

BOB ICB BOARD MEETING

Title	Communication and Engagement Update		
Paper Date:	5 January 2024	Meeting Date:	16 January 2024
Purpose:	Assurance	Agenda Item:	12
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Executive Summary			
This paper outlines areas of communications and engagement work undertaken between August and December 2023.			
Action Required			
The board are asked to note the paper.			
Conflicts of Interest:	No conflict identified.		
Date/Name of Committee/ Meeting, Where Last Reviewed:	N/A		

Communication & Engagement Update Report

Introduction

1. NHS Buckinghamshire, Oxfordshire & Berkshire (BOB) West Integrated Care Board's (the ICB) Communication and Engagement function provides a range of strategic and operational support to enable the ICB to work with its stakeholders, partners, patients.
2. Our work includes:
 - **Strategic Communications** – 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.
 - **Patient and Public 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.
 - **Programme Communications** – Support for programmes of work eg Urgent and Emergency Care planning; Campaigns eg COVID vaccination programme.
 - **Media and Social Media** – Proactive and reactive media relations (including media monitoring and 24/7 on-call). Website maintenance and development:
 - **Stakeholder engagement** – Publications eg annual report / newsletters; Event management
 - **Internal communications**
 - **Emergency planning and crisis management.**
3. This paper outlines some areas of work undertaken between August and December 2023:
 - Development of patient and public engagement
 - Supporting programmes of work and campaigns
 - Media management
 - Social Media
 - Publications / e-newsletters
 - Website maintenance and development
 - Internal communication
 - Emergency planning
 - Future work
4. As part of the wider programme of work to develop the ICB's Operating Model, we are looking to refresh the design and ways of working of our Communications and Engagement Function. This work will ensure that we are optimally organised to deliver our strategic objectives as an ICB. Through this work, we are particularly looking to strengthen our approach to engaging with partners, patients and our wider population.

Development of patient and public engagement

5. As we implement our ICB Working with People and Communities Strategy, we aim to create an ICB built on effective engagement and partnerships to successfully serve people across BOB. We recognise there continues to be much to do to develop our work with communities and people within BOB. As above, 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.

Recent Work

6. **Your Voice in Buckinghamshire, Oxfordshire and Berkshire West engagement portal:**
The ICB continues to develop its 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.
7. **Developing our partnerships with Healthwatch and the voluntary sector:** 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 our Healthwatches, which have previously supported place-based projects, provided essential access to patient voices, and given detailed analysis and recommendations.
8. Healthwatch continue to provide independent scrutiny and challenge where appropriate as they are the 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.
9. The ICB funds our five Healthwatch groups to support place-based projects including the development of GP patient participation groups and reaching out to local communities we are not able to reach ourselves.
10. Working closely with our Voluntary, Community and Social Enterprise (VCSE) sector is also key to successful engagement. We continue to work with the sector to better understand people’s and community’s needs, experiences and aspirations for health, care, and wellbeing. The [BOB VCSE Health Alliance](#) is an important channel for engagement and we work closely with them. 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.
11. **Working with our local communities and Community Connectors Programme:** There is a wide network of GP patient participation groups across BOB. Locally based groups work with their practice and with the ICB through a variety of practice-based meetings and wider place meetings. These meetings are regularly attended by ICB colleagues to share news and updates on developments within their area, receive feedback and discuss ways of widening their engagement within their communities.
12. We are a Wave 4 CORE20PLUS Connectors site and are working with the five Healthwatch organisations, our delivery partners, to develop a network of Community Connectors. The Connectors work with parents and carers of children in more deprived areas to capture their experiences of oral health and we will use these insights to drive improvements.
13. Through the Connectors programme, we have been successful in bidding for support from the Health Creation Alliance to conduct an appreciative inquiry workshop with a focus on turning insights into action. The workshop is being planned for February 2024 and will drive the development of an ICB wide action plan.
14. There are also three Community Participation Action Research projects ongoing across BOB on the Cost-of-Living Crisis exploring the inequalities faced by marginalised communities. Our community researchers are halfway through their training and in the data collection phase of their work. We expect that each organisation will analyse their data around January when they start to refine their research:
 - a. *Caribbean Community Lunch Club* – 3 community researchers are using interviews and focus groups to investigate issues around the cost-of-living crisis and mental health of the Black community in Aylesbury.

