**Title** | Digital Health and Care Strategy – Communications Approach
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**Key Issues** | The Board is invited to consider the overall approach set out in the paper, in particular the proposed resources for further development of the Digital Health and Care website, and promotional material for use at events, as well as recommending key networks to support our future engagement activity.

**Summary of contribution to the Digital Health & Care Strategy** | Our communications activity is envisaged as a cross-cutting support of the six domains as well as promoting the Strategy overall as well as the purpose and work of the Strategic Portfolio Board. We aim to work with Board members and with Domain leads to build partnerships and networks to most effectively communicate our priorities and work and encourage active engagement among our identified stakeholders.

**Anticipated Impact on Delivery of Integrated Care** | Not applicable

**Standards Approach** | Not applicable

**Analytical Evidence** | Not applicable

**Governance Approvals** | Not applicable

**Finance** | The paper highlights a £15,000 budget for website development allocated in the Scottish Government eHealth budget.

**Action(s) Required** | The Board is invited to consider the approach set out in this paper, and to share views:
- Does the approach reflect their views and discussion to date;
- Does the paper capture the key elements of how we should engage with our stakeholders;
- Are there any gaps, opportunities, or issues that need to be included or discussed in more detail;
- Board members are further invited to share ideas on reaching priority audiences and refining key messages in our future engagement work.

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**Date:** 11 January 2018  
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**Date:** 11 January 2018
Introduction

This paper sets out the proposed approach to communications and engagement with our delivery partners and wider stakeholders during the implementation phase of the Digital Health and Care Strategy. It further highlights a need for dedicated resource, for example in the further development of the Digital Health and Care website as our primary engagement platform. Board members are invited to consider its content and to contribute views.

Background

Engagement activity to date, conducted by the Scottish Government’s eHealth team with key partners, was aimed at generating awareness and encouraging stakeholder participation to inform the development of the Digital Health and Care Strategy. Using a mix of online and offline mechanisms, this engagement was deliberately widespread and general to encourage as wide a range of perspectives as possible in the time available. This work generated some 400 individual responses with nearly 1,800 comments, informing the priorities of the Strategy. We have already undertaken successful engagement work and established productive working relationships and stakeholder networks, for example with the NHS Communications Managers’ Network; counterparts in SSSC, Care Inspectorate, and professional bodies; and with the third sector, in particular with the Health and Social Care Alliance, most recently with the successful delivery of the first two engagement events aimed specifically at the general public. Held at the Glasgow and Dundee science centres, each event saw some 200 visitors interacting with tangible examples of digital in health and social care provided by partners such as NHS24, Alzheimer Scotland, and DHI. As in previous years, we actively promoted and participated in the Digital Health and Care Conference and the wide range of events running throughout Digital Health and Care Week.

While in this next implementation phase there will be a requirement in specific areas to develop and agree clear messaging and information for a wider audience (for example, public engagement around data handling), we have always envisaged a more focused and detailed dialogue with our identified delivery partners. At its meeting on 30 August, the Strategic Portfolio Board requested an outline approach for our future communications, both in reaching our delivery partners and in highlighting the purpose and work of the Board to a wider audience.

Communications and Engagement – our approach

The purpose of the communications and engagement activity in this next phase will be:

1. **To build partnerships** – identifying communications channels, reporting routes and networks to secure understanding, participation and commitment among our identified delivery partners.

2. **To build awareness** – principally through the use of website, blogs and Twitter, encourage awareness of the purpose and work of the Board among a wider audience (the public); actively promote the benefits of digital in health and social care; and report progress on the implementation of the new Strategy.

In this more focused implementation phase, we will work with Board members and others to identify and agree the priority networks and structures through which we will engage with our delivery partners.

There is a clear need for detailed mapping and agreement of priority routes and mechanisms. From the Board’s feedback, the Secretariat and colleagues in the Scottish Government’s eHealth and TEC teams will undertake further work to explore and agree more detailed activity, and will seek to include individual Board members where appropriate in the development of our communications planning.
For example:

- working with Board members to map and prioritise our stakeholders and groups, identifying potential synergies, ‘gaps’, issues and opportunities
- working with Board members to identify key contacts, advocates and networks.

**Paper XXX sets out the proposed governance structure, illustrating reporting routes for the six domains, including (initial) stakeholders for each.** We will refer to this as our starting point in identifying our key audiences and routes for engagement.

