Resource Pack 39 – Sample Cluster Communication and Engagement Strategy

1 Purpose of Strategy

The purpose of this document is to provide details of the communication and engagement goals to be achieved by Clusters in *LHB area* to ensure that all interested parties are informed about and have the opportunity to engage in the activities of these Clusters.

This Strategy should be formally adopted by each Cluster and they should use this to help inform their local communication and engagement plans.

2 Aims and objectives of this Communication and Engagement Strategy

The aim of this strategy is to outline the way in which the Clusters in *LHB area* can communicate and engage with key stakeholders. It will ensure that:

- Those people, who need to be involved, are involved.
- Feedback from stakeholders informs Cluster plans and activities.
- Stakeholders are informed of the results of their inputs.

The Strategy will provide ideas and innovation about how Clusters can:

- Establish a 2-way communication mechanism that ensures effective communication between Networks members and their colleagues.
- Share good practice amongst members and with other networks and locality groups.
- Engage with key organisations and stakeholders on specific areas of work within the work programme.

3 Stakeholder analysis

To inform their communication and engagement activities, each Cluster should undertake a local stakeholder analysis which will help them identify who they need to engage with, when, why and with what type of communication tool – eg a newsletter, one to one meetings, presentations etc.

To assist Clusters, an initial stakeholder analysis has been undertaken and a stakeholder communication matrix/action plan template developed. The matrix template is attached at the end of this document.

Obviously the process adopted by each Cluster needs to be tailored to meet the needs of each respective neighbourhood which means that the consultation processes taken forward in each of the Cluster areas may be different. The Divisional officers will support Clusters through the provision of standardised resources where applicable and these should be used to ensure that a consistent and corporate message is given out across Gwent.

4 Ask the audience

There are a wide range of mechanisms which can be used to aid communication between the Clusters and their colleagues and stakeholders and examples of these are:

1. Staff forums
2. Posts on organisational websites
3. Viral campaigns
4. Intranet Q&A Forums
5. Focus groups
6. Blogs

7. Standard presentation with the development of a meetings matrix which would help localities keep a log of which groups have been briefed, when and by whom.
8. One to ones with influential people
9. Breaking news emails to all staff updating as things happen
10. Briefings

Clusters should ask their key stakeholders how they would like to be communicated with.

5 Promotional materials

Corporate promotional materials e.g. posters, information leaflets, may be available to support Clusters in their local communication and engagement work.

6 Targeted communication/engagement which should be carried out by Clusters

Further discussion is required to determine who is responsible for different aspects of communication/engagement ie the Clusters will be responsible for the majority of this work, supported and co-ordinated by Divisional staff.

6.1 Primary Care

Based on feedback from primary care practitioners, it is recommended that practice based meetings are held for their Clinical Leads.

6.2 Strategic Groups

A presentation should be made to key strategic groups on Setting the Direction, by key Cluster representatives, using the standard presentation and incorporating locality information as appropriate. Regular updates should be provided on an ongoing basis.

6.3 Cluster Chairs

Chairs of Clusters should meet together to act as a support network and to provide a means of sharing information.

7 General communication/engagement

Clusters will need to develop local engagement processes to consult on service planning, priority setting and service option appraisal.

7.1 Communicating with the General Public

A list of local newsletters should be developed and articles regularly produced to keep the general public of each Locality up to date. For example Local authorities have a local magazine e.g. Torfaen has Torfaen Talks which is delivered to every household in Torfaen.
Communication should be in a format accessible to those who may have limited literacy skills. Equality issues might need to be considered, particularly in Newport with a large ethnic population. Also larger fonts and other considerations might need to be given re the older populations' communication resources requirements. Articles and press releases will be regularly sent to the press only after consideration and sign off by Clusters.

7.2 Cluster Network

Establishing a network of Cluster Champions across communities is a good way of embedding messages and providing local contacts who can give immediate, up to date information.
Clusters will need to identify key people across the NHS, Local Authority and Third Sector (both operational and strategic) who could become responsible for cascading news about the Networks. These people should then be contacted to ask if they would act as CLUSTER Champions to help promote the new model.

7.3 Champions Database

A database of email addresses should be established which would act as the key way of distributing information about Clusters across organizations, services, strategic planning groups

and communities. This will help to build a picture of the work of the Cluster across the patch and developing a mechanism to use when stakeholder engagement is required.
This will provide a timely effective means of providing updates on Cluster activity and positively promote what is happening locally.
This distribution list could also be used to circulate any "Breaking News" items, to ensure that our stakeholders receive information "hot off the press" and are kept abreast of what is happening locally, as and when it happens.

7.4 Updates on websites

Cluster updates should feature on Local HB and local authority websites. Requests should also be made to local organizations to ask if they will feature Cluster updates on their websites.

8 Monitoring Effectiveness of communication

Ensuring that comments, information requests, advice and any feedback is considered will be vital to the successful development of the new model.

9 Feedback

Feedback from all local engagement activities should be considered and used to ensure that communication tools are adapted to meet the needs and answer the queries of specific audiences. Feedback to stakeholders will be given using the methods and processes that are adopted to communicate and engage.

Communication and Training Strategy – South Wrexham Cluster
Cluster Development Action Plans