- b. *St Vincent & the Grenadines 2nd Generation, High Wycombe* - 3 community researchers are using a survey and interviews to explore links between the cost of living and health inequalities among African, Caribbean, and Indian communities with an additional focus on maternal health.
 - c. *Healthwatch Oxfordshire working with researchers from Oxford Community Action* - 2 community researchers are exploring the reasons why people attend their foodbank service and *whether* it suits their needs. They plan to use the learning to improve their service as well as taking it to organisations which supply the foodbank. They are using a questionnaire and planning to develop a video.
15. **Research Engagement Network:** Across BOB we (the ICB, the BOB VCSE Alliance, [Health Innovation Thames Valley and Oxford](#) and local research organisations – the [NIHR Applied Research Collaboration Oxford and Thames Valley](#) and the [Clinical Research Network Thames Valley and South Midlands](#)) have been given money to develop a network to support better ways of working with local communities.
 16. The idea of the network is to help make sure that the views of all communities are included in health and care research and healthcare planning. We want to make sure research and planning becomes more equitable.
 17. We know that great work is already happening but may not always be shared with everyone who could act on it. We also know that the views of all communities are not included, and that, at times, communities can feel overburdened by requests, particularly if they do not receive feedback. We want to understand better what is happening already so that we can improve things for everybody.
 18. We are currently mapping what research and engagement is happening across BOB with local communities via a survey being shared across the NHS, local authorities, research networks and the voluntary and community sector. Feedback will be analysed and a report produced with the aim of developing an action plan to develop a network as outlined above.

ICB / ICS programmes of work and campaigns

Non-emergency patient transport:

19. The ICB is in the process of re-procuring its Non-Emergency Patient Transport Services (NEPTS) contract, with the current contract ending in March 2025.
20. With this re-procurement, the ICB's overarching aim is to commission an improved, dynamic and responsive patient transport service which ensures eligible NEPTS patients are transported in a timely, safe and efficient manner between their homes and the relevant NHS service.
21. In redesigning our current services, it is essential for us to gather the experiences and insights of non-emergency patient transport users and their family / carers. This provides us with invaluable insight to identify new and innovative ways to review the service.
22. The ICB undertook an eight-week programme of engagement, between September and November 2023, where we asked current service users and their families / carers how we could improve their experience with transport services in BOB.
23. Only a small number of responses were received (29) despite promotion through many routes including Healthwatch networks, VCSE sector networks, social media, press etc.
24. An engagement report is currently being developed and will inform the programme of work; it will also be made available on [YourVoice](#).

Reading Urgent Care Centre

25. The Reading Urgent Care Centre (UCC) is an 18-month pilot which is due to end in March 2024. A short survey was developed to understand patient experience and use of the UCC to input into future plans for the centre. It ran in October and November 2023 and a survey for key stakeholders and providers ran in October 2023.
26. The survey was publicised on social media, through local authority networks, featured in Berkshire West Place patient newsletter and via Royal Berkshire NHS Foundation Trust (RBFT) internal and external publications. Staff from the ICB also visited the UCC with paper copies to encourage completion of the survey by people in the waiting area.
27. Two hundred and twenty-six responses to the survey were received. Most of the respondents were from the Reading area; 151 patients followed by 48 patients from Wokingham. Key findings included:
 - The predominant source of patient referrals stemmed from the RBH Emergency Department, (ED) with secondary channels including recommendations from family and friends, and subsequent referrals from GP surgeries.
 - The survey demonstrates that the demands on ED, GP practices and NHS 111 would have risen due to patients seeking care from these services if they were unable to access the UCC. 88 respondents would have attended an ED if they were not able to use the UCC.
28. The engagement report will be made available to the project team to inform future plans for the centre.

Primary Care Strategy Development

29. The ICB is working with health and care partners to develop a strategy and implementation plan for the future of primary care. This includes general practice, community pharmacy, optometry (eye care) and dentistry across BOB.
30. The work aims to:
 - Build a shared understanding of the current state of primary and community services and present a case for change.
 - Build a consensus on the future vision for primary care and its integration with community services.
 - Design the way we deliver this care (operating model) and other tools such as digital healthcare support.
 - Test the practical application of the new model through projects.
 - Capture learning and build capability for phased roll-out of the final strategy.
31. As part of this programme of work, we have launched the 'Primary Care Conversation' to let people share their views and experiences about these services in an online survey at: <https://yourvoicebob-icb.uk.engagementhq.com/hub-page/primary-care>.
32. The engagement was launched on 17 November and will run until the end of February 2024.
33. The ICB and partner organisations are hosting events, focus groups, with key stakeholders across primary care and local people, to inform our thinking. These will be helpful in enabling us to engage with our under-served communities.
34. We have developed a toolkit to support raising awareness of the engagement work. This has been shared with our NHS partner trusts, local authority communications colleagues plus Healthwatch and the community and voluntary sector organisations to help spread the word about the engagement.
35. Partner engagement is on-going with Health and Wellbeing Boards, local authority colleagues, NHS Trusts and the voluntary sector.

