

Annex 6

Communications plan for Operational Resilience & Capacity Plan (ORCP) 2014/15

1. Introduction

This plan sets out communications arrangements for Swindon Clinical Commissioning Group (SCCG) during the autumn and winter period 2014/15. This plan also provides a focus for operational and capacity planning throughout the year as required. It incorporates local detail within a common framework that spans the whole of the Swindon Borough Council area (including Shrivenham) – this includes SCCG, local trusts, Public health England and Swindon Borough Council.

This joined-up approach recognises the advantages of:

- Sharing resources and reducing duplication of effort
- Aligning messages
- Aligning timings
- Fitting with national / regional plans
- Making the most of the media
- Handling inter-organisational issues, especially at time of escalation

It also takes account of the NHS England winter communications plan which has the following objectives:

- To support NHS England in maintaining an effective health services over the winter months and at other times when there is local system pressures.
- To inform the public about what they can do to help the NHS and themselves this winter, with an emphasis on encouraging greater use of pharmacies
- To provide reassurance that the health service is prepared for, and responding to, winter pressures (and other local system pressures through the year)
- To ensure communications during the winter period across the health system are co-ordinated and consistent, avoiding duplication and making better use of resources
- To be proactive and open in providing information to the media and the public about the health and social care system's plans for, and response to, winter pressures (and other local system pressures through the year)

Co-ordinated and consistent communications

- There are various health providers and one social care provider involved in preparing for, and responding to winter pressures (and other local system pressures through the year). For the communications plan to be successful, all organisations involved need to work together to ensure messages are co-ordinated and consistent. NHS England's central communications team will attend regular meetings with other national partners i.e. Department of Health, Public health England, Monitor and the

Trust Development Agency to ensure communications are co-ordinated across the different national agencies involved.

Scope

The organisations involved in shaping the local framework are:

- Swindon Clinical Commissioning Group
- Great Western Hospitals NHS Foundation Trust (GWH)
- Avon and Wiltshire Mental Health Partnership NHS Trust (AWP)
- SEQOL
- South Western Ambulance Service NHS Foundation Trust (SWAST)
- Swindon Borough Council

A monthly meeting of communication leads from each organisation will be established by Swindon CCG. This will provide an opportunity to review the communication plans in place and agree on which organisations are leading on specific areas of work. The first meeting will be arranged for October 2014.

Within this framework, the following issues are covered:

1. Flu vaccination, which begins in the early autumn but can continue through most of the period covered
2. Norovirus
3. Keeping people well and encouraging best use of services, with an emphasis on increasing use of pharmacy
4. Roles and responsibilities at times of increased pressure

This plan has also been drawn up in recognition of the move towards supporting great resilience across the whole healthcare system, regardless of the time of year. As part of this process, communications leads will be identified to attend the local System Resilience Groups (Urgent Care Working Group), in order to:

- Understand and the local position and outlook
- Provide advice
- Share intelligence and facilitate communications planning across organisations
- Bid for funding for communications and marketing initiatives as and when appropriate

Resources

The plan relies heavily on the use of national materials and on the time and effort of organisational communications teams. However, certain elements may require additional investment for specifically identified campaign work.

2. Flu vaccination

Background - national

The NHS approach fits with the Public Health England's integrated communications strategy. This strategy explains that the only new element this year is vaccination for four-year-olds, following the introduction last winter of the Fluenza nasal spray for two and three-year olds.

The main public targets for the flu communications campaign will be pregnant women, parents/carers of 2-4 year olds, and people aged under 65 – including children – who are at greater risk because of other health conditions. The over-65s will not be targeted, as uptake continues to be good.

A national marketing campaign is being developed to focus on three priority areas, to run for four weeks from 6 October 2014. A marketing toolkit will be available for all partners. In parallel, social media work will be carried out to reach the under-65s at risk, in partnership with charities such as Diabetes UK, Arthritis Care, Mind and Cancer Research UK.

