partners.
69. **To extend our reach** by working effectively with the BOB VCSE Alliance and partners across the system and increase membership and productivity of Your Voice in Buckinghamshire, Oxfordshire and Berkshire West engagement platform.
70. **To develop evaluation processes** so we can measure our reach and impact of communications and engagement across the system.

### Action

71. The Board is asked to note the information within this update report.