36. We aim to publish the draft strategy in January for comment and feedback from the public. Views will help to inform and shape an ICB primary care strategy to deliver better care.

Winter communications and Urgent and emergency care

37. While the need for urgent care services is a year-round challenge across the NHS and social care, it is the winter season which brings the most pressures. This coupled with on-going industrial action has meant that this year we have adapted our approach to winter communications planning to ensure activity is delivered closely and, where possible, in partnership with our NHS Trusts and local authorities across BOB.

38. The need to manage capacity across the BOB Integrated Care System (BOB ICS) while ensuring continued, safe access to services has meant we have evolved our communications approach to respond accordingly. The [2023-4 Winter Communications plan](#) has been designed to work in partnership with communications leads across the system so delivery of winter related health communications happens in close collaboration with the communications and engagement teams across NHS Trusts, the ICB and local authorities in BOB.

39. Our communications planning builds on the good and on-going work undertaken across the system to try to alleviate pressures on urgent care and encourage people to use services appropriately and advise residents how to stay well. Additionally, it aims to demonstrate how communications and engagement will support the health and social care system across BOB to deliver resilient, safe, effective, and sustainable care for local people over the winter period.

40. A series of dedicated campaigns and activity are being delivered throughout the winter months using national materials that are appropriate to our system requirements as well as tailored campaigns for place as required.

41. To establish a partnership-led approach that successfully co-ordinates activity with communications colleagues across our system, the ICB established a new Winter Communications Working Group to allow communications leads across BOB to convene fortnightly; this underpins the delivery of the winter communications plan.

42. A central digital resource centre has been created to allow resources to be shared and downloaded across the different organisations and is available [here](#).

43. A [press release to launch the winter plan](#) for each place was released in October to outline how the system is working together and preparing for the busy winter months.

44. The following campaigns and activity are running throughout the winter months:

- #StaySafeInWinter to promote the appropriate use of NHS 111, Minor Injuries and ED or 999. The campaign promotes the idea of ‘choosing well’ and ‘making the right choice’.
- ‘Think which service’ and ‘Help us, help you’ stay well this winter; these campaigns are running throughout November, December, January and February to promote the ‘help us help you’ messages by signposting services and self-care.
- System pressures and Industrial Action support as and when required using social media assets tailored to place to support the variation in urgent care services in each area e.g., supporting getting people home etc.

Think which service?

SELF-CARE

Common ailments and illnesses

Minor cuts and grazes, bruises and minor sprains, coughs and colds

NHS 111

Need help fast and it's not an emergency?

Feeling unwell? Unsure? Anxious? Need help?

PHARMACIST

Health advice and over the counter medicines

Fevers, stomach upsets, bites, stings, headaches, aches and pains

GP

Symptoms that won't go away

Ear pain, back pain, stomach pain

MINOR INJURY UNITS

Minor injuries

Sprains, fractures, minor burns, skin infections, minor eye injuries

999

A&E

Life threatening emergencies

Loss of consciousness, severe breathing difficulties, heavy bleeding

staywell-bob.nhs.uk

45. Part of the winter communications plan is to promote support for childhood illnesses. This communication activity promotes strategies that support all children and young people to make healthier choices, and which will allow them to thrive and achieve. Social media messaging for parents and carers continues to promote:

- At times of significant pressure, we still want the public to come forward if they need help, but we want to ensure they're using the right services (eg they know when to go to a pharmacy, their GP practice, use 111 or call 999).
- At times when services may not be open as usual it's helpful to highlight what people can do to access urgent help

46. Activity started in November and new campaign assets were created to support as follows:

Most cases of respiratory illness in children aren't serious - know how to spot the symptoms this winter.

Bronchiolitis is an illness caused by a common virus related to coughs and colds, but it can be serious in young children.

Catch coughs and sneezes and wash hands regularly to stop the spread of winter viruses.

