



# Lochaber Health and Social Care Redesign: Replacement Belford Hospital

Communication and Engagement Strategy

This document sets out NHS Highland's approach for communication and engagement throughout the development of the Initial Agreement for the Lochaber Redesign and replacement of the Belford Hospital.

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## Communication and Engagement Strategy

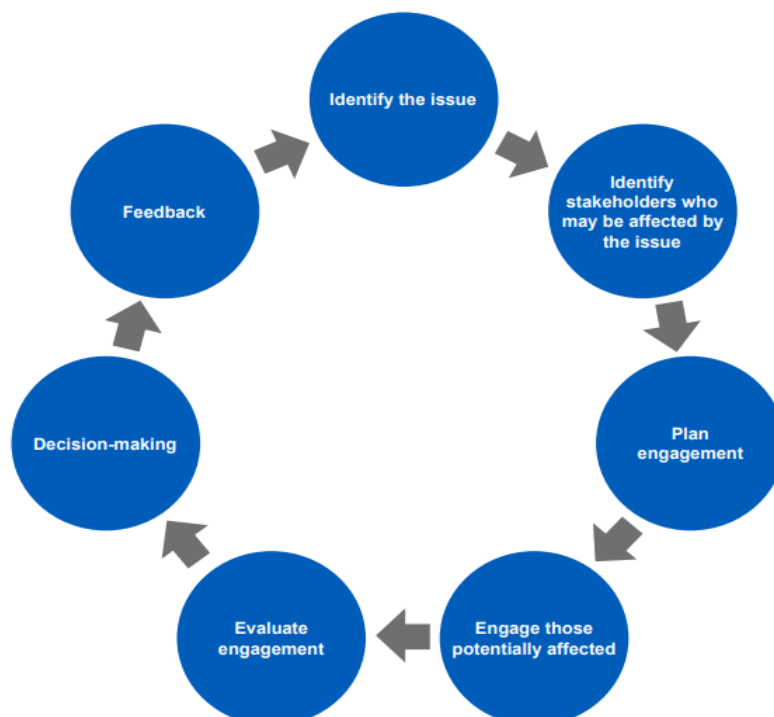
This document sets out NHS Highland’s approach for communication and engagement throughout the development of the Initial Agreement for the Lochaber Redesign and replacement of the Belfield Hospital. The plan follow the approach within the national [planning with people: guidance](#), (see diagram below) and incorporate the key principles in the [National Standards for Community Engagement](#), and [Health and Social Care Standards](#).

The approach follows a continuous cycle that will enable us to coproduce plans and future services, by capturing and using patient, carers, staff and the wider communities experience, views and suggestions, to inform the case for change and help to design future service provision for the area, and feedback to participants about the impact their participation has had

Regular well timed communication and engagement will help to build strong relationships with the local community and staff, supporting us to work in partnership throughout the life cycle of this project, as well as with future redesigns and ongoing service improvements.

Why engage? Apart from the statutory duty there are many benefits of effective and ongoing engagement with communities, as set out in the Planning for people guidance:

- *Organisations hear new ideas and understand all the issues for communities, creating opportunities to identify sustainable solutions to service challenges*
- *Communities, especially vulnerable and seldom-reached groups, are connected and engaged with services, improving access to care services and health outcomes*
- *Community ownership of decisions and ‘direction of travel’*
- *Reduced public resistance to change due to better awareness and understanding of the reasons for change*
- *Improved public confidence and less protest*
- *Reduced risk of legal challenge resulting from concern about the process of engagement*
- *Change that can be implemented and services that meet the needs of communities*



## Communication and Engagement Strategy

### Defining community engagement

In order to be effective, community engagement must be relevant, meaningful and have a clearly defined focus. The National Standards for Community Engagement defines community engagement as:

‘A purposeful process which develops a working relationship between communities, community organisations and public and private bodies to help them to identify and act on community needs and ambitions. It involves respectful dialogue between everyone involved, aimed at improving understanding between them and taking joint action to achieve positive change.’

### Communications Approach

A mixed approach to formats and the way information is provided and shared, using multiple channels. Including;

- local patient facing channels,
- local networks and the third sector (including established support for sharing with seldom heard groups),
- corporate channels (emails, social and local media)
- developing channels to reach digitally excluded communities
- and stakeholder group member’s networks and channels.

