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Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>31 March 2022</b>	<b>Agenda Item</b>	<b>3.7</b>
<b>Report Title</b>	<b>Adding Value to SBUHB Communications and Engagement</b>		
<b>Report Author</b>	Nick Samuels		
<b>Report Sponsor</b>	Mark Hackett		
<b>Presented by</b>	Nick Samuels		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	<p>This paper describes a new approach to how SBUHB engages with its audiences creatively, professionally and most importantly meaningfully so that it strengthens both the quality of its relationships with them and learns from feedback, which it demonstrably acts on.</p> <p>The health board agreed a way forward in autumn 2021 following a board session on communications and engagement. This paper presents the specific plans to move the agreed approach forward.</p>		
<b>Key Issues</b>	<p>This paper proposes an approach to unify three strands of activity and work - engagement, communication and fundraising and create a new capability, insight - under common direction and with a shared mission. This will enhance our focus and ability to create and sustain meaningful relationships with and act on what we learn from the people who use our services, care about our services, work for us and work with us.</p> <ul style="list-style-type: none"> <li>• The HB's communication and engagement resources are underdeveloped and lack strategic purpose.</li> <li>• There is a significant opportunity for communications, engagement and insight to add value to the Board's activities and enhance its ability to achieve its plan and objectives.</li> <li>• The HB's communications are underdeveloped for an organisation of its size – employees, patients, community, budget, activity, geography.</li> <li>• There is little evidence that audiences receive messages, nor that they are clearly identified and provided for.</li> <li>• Feedback mechanisms are dispersed and insufficient</li> </ul>		

	<ul style="list-style-type: none"> <li>Engagement, communications and fundraising activities are not aligned – a missed opportunity.</li> <li>There are very limited technical resources available to the HB internally – design, branding, digital communications, publishing, video, etc.</li> <li>An underpinning set of key messages and strategic narrative has been limited and new ones are proposed.</li> </ul>			
<b>Specific Action Required</b> <i>(please choose one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>	<b>Approval</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Recommendations</b>	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li><b>NOTE</b> the need for a Directorate of Insight, Communications and Engagement;</li> <li><b>ENDORSE</b> the insight, communications and engagement strategy and its recommendations: <ul style="list-style-type: none"> <li>Create a new Directorate of Insight, Communications and Engagement that brings under single leadership and direction the following functions and teams. <ul style="list-style-type: none"> <li>communications team – Head of Communications and direct reports</li> <li>fundraising team – Head of Fundraising and direct reports</li> <li>engagement team - Assistant Director of Strategy &amp; Partnerships and two direct reports</li> <li>briefing - Head of Corporate Business</li> </ul> </li> <li>Recruit and appoint a director with a communications and engagement background to lead and represent the directorate and be the Health Board’s professional lead on communications and engagement in early 2022/23</li> <li>Create an Insight capability and service in within the directorate 2022/23 with a brief to be curious and analytical and triangulate what is learnt from engagement, complaints, experience, surveys, etc</li> <li>Adopt a new core narrative and key messages immediately</li> <li>Implement a strategic cycle of Communications and Engagement in 2021/22</li> </ul> </li> </ul>			

	<ul style="list-style-type: none"> <li>• Develop a true corporate communications department with new communication products</li> <li>• Create an Engagement Department</li> <li>• Create an Insight capability and service with a brief to be curious and analytical led by a Head of Insight</li> </ul>
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## **ADDING VALUE TO SBUHB COMMUNICATIONS AND ENGAGEMENT**

### **1. INTRODUCTION**

This paper describes a new approach to how SBUHB engages with its audiences creatively, professionally and most importantly meaningfully so that it strengthens both the quality of its relationships with them and learns from feedback, which it demonstrably acts on. Discussion at Board and Executive, consistent feedback from staff surveys, responses and engagement with Changing for the Future have demonstrated a clear need and appetite for improving and extending the quality and extent of engagement and communications with all audiences, internal and external.

### **2. BACKGROUND**

The Health Board considered and endorsed developing its capability and capacity in communications and engagement at its last away day. This paper builds on the discussions from that meeting.