47. A selection of messages for use across social media channels are being shared throughout winter to support families and carers to download the *Oxfordshire Healthier Together App* for support. The website includes advice on what to do and signposts appropriate care, including local support services.



48. The winter communications activity for urgent and emergency care promotes strategies that support the following high impact priority interventions:

10 high impact priority interventions



	Same Day Emergency Care: strengthening SDEC services to provide care for a minimum of 12 hours per day, 7 days a week.		Intermediate care demand and capacity: planning and commissioning the required amount and type of intermediate care needed to ensure timely discharge from acute settings.
	Frailty: boost services to detect more people that could benefit from specific frailty advice and ensuring referrals to avoid admission.		Virtual wards: ensuring 10,000 virtual ward beds are in operation nationally to provide care for more people in their homes.
	Inpatient flow and length of stay (acute): making sure patients with specific conditions stay in hospital for the shortest period necessary and are discharged on time.		Urgent Community Response: appropriately assess all patients who would benefit from urgent community care to avoid unnecessary transfer to hospital.
	Community bed productivity and flow: discharging patients from community care as soon as they are medically ready.		Single point of access: creating a consistent and coordinated system for health and care professionals to access when referring patients for urgent and emergency care.
	Care Transfer Hubs: ensuring all care transfer hubs are operating effectively and in a standard manner as they connect with community partners to speed up discharge of patients.		Acute Respiratory Infection Hubs: provide same day urgent assessment for people experiencing respiratory conditions such as covid, flu, and RSV.

49. During September and October we created a new digital campaign to support Hospital @ Home Services in Oxfordshire. A media release to launch the new campaign is [available here](#).

50. A suite of videos have been created hosted on the Staywell-BOB website here: <https://staywell-bob.nhs.uk/hospital-at-home/> the videos are on the BOB ICB YouTube account [here](#).

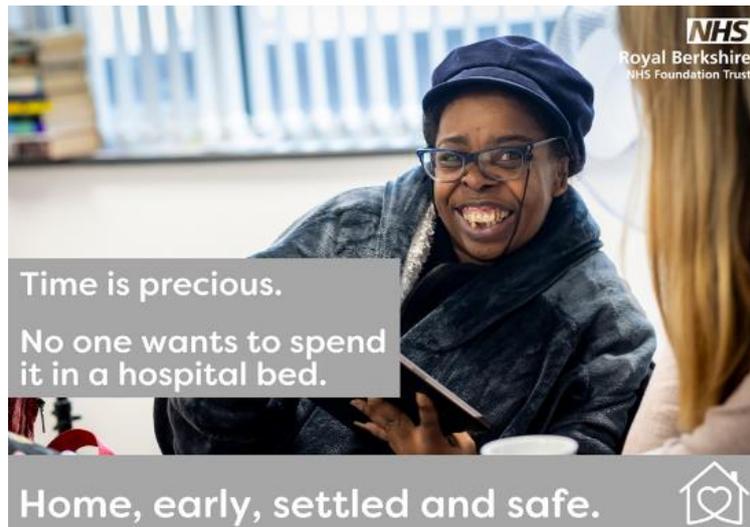
51. The suite of individual social media videos have been cut from the main video to promote key messages – examples include:
- Did you know we have services to support your loved one at home when they need hospital level care for heart conditions, breathing difficulties, frailty, palliative/end of life care and infections?
 - Depending on your love one’s needs we may be able to prevent them from going into hospital or to support them to come out of hospital sooner.
 - This winter we are helping people recover at home with Hospital @ Home services that can reach people quickly and provide urgent community response. They support ambulance crews to get back out on the road quicker to attend to patients who are waiting for an ambulance.
52. The social media campaign launched in December and will run throughout the winter signposting the public to the new webpage for more information. This activity forms part of the wider BOB ICB winter communications plan.
- The video educates the public by providing a real-life scenario to demonstrate how people who need urgent care can be supported by health professionals in their local community and at home.
 - The video raises awareness of how system partners are working together across Oxfordshire to support people to stay at home, in their community, where it is safe to do so.