Information would include;

- A refresh question and answer document – available online and via other means
- Use of direct mail to reach out, in particular to harder to reach segments of our community such as those who are digitally excluded
- Periodic press releases at key stages and to update people on key developments and promote engagement opportunities
- Talking head style short video clips to give short summary of the meeting, proposals and what will happen next
- Regular newsletters with updates on plans including; what is being considered and rationale for change, opportunities for people to get involved. Newsletters would also help to provide feedback on any engagement that has taken place and help demonstrate how peoples experience and views are shaping plans
- Partnership working with the third sector to enable us to cascade information, and receive feedback via people’s trusted sources of information and support
- Short animations or videos at key points in the process - describing service provision, issues/rational for change and potential solutions – (after option appraisal for solutions) opportunities for people to give their views and to share feedback and how people’s views have made a difference

## **Communication and Engagement Strategy**

- Update webpage and place stakeholder group meeting notes in relevant sections – place all media and relevant public documents to help support transparency and keep people informed
- Radio interview/'chat'

## Communication and Engagement Strategy

### Engagement Plan

#### Continued engagement

Widen representation of the stakeholder group to ensure seldom heard and marginalised groups needs are represented. Continue to meet regularly and work in partnership with individuals and third sector organisations throughout redesign process. Ongoing

Local manager's within the area and other key NHS Highland staff to discuss service redesign with groups they are routinely meeting with. Ongoing

#### Initial community engagement

**Stakeholders:** Patients at Belford Hospital – patients receiving community based health services

**Method:** short survey given to patients whilst at appointments at the hospital or via one to one chats during community visits

**Purpose** - Engagement to support understanding of current usage, how people access services and patient experience during covid-19 (case for change) – also help plan what's needed and give understanding of what's important for people (key themes and priorities for design principles and inform service planning)

**Timescales** – Survey dates 8<sup>th</sup> July – 29<sup>th</sup> July

#### Targeted engagement

**Stakeholders:** sample of seldom heard groups (contacts being made, young people, migrant community, people affected by mental health, people in supported accommodation, homeless people).

**Purpose:** capture people's experience that have used health and care services during last 12 months and to determine what is important to them with regards to the new hospital and the services they receive. Information to inform case for change, understanding issues and understanding of what is most important for people (design statement and future plans)

**Method:** mixed approach via key agencies and contacts who would engage with the people they support on behalf of NHS Highland (to discuss on an individual basis with key contacts)

**Timescales:** Dates to be agreed with key contacts suggest (July/August) (need to consider summer holidays for schools and some community clubs)

#### 2X AEDET (Achieving Excellence Design Evaluation Toolkit) and 2x Design Statement workshops

**Stakeholders:** Stakeholder group members, including community, staff and partner organisation representatives –feedback captured from patient experience and seldom heard group surveys will also be used to inform plans.

AEDET workshop one - 04<sup>th</sup> August 2021

AEDET workshop two - 11<sup>th</sup> August 2021 (No longer required)

Design Statement workshop one – 1<sup>st</sup> September 2021

Design Statement workshop two - 08<sup>th</sup> September 2021

#### Preferred strategic / service solution process

**Stakeholders:** Stakeholder group members, including community, staff and partner organisation representatives - feedback captured from patient experience and seldom heard group surveys will also be used to inform discussions and potential solutions.

## Communication and Engagement Strategy

**Purpose:** To gain a shared understanding of the issues, develop and agree a way forward for future services within the new hospital.

**Method:** Series of virtual workshops via Teams

**Timescales:** 10<sup>th</sup> August – 17<sup>th</sup> September

### **Wider community engagement**

**Stakeholders:** Lochaber community, staff, patients, carers, service users, trusted partners, including the third sector and partner organisations, local “Gatekeepers” to groups and services, and everyone who may be affected.

**Purpose:** Testing preferred way forwards with wider community – providing information about how it was chosen and when board decision will be made – opportunities for people to ask questions, discuss concerns and make alternative or additional suggestions, (part of service change process and will be used to inform Initial Agreement (IA) proposal.)

**Methods** - mixed approaches – virtual events with different stakeholder groups – attending established group meetings, sharing information via networks, survey to capture views, targeted engagement with seldom heard individuals and groups via trusted partners and groups.

**Timescales:** 15<sup>th</sup> September – 12<sup>th</sup> November 2021

### **NHS Highland Board meeting**

Initial Agreement proposal submitted for approval to the NHS Highland Board – meeting held in public and can be viewed digitally.

30<sup>th</sup> November

### **Following NHS Highland Board decision**

Feeding back to communities using communication channels described above.  
Describing outcome of Board meeting and next steps.

30<sup>th</sup> November – 10<sup>th</sup> December 2021

### **Ongoing engagement**

Develop plans for ongoing engagement to support Outline Business Case (OBC) process and subsequent Scottish Capital Investment Manual (SCIM) Stages. (Initial Agreement (IA) Capital Investment Group (CIG) October – NHS Board November)

Continue with regular updates via established links and communication channels

Continue to update the website with developments and progress reports

(Timescales to be agreed for the duration of the new build project)

Communication and engagement activities will be recorded on the Scottish Community Development Centre’s online tool VOiCE (visioning outcomes in community engagement).  
[www.voicescotland.org.uk](http://www.voicescotland.org.uk) Action plans for communication and engagement will be regularly updated and available on our website.

<https://www.nhshighland.scot.nhs.uk/News/PublicConsultation/FortWilliamNewHospitalPlus/Pages/Background.aspx>