For health and social care staff, NHS Employers' Flu Fighter campaign will be the primary means of increasing uptake of the flu vaccination and all NHS organisations are expected to support the campaign and increase staff take up of the vaccination.

The Director of Public Health (DPH) will remain the local 'voice' on flu for the health and social care system in Swindon.

Background - local

The PH Team at Swindon Borough Council has produced an integrated plan that outlines how it will manage promotions on the seasonal flu campaign within Swindon for 2014/15 to ensure that consistent messages are cascaded, that duplication is avoided and no opportunities are missed.

Communications work on flu vaccination will focus on:

| Activity | Roles | Notes | Timing |
|------------------------------------|-----------------------------------|--|--------|
| Joint local communication campaign | Campaign produced by SBC PH team. | The campaign has been agreed to promote and encourage uptake through various channels including GP practices and other health and social care staff encouraging uptake and local media awareness raising activity. | |

| | | | |
|---|---|---|--|
| | | (Separate plan available) | |
| Media messages for at-risk groups, co-ordinated across Swindon and shaped in light of patient feedback about barriers to uptake | Developed by NHS England in collaboration with local organisations. DPH (Cherry Jones) to front the media work. | Need to align as far as possible with national messaging and marketing campaign | From September. Reinforced as necessary, in light of uptake data. |
| Website messages for at-risk groups, co-ordinated across Swindon and shaped in light of patient feedback about barriers to uptake | Developed by NHS England in collaboration with local organisations. DPH (Cherry Jones) to front the media work. All organisations to support via websites and social media | Need to align as far as possible with national messaging and marketing campaign | From September. Reinforced as necessary, in light of uptake data. |

3. Norovirus

Background

Each year, norovirus and similar illnesses cause ward closures and delayed admissions for hospital patients. As with many easily-spread infections, norovirus tends to be at its worse over the winter period, when pressures on the system might already be high. It is therefore essential to minimise the impact.

However, it is also important to make the public aware that norovirus is essentially a community-wide problem that is brought into hospitals, care homes and other settings where people are most vulnerable, it is therefore something that can be tackled at source.

There is scope both for campaign work, to try to prevent outbreaks, and for opportunistic work as and when norovirus becomes an issue this winter.

Local approach

Communications work on norovirus will focus on:

| Activity | Roles | Notes | Timing |
|--------------------------------------|---|--|--------------|
| Production of public health messages | SBC – lead is director of public health | Plans are in place to cascade public health information letters to SEQOL, care homes, GP practices, school and colleges, setting out the prevention and management of norovirus and necessary infection prevention and | October 2014 |

| | | | |
|--|--|---|--|
| | | control practices in the wide community, in line with national guidance | |
|--|--|---|--|

4. Keeping people well and encouraging best use of resources

Background

An essential part of winter planning is the avoidance of hospital admissions and encouraging people to use the right health services for the ailment. This includes encouraging people to:

- Keep warm and well
- Seek the right treatment if they do become unwell
- Use their local health services appropriately

Many of these initiatives are being led nationally. However, there will be no repeat this year of the national campaign on 'Winter Friends'. Nor will there be any national promotion of NHS 111. However, there will be a reprise of the campaign The Earlier The Better to encourage frail older people to see their pharmacist early, rather than risk crisis/hospital admission.

Local approach

Communications will focus on:

| Activity | Roles | Notes | Timing |
|---|--------------------------|--|--------------------------|
| Providing a list of alternative services: - pharmacists, - self-care - 111 - Urgent care GP/Nurse centre - Walk-in Centre - SUCCESS centre | SCCG Communications team | | September 2014 |
| Producing a suite of press releases for the various scenarios | Individual organisations | To develop individual ones for each organisation and also joint ones where appropriate | September / October 2014 |
| Use of campaign material produced by Central Southern CSU (Talk before you walk) | SCCG communications | | September /October 2014 |
| Integrated Health & Social Care Operational | SCCG communications | | September /October 2014 |

| | | | |
|--|---------------------|-----------------------------------|-------------------------|
| Resilience & Capacity plan 2014/15 – ensuring it is on the VVG's website | | | |
| Review the list of communication channels and relevant contacts details | SCCG communications | For review with other comms leads | September /October 2014 |