53. We will measure page views and conversions via BOB ICB Google Analytics to track the success of the campaign.
54. We are working with social care partners to provide communications support around the new discharge pathways that speed up how patients are discharged from hospital and how people can be supported to get the right care they need in their community.
55. In Berkshire West a suite of communications has been prepared in partnership with RBFT and Berkshire Healthcare NHS Foundation Trust, to raise awareness and highlight the benefits of virtual wards to NHS staff in primary care and acute settings, patients and their families. There are currently 12 virtual pathways in Berkshire West. The communications include leaflets, social media graphics and a patient case story video. BBC TV South featured interviews with Berkshire West staff and a patient in a feature on virtual wards this in December.

56. A [media release](#) was shared in November to promote the Transfer of Care (TOC) Hub discharge pathways and to raise awareness of how changes to the pathways can:
- Support more people to return home and regain their independence as far as possible, with assessment of any longer-term needs taking place in a more familiar environment.
 - Reduce the time people spend in hospital and away from home, which reduces the likelihood of deconditioning, infections and falls.
 - Improve communication and collaboration on discharges so we are using the right resources in the most appropriate way at the right time.
 - Maximise the availability of hospital beds for people requiring inpatient care.
57. A campaign to help patients across the BOB footprint understand the different roles of healthcare professionals working at their GP practice has been rolled out over winter in a bid to ease pressure on acute settings and to educate people on how a modern GP practice now operates. A series of [videos](#) featuring a wide range of practice staff including physician associates, paramedics, care navigators and mental health practitioners has been produced. The aim is to create a better understanding of the different roles at GP practices.
58. A fresh approach to help ease winter pressure on ED within BOB has been run this year with more eye-catching messages being used across a range of social media channels. And a new campaign around discharge has also been launched to help improve flow through our local hospitals including RBFT.





COVID-19 and Flu Vaccinations

59. Ensuring people know who, how, what, and why they are being offered winter vaccination helps support urgent and emergency care planning and minimise hospital admissions for respiratory and associated illness from both viruses over the busy winter season.
60. Our communications activity took a flexible approach driven by regularly updated data so we could deal with localised communication challenges as they arose, as well as share best practice across the region built around previous data, insight, learning.
61. We worked with the NHS South Central and West Commissioning Support Unit to develop our own in-house resources, focussing on eligible groups identified by the Joint Committee on Vaccination and Immunisation. These were shared with Place partners, residents, health and care staff, voluntary groups, and local community leaders to help us deliver the vaccination programme.
62. We also made use of national/regional level materials and successfully bid for additional funding to focus specifically on engagement with lower uptake groups.
63. Our communications focus was steered by regular reporting to help us:
 - Show residents it was easy to access the vaccine when and where they are most likely to want it.
 - Provide reassurance/ motivation for those who remain hesitant, yet open to a conversation: Promoting fair information, not judgement.
 - Use trusted voices/ influencers to build faith, provide validation, authentic voices, and value.
64. We used multiple channels including new [Stay Well](#) public facing webpages with maps and lists of available local clinics, bus adverts (digital screens inside and adverts outside), Pharmacy bag adverts, Spotify local press, advert vans, posters in children's play centres, shopping centre lift door decals and large digital screens, translated FAQ leaflets, fireworks night promotion, key rings to Trust staff, community newsletters, GP Bulletin and GP practice digital screens, social media, community groups to co-design materials, mail drops and signage in low uptake areas and other printed materials.



65. Quantitative evaluation of the some paid for aspects of the campaign between 12 September - 18 December includes:

- BOB ICB Stay Well site 9,500 views. (all materials had QR code to the webpage)
- Overall reach of 735,800 and 934,080 impressions across BOB Facebook and X platforms
- Pharmacy bags with pregnancy message: 208 direct engagements
- Spotify ads (for young people with underlying health conditions and parents of 2 and 3 year olds):
 - 497,999 impressions
 - 880 click throughs.
 - 53,000 reach.
 - 94% listen through rate.
- Fireworks night for 2 and 3 year olds flu vaccine (Oxfordshire):
 - 19,000 adults and 5,000 children attended.
 - Pre-event emails: 24,000 and post-event email: 11,995.
 - Facebook: 1,154 followers, reach 17,800, 1,400 engagement.
 - Instagram: 489 followers, reach 1,200, 665 engagement.
 - Event digital screens: vaccine adverts displayed 60 times.
 - Radio: 110 adverts delivered.

Media Management

66. Between 1 August and the end of November 2023 we responded to 62 media inquiries. Most of these enquiries were from local BOB broadcast, online and print media, but also included enquiries from the Health Service Journal (HSJ), Pulse, and national outlets including the BBC and the Daily Telegraph.

