

## **Draft**

### **Health and Wellbeing - Communications and Engagement Strategy**

#### **1. Introduction**

- 1.1 Following legislative changes affecting health and wellbeing, this paper sets out a proposed communications and engagement strategy to reflect these changes in Bromley.
- 1.2 What is developing is a matrix local health model with responsibility for health outcomes cutting across the business objectives of the Council, the Bromley Clinical Commissioning Group (BCCG) and other key health and voluntary sector partners. The communications pertaining to local health and wellbeing issues will inevitably reflect this complexity. An effective approach to communications in this area is important to reduce risks from a lack of clarity around these developments and managing key health and wellbeing messages, some of which may be of a sensitive nature.
- 1.3 Building relationships across the Council, the BCCG and other partners through existing engagement channels and including the newly formed Healthwatch Bromley, will be central to developing effective communications in this area.
- 1.4 Any approach to communications in this area, including proactively and reactively managing the media, needs to align to the Council's existing Communication Foundation Strategy. It also needs to be aligned to the communication planning across the Council.

#### **2. Background**

- 2.1 The Government's health reforms being implemented through the Health and Social Care Act 2012 have resulted in new relationships and responsibilities in terms of improving health and wellbeing across the borough. Certain public health responsibilities have been transferred to the Council and the statutory Bromley Health and Wellbeing Board (HWB) now operates as a Council Committee. The Board's decisions have the same public scrutiny as other Council Committees.
- 2.2 Under these health reforms, Health and Wellbeing Boards bring together the Council, the CCG and through the newly established Healthwatch Bromley, patient representatives. The Board's role is to develop a shared understanding of the health and wellbeing needs of the borough through a Joint Strategic Needs Assessment (JSNA) and how those needs are met through a Health and Wellbeing Strategy. This includes recommendations for joint commissioning and integrating services across health and care. Other services that impact on health and wellbeing such as housing and education provision will also be addressed.

- 2.3 Commissioners are already working together on joint programmes such as the elderly admissions avoidance scheme (known as the Proactive Management of Integrated Services for the Elderly – ProMISE). The HWB has been given strategic oversight of health and social care integration by central Government, and there will be a need to ensure the public understand this new responsibility and the relationships it implies.
- 2.4 At a national level the Government has identified £3.8 billion for the Better Care Fund to support the integration of health and social care. Plans need to be agreed by the respective Executives of the BCCG and the Council with the HWB having overall authorisation. The plans will be submitted to NHS England.
- 2.5 The Council recently agreed a new Building a Better Bromley priority of a 'Healthy Bromley'. The overarching aim of 'Healthy Bromley' is to ensure health and wellbeing and relevant public health outcomes are integrated in all areas of the Council's Building a Better Bromley framework. An aim of the Communications Strategy will be to raise awareness with the public about the four distinct functions of public health – education and advice (to both commissioners and the public), surveillance, intervention (eg in pandemics) and commissioning (eg sexual health).
- 2.6 The 'Healthy Bromley' priority reflects the need to work effectively with health partners and other voluntary and community partners on priority health issues for Bromley identified in the Health and Wellbeing Strategy and as set out in the Joint Strategic Needs Assessment (JSNA). The 'Healthy Bromley' priority also reflects the need for effective community engagement through Healthwatch Bromley to help shape local health services.

### **3. Strategic Role of Communications**

- 3.1 Given this complexity, nothing can be seen as standing alone in terms of communications. To effectively manage communications in this area the aim of this strategy is to:
- take account and reflect the governance of health and wellbeing issues in Bromley
  - develop communication objectives and messages that support the relevant business objectives of the HWB through the Health and Wellbeing Strategy and Joint Strategic Needs Assessment; and of Bromley Council in respect of the new Building a Better Bromley priority of 'Healthy Bromley'
  - recognise and reflect the BCCG and the Council's business objectives in terms of the further integration of health and social care services through the strategic commissioning of shared care pathways (including ProMISE)
  - develop pro-active communications planning utilising existing channels of communication to reach audiences identified in a stakeholder analysis.

## 4. Scope and Objectives

### 4.1 The scope of the work will include:

- mapping and fully utilising the network of existing communications channels for both the Council and health partners including Healthwatch Bromley, Community Links Bromley, Experts by Experience, Age UK, Bromley Healthcare, Bromley Mind, Carers Bromley and other key partners
- Considering how the existing Bromley Patient and Public Community Engagement Strategy 2011-12 developed by the BCCG and public health prior to transition, continues to be implemented to ensure consistency in terms of messages about health in Bromley
- Building and implementing a pro-active communication and engagement plan to support the Communication and Engagement strategy
- Working with the BCCG on the communication and engagement strategy, planning and implementation to support the ProMISE programme.