5. Escalation at times of increased pressure

Background

Escalation and incidents that only affect the NHS in one locality (Level 1) are handled by the CCG and individual trust involved. Once the impact spreads to other providers and health communities (level 2), NHS England and Public Health England takes on responsibility for co-ordinating the response. Regional impact is categorised as Level 3, and national as Level 4. Examples are shown below:

| Level | Description | Lead | Example |
|-------|---|---|---|
| 1 | A health-related incident that can be responded to and managed by provider organisations within their respective business as usual capabilities. | CCG / provider (Area team for primary care) | <ul style="list-style-type: none"> Power outage at provider site Internal staff issues 'Red or Black' declaration within the system |
| 2 | A health-related incident that requires the response of a number of health provider organisations and will require an NHS England Area team to co-ordinate. | Area Team / PHE | <ul style="list-style-type: none"> 'Black' declaration of a health community Level 3 heatwave Communicable disease outbreak Flooding Large RTA CBRN incident Multi-agency Strategy or Tactical Co-ordinating Group |
| 3 | As above but with regional implications including mutual aid requirements that necessitate NHS England Regional co-ordination to meet the demands of the incident | Area Team / Region | <ul style="list-style-type: none"> Mass casualties |
| 4 | As above but with national implications requiring NHS England National co-ordination to support the NHS and NHS England response, | Area Team / Region / National | <ul style="list-style-type: none"> Pandemic flu Any national plan activation |

Even at local level, collaboration and co-ordination are critical for the smooth handling of incidents and escalation, not just to meet the needs of patients but to sustain confidence in the NHS.

Note: CCGs are expected to invite their communications leads onto urgent care teleconferences. The relevant NHS England Area Team is expected to invite area team communications lead onto any teleconference in the light of a Level 2 incident.

Communications leads should also be assigned to each new System Resilience Group (Urgent Care group), in order to:

- Understand the local position and outlook
- Provide advice
- Share intelligence and facilitate communications planning across organisations.

The grid below sets out likely scenarios and organisational roles. Note that, in all cases, individual organisations are responsible for communicating with their own staff.

| Winter scenario | Who is responsible for communicating urgent messages to patients and the public | Who is responsible for communicating with other organisations |
|--|---|---|
| <p>Heavy snow / flooding affecting the Swindon health and social economy (level 1 incident)</p> <p>Might involve staff unable to get to usual places of work</p> | <p>CCGs are responsible for co-ordinating the local communications response across providers (e.g. acute and community), including:</p> <ul style="list-style-type: none"> • Issuing advice to patients & the public via the media to remind them to use A&E/999 in an emergency and to use 111 or other local services as appropriate (a suite of media messages / press release to be produced) • Advising where GWH has had to cancel operations due to bad weather and that patients will be contacted individually about this. <p>Media responses should be developed between SCCG and the provider, to ensure that the bigger picture is conveyed and messaging is consistent. Releases and statements to be</p> | <p>SCCG, as commissioners of secondary care, is responsible for communicating with GPs to advise on action to ease pressure on GWH.</p> <p>SCCG, as commissioners of community services, is responsible for communicating with community providers about action to ease pressures on hospitals and reach vulnerable patients.</p> <p>Trusts are responsible for communicating with social care over discharges.</p> |