67. The ICB 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; and we also liaise with NHS England regional communications team for national guidance around enquiries when appropriate.

68. The main topics of interest for the media were:
- Winter pressures and winter resilience plans
 - COVID/flu vaccination autumn campaign
 - Industrial action
 - Continuing Health Care
 - Primary care access
 - Henley-on-Thames rehabilitation beds.

69. The team proactively issued and 'sold in' 28 news releases during August to the end of November 2023, again mostly to local BOB print and broadcast media. This ranged from promoting the BOB winter campaign and Board meetings, publicising COVID booster and flu vaccinations, industrial action preparedness, public engagement around primary care transformation, support for urgent care highlighting bank holiday pharmacy opening hours, promoting BOB's and partners 'HSJ awards' nominations; and 'Know your numbers' blood pressure campaign.
70. 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 pressures, the autumn Covid and flu vaccination campaigns and industrial action preparedness.

Social Media

71. 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 August to December, we have released regular social messaging around industrial action and messaging to signpost the public to choose the appropriate service for their needs. Examples of this activity are shown throughout this report.

Publications / e-newsletters

Oxfordshire Stakeholder Briefing

72. A [monthly place briefing](#) is produced with input from Oxfordshire County, District and City councils, Oxford Health NHSFT and Oxford University Hospitals NHSFT. The briefing covers health and social care and wider determinants of health including housing and environment.

Local Health Communications Update Berkshire West

73. A fortnightly newsletter is produced for Berkshire West residents. It includes information from Royal Berkshire NHS FT and the ICB.

Weekly GP Bulletin

74. The BOB ICB GP Bulletin is focused on providing concise, up to date and relevant information to our GP practices. Normally, items will reflect an action which practices need to take now, or information about a new or changed service. Included in this are learning and development events relevant to practice staff and consistent with the ICB's aims. Resources for practices are also made available to share with patients.
75. The bulletin is distributed primarily to GP practices across area. Other subscribers include community pharmacists, secondary care colleagues and local authorities.
76. On average, the figures are high for the unique open rates (82%) and the unique clicks (80%). The unique clicks rate provides us with analytics on what subscribers like to read / have read.

BOB ICB Stakeholder Newsletter

77. The [BOB ICB Communications and Engagement Strategy](#), approved by the Board in July 2023, committed to the introduction of a BOB-wide Stakeholder Newsletter. Following engagement with communications colleagues at all our providers, local authorities and with our Place directors, the first edition of the monthly newsletter was published earlier this month.
78. The format of the newsletter includes a section containing news and images relevant to health, social care and public health across the whole BOB system and three Place specific sections with more 'local' interest.

79. Initially we have distributed to all BOB MPs, local authority chief executives and leaders, scrutiny committee chairs and Health and Wellbeing Borads, NHS Trust boards, Local Medical Committee chairs, Pharmacy, Optometry and Dental committees, Healthwatches, GP Patient Participation Groups (where possible) and communications colleagues across all NHS and local authority partners for cascade through their networks There is an option within the newsletter for people to subscribe directly and it is publicised via our social media channels to encourage members of the public to subscribe.
80. The monthly newsletter will be adapted and amended as we progress through the publication schedule and receive feedback from recipients.
81. The ICB [corporate website](#) is regularly updated and developed to incorporate 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.
82. The communications and engagement team ensures all documents are displayed in a timely fashion and works 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.
83. The [Staywell-BOB website](#) signposts the public to key services across BOB and supports wellbeing. It underpins our communications activities by providing a vehicle to educate where to go the get the right care across BOB; inform people where to seek help including links to local services such as home care agencies; signposts to flu and COVID vaccine centres and provides access to key resources for healthcare advice and local services.