- We will undertake a more detailed mapping exercise to establish and agree our target partners and identify potential synergies, duplication and omissions, to ensure both the most consistent and efficient coverage and maximum impact in the Strategy’s implementation phase. The SG eHealth communications team will also map available information and promotion channels such as partner websites, engagement networks, and e-newsletters.
- We will work with Board members to further map and identify our key stakeholders and communications contacts and networks within each of the domains to allow ease of information sharing and dialogue, encouraging productive collaboration and consistency, and maximising impact. We will explore and confirm the ‘routes to approval' that must be employed in a governance context, to ensure ‘no surprises’ and to support robust decision-making.
- We will further look to establish ongoing dialogue and mutual support, in stakeholder mapping conducted within the domains (e.g., NDS). We have already been in dialogue with NDS to agree an ongoing working relationship with their new Communications Manager, once appointed, and Directors.
- In support of the Strategy’s development we established a new, dedicated, Digital Health and Care website as our primary engagement tool, hosting material such as blogs, case studies and news items to promote the concept of digital and its advantages. Following the Board meeting on 30 August we contacted Members to gather images and biographies for a dedicated Governance page, and will continue to add Board papers and other reference material in the interests of transparency and open dialogue. We will also work with individual Board Members to develop a suite of blogs and look to develop a schedule of such material based on agreed identified topics and key milestones in the Strategy’s implementation.
- In effectively supporting this next phase of engagement activity and in effectively demonstrating the opportunities of digital, the current site and its structure need to be developed much further. We strongly recommend the procurement of a professionally designed and structured Digital Health and Care website through the Scottish Government’s digital services framework to ensure that our primary communications tool meets future stakeholder expectations and successfully illustrates digital and its advantages. We have begun initial scoping for a future invitation to tender, estimating £15,000 for this work, which has been allocated in the Directorate budget. As part of the improved design and functionality we will explore further content such as embedded video, animation and social media feeds.
- During our first phase of engagement work and to demonstrate the collaborative approach of the Strategy, we commissioned professional branding work and promotional material (pop-up display banners) that reflected this new identity. We will reinforce this earlier marketing work to actively promote digital at our own and third-party events, for example through branded promotional items and the development of further good practice case studies, blogs and relevant research supporting our argument.
- We note that the Board identifies the need for a strong social media presence, particularly in highlighting its purpose and its work. In our early engagement work we have used tools...
such as Slack, Zoom, QuickTap and Padlet as platforms and continue to use Twitter as a key engagement tool in highlighting the development of the Strategy and the wider argument for digital in health and social care, as well as actively promoting key initiatives and events such as the launch of the overall Digital Strategy for Scotland, and Digital Health and Care week. In the past year we have driven up followers on the Digital Health and Care Twitter account (@DigiCare4Scot) from 1,700 to over 3,250. We propose a dedicated hashtag for Board members to use from their own Twitter accounts, highlighting their attendance at events, key meetings and engagement activity to promote digital and the work of the Board; and invite Members to share with Communications support any contacts, opportunities, insights and ideas that they identify. We will continue to explore the use of social media in promoting the work of the Board and the Strategy’s implementation, and invite Board members’ views and experience, particularly in regard to engaging with younger people and difficult to reach groups.

- We will discuss and confirm with Board members the use of language. For example, in our earlier engagement work we avoided terms such as ‘disruptive’, or ‘transformational’ as these had the potential to unnerve some stakeholders. In the implementation phase we will consider, with the Board, how we identify and agree particular terms – for example, ‘people’ rather than ‘patients’; ‘partners’ rather than ‘clinicians’, etc.
- Scottish Government already holds a schedule of key meetings and we will use this, with Board members’ input, as the basis to maintain ongoing dialogue through attendance and updates. We will also maintain and circulate a schedule of sector events where we believe we should maintain a presence, whether through speaking or hosting an exhibition stand. We invite Board members to highlight ‘must attend’ events, particularly in social care, housing, and in the independent care and third sectors.

Resources
It is anticipated that much of the recommended development work and its implementation will be carried out by officers in the eHealth and TEC teams in collaboration with, and supported by, communications officers in partner organisations. However, in order to effectively realise the Strategy’s implementation and ensure maximum understanding, participation and delivery of agreed objectives, we identify the need for a professionally designed website; and branded promotional material for use at events to achieve maximum impact. Subject to Board agreement in principle, detailed costings will be sourced in addition to the £15,000 estimated cost for website development under the Scottish Government digital services framework contract.

Recommendations
The Board is invited to consider the approach set out in this paper, and to share views:

- Does the approach set out in the paper reflect their views and discussion to date?
- Does the paper capture the key elements of how we should engage with our stakeholders?
- Are there any gaps, opportunities, or issues that need to be included or discussed in more detail?
- Board members are further invited to share experience and ideas on reaching any priority audiences and refining / focusing our key messages in our future engagement work.

From the Board's feedback we will produce a more detailed and over-arching Communications Plan that will act as a ready reference and encourage consistency, setting out our agreed key audiences, key messages, potential risks and their mitigation, and evaluation mechanisms. This will be supported by a summary reference document with secondary key messages specific to each Domain, identifying networks and contacts, sector events, key milestones, and priority communications methods.