| | | |
|---|---|---|
| | <p>shared in the local health community, and with Area Team, Public Health England and Swindon Borough Council.</p> <p>Trusts to support via websites and social media, customising messages as necessary.</p> <p>Links to be made with other organisations asking if they would also share messages via their social media routes: Facebook, Twitter etc.</p> <p>Public Health England and Swindon Borough Council are responsible for:</p> <ul style="list-style-type: none"> • Providing general 'keep warm, keep well' advice to patients and the public (including vulnerable patients with long-term conditions) | |
| <p>Heavy snow / flooding causing severe disruption across the region (a level 2 incident or above)</p> | <p>NHS England Area Team is responsible for co-ordinating the regional communications response, including:</p> <ul style="list-style-type: none"> • Issuing advice to patients and the public via the media to remind them only to use A&E/999 in an emergency and to use 111 or other local services as appropriate • Advising where local hospitals have had to cancel operations due to bad weather and that patients will be contacted individually about this <p>Media response should be developed between the Area team, SCGG and providers, to ensure that the bigger picture is conveyed and messaging is consistent. Releases and statements to be shared across regional communities and with Public Health England and local authorities.</p> <p>As a category two responder,</p> | <p>SCCG, as commissioners of secondary care, is responsible for communicating with GPs to advise on action to ease pressure on GWH.</p> <p>SCCG, as commissioners of community services, is responsible for communicating with community providers about action to ease pressures on hospitals and reach vulnerable patients.</p> <p>Trusts are responsible for communicating with social care over discharges.</p> |

| | | |
|---|--|---|
| | <p>SCCG will support the area team communications colleagues as required to help disseminate messages to patients and the public via local media.</p> <p>Trusts to support via their websites and social media, customising messages as necessary for local consumption.</p> <p>Public Health England and SBC are responsible for:</p> <ul style="list-style-type: none"> • Providing general 'keep warm, keep well' advice to patients and the public (including vulnerable patients with long-term conditions) | |
| Very cold weather, but no impact yet felt on services | <p>Public Health England / SBC are responsible for issuing 'keep warm, keep well' advice to local people urging them to stay indoors and take care of themselves; for examples, reminding the frail and elderly not to go out in icy conditions to avoid slipping over.</p> | |
| Staff unable to get into work due to sickness (e.g. flu), causing disruption / pressure / cancelled operations, but confined to an individual provider / local SCCG health economy | <p>CCGs are responsible for co-ordinating the local communications response across providers (e.g. acute and community), including:</p> <ul style="list-style-type: none"> • Issuing advice to patients & the public via the media to remind them to use A&E/999 in an emergency and to use 111 or other local services as appropriate (a suite of media messages / press release to be produced) • Advising where GWH has had to cancel operations due to staff shortages and that patients will be contacted individually about this. <p>Media responses should be developed between SCCG and the provider, to ensure that the bigger picture is conveyed and</p> | <p>SCCG, as commissioners of secondary care, is responsible for communicating with GPs to advise on action to ease pressure on GWH.</p> <p>SCCG, as commissioners of community services, is responsible for communicating with community providers about action to ease pressures on hospitals and reach vulnerable patients.</p> <p>Trusts are responsible for communicating with social care over discharges.</p> |

| | | |
|--|--|--|
| | <p>messaging is consistent.</p> <p>Releases and statements to be shared in the local health community, and with Area Team, Public Health England and Swindon Borough Council.</p> <p>Trusts to support via websites and social media, customising messages as necessary.</p> <p>Links to be made with other organisations asking if they would also share messages via their social media routes: Facebook, Twitter etc.</p> <p>Public Health England and Swindon Borough Council are responsible for:</p> <ul style="list-style-type: none"> • Providing public messages on flu / other communicable diseases. | |
| Local GP surgery / surgeries have to close due to bad weather | <p>NHS England Area Team communications team responsible for informing local patients and the public via the media and for setting out the alternatives (including use of 111)</p> <p>Individual practices are responsible for informing individual patients who have appointments booked</p> | NHS England Area Team communications team are responsible for informing other organisations, including NHS 111, SCCG, OOHs provider, unaffected practices and pharmacies. |
| GWH A&E department closed / accepting no patients, for example due to major internal incident (level 1) | <p>CCGs are responsible for co-ordinating the local communications response across providers (e.g. acute and community), including:</p> <ul style="list-style-type: none"> • Issuing advice to patients & the public via the media to remind them to use A&E/999 in an emergency and to use 111 or other local services as appropriate (a suite of media messages / press release to be produced) • Advising where GWH has had to cancel operations due to bad weather and that patients | <p>SCCG, as commissioners of secondary care, is responsible for communicating with GPs to advise on action to ease pressure on GWH.</p> <p>SCCG, as commissioners of community services, is responsible for communicating with community providers about action to ease pressures on hospitals and reach vulnerable patients.</p> <p>Trusts are responsible for communicating with social care</p> |