Internal communications

84. Over the past six months internal communication channels have continued to develop to keep ICB staff abreast of important system news and information. The main internal communication channels are the monthly newsletter BOB Buzz and the twice monthly virtual All Staff Briefings. These channels have become established tools for staff to profile their teams and project successes, as well as raise awareness of resources and calls to action for staff.
85. The success of these channels has been demonstrated in:
 - Increasing engagement with BOB Buzz Newsletter. The unique open rate for BOB Buzz in July was 35.5% and in November the unique open rate was 75%. In terms of the click rate on links within BOB Buzz this has also seen a corresponding large increase from 17.8% in July to 95.9% in November. Despite some fluctuations in the data month on month, we can see BOB Buzz engagement overall has grown significantly.
 - In July (and prior to this) commissioning content for the All Staff Briefing was challenging and a new process was set up in August to generate interesting and valuable content for staff. In the period from July to November, we have seen an increase in staff coming forward independently to request a slot on the All Staff Briefing. This demonstrates staff feel mobilised and empowered to engage with the system and recognise BOB Buzz and the All Staff Briefing as the right channels.
 - The All Staff Briefing continues to attract a high level of attendance with the meeting now a regular attendance commitment in diaries of busy ICB staff. This demonstrates the appetite and importance that staff place on the All Staff Briefings.
 - As remote and flexible working continues to be part of the culture within the ICB, staff have shared feedback that having opportunities to connect and share information on a regular basis with colleagues is important and the All Staff Briefing provides this forum in a cost-effective way.

- Communicating frequently and openly with our staff is a key priority, particularly within the context our ongoing ICB Change Programme. We are using our All Staff Briefings to share important information with staff and allow open questions and discussions between the executive and staff, which have then informed FAQs. This has also helped senior leaders tune into the mood and responses from staff to difficult messages.
 - BOB ICB chief executive Dr Nick Broughton publishes a fortnightly blog to update staff and invite feedback on BOB activity. This provides a personal platform on which to acknowledge staff contributions to the ICB, share success stories, showcase innovation and recognise and offer support to staff dealing with challenges within the system.
86. Internal communications colleagues have continued to work closely with the HR team to ensure that staff are made aware of core resources and training available to them, as well as prompting responses to requests for action. Examples of some offers which internal communications has driven staff awareness and action includes.
- Led communications and advice about the Oxford office move consultation, delays and next steps.
 - Led communication and responses to FAQs on the operating model redesign change programme.
 - Participation in the Pulse Surveys and providing a forum for feedback from the Pulse survey.
 - Supporting the launch of the CARE network and the Diverse Ability Network.
 - Raising awareness of inclusion and diversity webinars such as the series on South Asian Heritage month and Disability History month.
 - Promoting the wellbeing webinar series.
 - Mandatory training compliance.
 - Proposed a reward and recognition programme offer for staff for HR to consider and move forward in 2024.
87. Internal communications have also worked with ICB staff to provide communications expertise, guidance, as well as leading promotions on a range of services, achievements and events in BOB between July and November 2023. Some examples include:
- Raising awareness of BOB HSJ award nomination for the palliative care 'All Ages by Design' programme.
 - Highlighting and working with ICS colleague on driving participation with the Quality Festival.
 - Attending and supporting the Leadership Forum and corresponding activities.
 - Encouraging staff participation in bitesize learning and lunch and learns.
 - Supporting cultural awareness among staff by supporting the CARE network members to share details about religious festivals that they celebrate. For example, we marked Diwali in November and invited a staff member to share details about how they celebrate.
88. Internal communications have continued to ensure the Staff Zone on the BOB ICB website is updated with information. In 2024 it is hoped this can be developed with improved navigation and is the 'go to' resource for staff for internal information.
89. We have continued to try to improve and develop internal communications over the past six months. This is an ongoing commitment, and a survey has been sent to staff to invite them to provide internal communications feedback and suggestions for 2024.
90. The ICB is still developing as an organisation as we move through our second year. Internal communication is an essential resource for supporting the ICB system and staff to develop as an organisation through enabling connection, education, sharing and supporting a healthy and collaborative organisational culture that is in line with the NHS People Promise and People Plan.

Emergency planning

91. Communication is a vital part of emergency planning and response; we work closely with the ICB Emergency Preparedness, Resilience and Response (EPRR) to support any incidents with communication including press, social media and the development of stakeholder briefings. This has been particularly busy in the past six months with the on-going industrial action being taken by the consultant and junior doctors within the NHS.

Future work and next steps

92. **To progress the business case for a citizen's panel** to ensure we engage with a representative group of residents across BOB.
93. **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. The Research Engagement Network project will help inform the development of this panel.
94. **To further develop evaluation processes** so we can measure our reach and impact of communications and engagement across the system.
95. **To progress the campaign to raise awareness of roles within primary care:** there is a national campaign to raise awareness of the different roles within GP practice. We have built upon this with the production of a suite of videos featuring a range of GP practice staff to highlight the different roles within a GP practice. An awareness campaign will run early in the year to as we finalise the draft primary care strategy and implementation plan.

Asks of the Board or of members present

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