### 4.2 Communication objectives need to be developed to reflect the cross-cutting nature of health and wellbeing at a local level that cover the 'Bromley' priority areas for health as identified by the JSNA, which is a technical document identifying the local health needs/issues. The health and wellbeing strategy that arises out of it may not address all the issues highlighted in the JSNA: there may simply be too many, or it may be that those highlighted reflect manifesto or other local priorities. The overarching objectives of this communications strategy are as follows:

- to develop effective communications to give confidence to Bromley residents, healthcare providers and key stakeholders that achieving health and wellbeing outcomes is being managed well through the Bromley HWB
- to raise awareness amongst key audiences that certain public health responsibilities now form an integral part of Council work and where appropriate to promote the message of how well these services are being provided
- To raise awareness with key audiences about the work of the HWB and how it is addressing health and wellbeing issues in Bromley
- where appropriate to actively promote the work of the Bromley HWB

- to develop effective communications and engagement with key stakeholders regarding relevant and specific health initiatives, including those relating to the ProMISE programme
  - reflect the aims of Bromley Council's Communications Foundation Strategy and Council communications planning, including how the media is managed, both actively and pro-actively.
- 4.3 To achieve a joined up approach to communication, to reflect the existing governance arrangements around driving health and wellbeing improvements in the borough and to avoid duplication of resources, it is suggested the HWB act as the Stakeholder Reference Group to own the Communication and Engagement Strategy and the development of the communication and engagement planning.
- 4.4 These are a basic set of objectives but there may be others the HWB identify, which would be developed with the Communication Lead.
- 4.5 It is proposed that the communications work stream will be led by Amanda Day, Bromley Council Corporate Communications with a public health representative. There will also be close liaison and input from the BCCG through the Bromley ProMISE programme Communications and Engagement Steering Group. In terms of capacity, the overarching approach to developing the strategy and its implementation will be resourced from within existing budgets. In terms of the specific work around ProMISE the BCCG have commissioned the Council's Corporate Communications team to support this work.

## **5. Work Programme**

### **Messages**

- 5.1 To support the communication objectives, messages will need to be developed with and by the Bromley HWB to achieve consistency around those relating to Bromley health priorities. They should be developed and written to inform and engage the same audiences and where appropriate encourage feedback. They should be accessible and jargon free.
- 5.2 The overarching key messages, to run through all communications, can be characterised as follows:
- the Council has responsibility for certain public health provision in Bromley
  - this is how we are working with partners across the borough to make these public health priorities integral to existing Council work
  - we are managing these public health functions well
  - this is how we are working through the HWB to address health and wellbeing in Bromley

- this is how we are working with our partners in health and the voluntary sector to address the following health issues that have been identified as priorities for our borough (Health and Wellbeing Strategy)
  - Diabetes
  - Hypertension
  - Obesity
  - Anxiety & Depression
  - Children with Complex Needs and Disabilities
  - Children with Mental & Emotional Health Problems
  - Children Referred to Children’s Social Care
  - Dementia
  - Supporting Carers
- this is how we are working with the BCCG to achieve better health and quality of life outcomes for the elderly through integrated care pathways to help keep residents out of hospital where possible and appropriate.

### **Target Audience**

- 5.3 A communications structure around all target audiences is being built to inform the communication and engagement planning. This will be aligned to existing and developing communication channels of the Council, the BCCG and key partners. Healthwatch Bromley will have a key role in targeting communications and engagement.
- 5.4 The communications structure should encompass the public and health sector, voluntary and community groups, partner groups, the public and media. All messages will be developed against the target audience in the communications structure to ensure they are tailored to that audience and support the objectives.
- 5.5 It should also encompass internal audiences many of whom will act as key advocates in terms of health and wellbeing and health and social care messages. These audiences include elected Members, Care Managers, public health staff, Education and Care Services staff and Council staff generally. The communications structure should also include contractors and providers.
- 5.6 In terms of communication channels and activities these will include:
- existing Council and BCCG channels and publications such as Update
  - voluntary sector publications and channels
  - community groups
  - existing stakeholder groups
  - local media
  - trade press
  - local government press
  - internal channels of communication for the Council and BCCG.

## **6. Next Steps**

6.1 To deliver this strategy it is suggested the Corporate Communications lead develop a communications and engagement plan for consideration by the HWB. The plan should encompass:

- clearly defined objectives and messages
- targeted audiences based on the communications structure
- existing channels of communications and engagement for the Council and the Bromley Clinical Commissioning Group:
- support for the ProMISE programme including continuing to work with the BCCG to develop effective communications and engagement .

## **7. Equality Impact Assessment**

7.1 This would be part of the overall Equality Impact Assessment of the work of the Health and Wellbeing Board.

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