| | | |
|--|--|---|
| | <p>will be contacted individually about this.</p> <p>Media responses should be developed between SCCG and the provider, to ensure that the bigger picture is conveyed and messaging is consistent. Releases and statements to be shared in the local health community, and with Area Team, Public Health England and Swindon Borough Council.</p> <p>Trusts to support via websites and social media, customising messages as necessary.</p> <p>Links to be made with other organisations asking if they would also share messages via their social media routes: Facebook, Twitter etc.</p> <ul style="list-style-type: none"> NHS England Area Team responsible for co-ordinating any regional communications responses if there are knock-on effects on other areas. | over discharges. |
| Closure of GWH A&E department due to major incident affecting a number of providers (level 2) | <p>CCGs are responsible for co-ordinating the local communications response across providers (e.g. acute and community), including:</p> <ul style="list-style-type: none"> Issuing advice to patients & the public via the media to remind them to use A&E/999 in an emergency and to use 111 or other local services as appropriate (a suite of media messages / press release to be produced) Advising where GWH has had to cancel operations due to bad weather and that patients will be contacted individually about this. <p>Trusts to support via websites and social media, customising messages as necessary.</p> | <p>SCCG, as commissioners of secondary care, is responsible for communicating with GPs to advise on action to ease pressure on GWH.</p> <p>SCCG, as commissioners of community services, is responsible for communicating with community providers about action to ease pressures on hospitals and reach vulnerable patients.</p> <p>Trusts are responsible for communicating with social care over discharges.</p> |

| | | |
|--|---|---|
| | <p>Links to be made with other organisations asking if they would also share messages via their social media routes: Facebook, Twitter etc.</p> <p>Media response should be developed between the Area team, SCGG and providers, to ensure that the bigger picture is conveyed and messaging is consistent. Releases and statements to be shared across regional communities and with Public Health England and local authorities.</p> <p>As a category two responder, SCCG will support the area team communications colleagues as required to help disseminate messages to patients and the public via local media.</p> | |
| Ward closed in local hospital due to norovirus | <p>Trusts are responsible for issuing advice to patient and the public, reminding them to stay away from the hospital if they have symptoms and providing basic hygiene advice to stop the spread of the infection.</p> <p>Trusts to refer to the Area Team before media work, in case other providers are affected and wider system response is needed.</p> <p>SCCG is responsible for issuing wider advice to patients if outbreak serious enough to affect admissions / capacity to any significant degree.</p> | <p>SCCG, as commissioners of secondary care, is responsible for communicating with GPs to advise on action to ease pressure on GWH.</p> <p>SCCG, as commissioners of community services, is responsible for communicating with community providers about action to ease pressures on hospitals and reach vulnerable patients.</p> <p>Trusts are responsible for communicating with social care over discharges.</p> |
| Ambulances queuing outside GWH A&E department, causing delays to patients | <p>GWH and South Western Ambulance Service to develop co-ordinated media response in collaboration with SCCG.</p> <p>Key principle = no blame / no surprises.</p> | <p>SCCG, as commissioners of secondary care, is responsible for communicating with GPs to advise on action to ease pressure on GWH.</p> <p>SCCG, as commissioners of community services, is responsible for communicating with community providers about</p> |