### **3. GOVERNANCE AND RISK ISSUES**

This paper proposes improvements to how the HB communicates and engages with its audiences and learns from them by realigning existing skills, resources and priorities, investment in new channels and skills, and unifying leadership and organisation across audience focussed engagement and communication activities by creating a Directorate of Insight, Communications and Engagement (DICE). It is aligned to the HB’s values and designed to augment their visibility and promote the culture they champion. The health board is committed to creating a patient focussed organisation and to do this, investment into communications is needed

There is an opportunity to add significant value to work already happening, by unifying skills, efforts and resources being deployed, within a strategic framework that delivers new, triangulated outputs in the form of improved relationships with audiences and greater insights for the Board and leadership teams of what patients and staff experience and how the public and stakeholders feel about it.

The work currently undertaken in whole or part by the following teams is covered by this paper:

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|---|--|
| <ul style="list-style-type: none"> <li>• Communications</li> <li>• Engagement</li> <li>• Fundraising</li> <li>• Patient experience</li> <li>• Staff experience</li> </ul> | <ul style="list-style-type: none"> <li>• Complaints</li> <li>• Legal</li> <li>• Briefing</li> <li>• FOI</li> <li>• SIs and Concerns</li> <li>• Governance</li> </ul> |
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The full strategy is at appendix one.

#### 4. FINANCIAL IMPLICATIONS

Some of the roles within the structure are already in place elsewhere in the health board and will be a change in reporting arrangements. However, there will be financial implications to recruit the new posts, including the Director of Communications and Engagement, head of insight and additional members of the communications team. While some monies are available due to changes within the executive team structure over recent years, discussions are ongoing with the Chief Executive as to the level of resource available. There will be a phased approach to creating the function over the next three years based on the Chief Executive's review of proposals and affordability.

#### 5. RECOMMENDATION

Members are asked to:

- **NOTE** the need for a Directorate of Insight, Communications and Engagement;
- **ENDORSE** the insight, communications and engagement strategy and its recommendations:
  - Create a new Directorate of Insight, Communications and Engagement that brings under single leadership and direction the following functions and teams.
    - communications team – Head of Communications and direct reports
    - fundraising team – Head of Fundraising and direct reports
    - engagement team - Assistant Director of Strategy & Partnerships and two direct reports
    - briefing - Head of Corporate Business
  - Recruit and appoint a director with a communications and engagement background to lead and represent the directorate and be the Health Board's professional lead on communications and engagement in early 2022/23
  - Create an Insight capability and service in within the directorate 2022/23 with a brief to be curious and analytical and triangulate what is learnt from engagement, complaints, experience, surveys, etc
  - Adopt a new core narrative and key messages immediately
  - Implement a strategic cycle of Communications and Engagement in 2021/22
  - Develop a true corporate communications department with new communication products
  - Create an Engagement Department
  - Create an Insight capability and service with a brief to be curious and analytical led by a Head of Insight

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives</b> <i>(please choose)</i>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
<b>Health and Care Standards</b>		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
<b>Quality, Safety and Patient Experience</b>		
The proposals will enhance the Health Board's capability and capacity to engage with and involve internal and external audiences in quality, safety and patient experience initiatives and programmes.		
<b>Financial Implications</b>		
Some investment in new posts and products will be required to achieve full implementation. Funding and phasing is being agreed by executive leadership at time of writing.		
<b>Legal Implications (including equality and diversity assessment)</b>		
None		
<b>Staffing Implications</b>		
Organisational Change Policy applies to reorganise teams. No post are at risk. Recruitment to new posts will be phased in line with funding availability.		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		
The proposals in this paper are designed to initiate a long-term shift in the quality and sustainability of the Health Board's engagement, fundraising and communications. It will grow communication skills in staff to support the cultural shift that embeds engagement, involvement and coproduction behaviour in to all aspects of the Health Board's work.		
Report History	This paper was approved by the Executive Team on 2 March 2022	
Appendices	Appendix One – Communication Strategy	