| | | |
|---|--|---|
| | | <p>action to ease pressures on hospitals and reach vulnerable patients.</p> <p>Trusts are responsible for communicating with social care over discharges.</p> |
| Delayed discharges causing delays to admissions | <p>GWH, SBC and SCCG to develop co-ordinated response, focusing on system-wide solutions and admission-avoidance messages for patients</p> <p>Key principle = no blame / no surprises.</p> | <p>SCCG, as commissioners of secondary care, is responsible for communicating with GPs to advise on action to ease pressure on GWH.</p> <p>SCCG, as commissioners of community services, is responsible for communicating with community providers about action to ease pressures on hospitals and reach vulnerable patients.</p> |
| 111 service experiencing pressure and delay in calls getting through | <p>NHS England Area Team and SCCG are responsible for co-ordinating the regional communications response, including:</p> <ul style="list-style-type: none"> • Issuing advice to patients and the public via the media on alternative sources if healthcare help and support. <p>Messaging to be developed with the 111 service provider.</p> <p>Trusts to support via websites and social media, customising messages as necessary.</p> | <p>SCCG responsible for informing other organisations – trusts, OOHs providers, unaffected practices and pharmacies</p> |

6. Communications leads

Each organisation has named individuals for supporting this plan:

| Name & role | Organisation | Email | Contact telephone |
|--|---|---|--|
| Ruth Atkins Senior Communications & Engagement Manager | Swindon CCG | communications@swindonccg.nhs.uk and ruthatkins@nhs.net | 07787 573471 |
| Sarah Eastman Communications Manager | GWH | comms@gwh.nhs.uk and Sarah.Eastman@gwh.nhs.uk | 01793 605948 |
| Katie Taylor Neale | SEQOL | katie.taylor-neale@seqol.org | 01793 465761 |
| Victoria Tagg Communications Officer | SBC | vtagg@swindon.gov.uk | 01793 46 3113 |
| Richard Freeman | | RCFreeman@swindon.gov.uk | 01793 463416 |
| Andrew Thompson | Prospect Hospice | AndrewThompson@prospect-hospice.net | 01793 816167 |
| Claire Warner | SWAST | claire.warner@swast.nhs.uk | 01392 261649 |
| Marilyn Hughes | Carfax Health Enterprise | marilynughes@nhs.net | 01793 541655 |
| Gemma Fear | PHE | gemma.fear@phe.gov.uk | 0117 968 9161 |
| Emma Green Interim Senior Communications Manager | NHS England Area team comms support | Emma.green18@nhs.net England.lsmedia@nhs.net | 07825 422417 Media centre: 020 7932 3911 |

SCCG has on-call communications support (provided by Central Southern CSU) to support the director on-call where required to provide out of hours support.

7. Measures of success

The following measures will provide indicators on the level of success of communication during the autumn / winter period 2014/15:

- **Escalation processes in case of emergency** – where the escalation process has been used, testing whether staff and other stakeholders were kept adequately informed, supporting the wider escalation process.
- **Appropriate sources of healthcare** – monitoring the media coverage of press releases, whether this is positive or negative as well as the number of presentations to GWH emergency front door, calls to 111 and other local settings.
- **Flu immunisation** - recording uptake as compared to previous years – this will be led by the public health team at Swindon Borough Council

- **Norovirus prevention and management**– recording number of breakouts in providers, and the effect of this.

8. Key risks

There are number of risks to the success of the winter communications plan that will need to be considered and managed throughout this winter:

- Conflicting messages put out by different providers and the SBC public health team – this will be managed through regular meetings with our providers, and contact with the public health team.
- Conflicting local and national messages

9. Review and Evaluation

We will meet on a monthly basis with other organisations to agree actions, effectiveness and next steps. We will carry out an evaluation of our efforts, and resources invested.