

Appendix 3 – Action Plan

<p>Goal:</p> <p>1) Make every opportunity count to support people to stay well and recover faster</p> <p>Indicator:</p> <ul style="list-style-type: none"> • Number of people accessing Know who to turn to • Uptake of vaccination post awareness campaigns • Uptake in the number accessing mental wellbeing support • Monitor the number of patients accessing financial inclusion support 		
Action	By who	By when
<p>Redirection (Accessing appropriate services) Promotion of initiatives including 'Know who to turn to' and Urgent Care</p>	Communications	Work ongoing to 31/3/21
<p>Prevention/Self Care (Winter Wellness) Raise awareness of preventative actions e.g. Flu/ Booster vaccinations and Test and Protect, Self-care for winter illnesses/weather related accidents and mental wellness</p>	Communications	Work ongoing to 31/3/21
<p>Promoting Winter Wellness Raise awareness of actions to prevent spread and protect those with respiratory disease.</p>	Respiratory MCN	31/3/21
<p>Recover faster Explore a partnership with British Red Cross on a 'waiting well' project which has been successfully trialled in NHS England to support people who are on waiting lists to self-manage while waiting for treatment.</p>	Health Improvement	31/3/21
<p>Data and stories Utilise intelligence to understand areas of greatest pressure across Grampian along with most vulnerable groups and work with Health & Social Care Partnerships and third sector to provide targeted support where it is most needed.</p>	Health Improvement and Health Intelligence	31/3/21

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Action	By who	By when
<p>Wider determinants of Health Understand the impact of wider determinants of health and use evidence of what works including: financial support as part of care pathways and support to tackle fuel poverty particularly with rising energy costs and low temperatures impacting on admissions to hospital.</p>	Health Improvement	Work ongoing
<p>Prevention Use evidence base to target what works in terms of a preventative approach including: interventions to encourage healthy behaviours particularly among those with chronic conditions, increase vitamin D supplementation, falls prevention and building on social connectedness to address social isolation and help develop key support networks.</p>	Health Improvement	Work on-going
<p>Stay Well Take a ‘campaign’ approach to winter 2021/22, which will see messages packaged together into themes</p>	All	Work ongoing to 31/3/21

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<p>Goal: 2) Ensure our colleagues, patients, carers and public are kept informed and feel valued</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Staff participation rate in Pulse surveys and responses • Staff participation in BPA survey supporting Magnet and responses • Staff/public participation in Q&As within Daily Brief, Public Newsletters • Social media statistics across all own channels, including growth and engagement. • Engagement with new clinical strategy 'Plan for the Future' when published • Opinions and experiences shared via Feedback & Care Opinion 		
Action	By who	By when
<p>Communications Structure Maintain meeting structure to ensure connection across the health and care system in order to jointly agree communications actions and deliver consistent messages on a dynamic basis.</p>	All	Work ongoing to 31/3/21 (Existing structures in place)
<p>Slogan Promote a simple three word summary for Operation Iris: Experience, Engage, Evolve.</p>	Communications	1/12/21
<p>Communication Channels Utilise appropriate communication channels, depending on audience and message.</p>	Communications	(Work ongoing to 31/3/21 use of most appropriate available channels)

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<p>Goals:</p> <p>3) Establish a culture of co-production to ensure a range of voices are heard in the choice and design of services</p> <p>4) Supporting change through building relationships</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Establishment of Ambassador network • Participation/engagement rates (quantitative & qualitative) in phase 2 of transformation engagement • Embedding ownership of NHSG Plan for the Future with partners (through structures including Grampian Engagement Network) • Ownership of the programme for change supporting Plan for the Future among staff, patients and public 		
Action	By who	By when
<p>Setting out case for change Creating our case for change to support engagement around ‘Our plan for the future.’</p>	Transformation Oversight Board	1/2/2022
<p>Place and wellbeing Continue to build on place- based approaches to wellbeing, focussing on co-production, asset-based approaches and building on existing relationships and resources.</p> <p>In particular, building relationships with partnership colleagues, principally the three Health and Social Care Partnerships (HSCPs) and Third Sector Interfaces (TSIs), our statutory partners and Community Planning Partnerships (CPPs) to ensure that</p>	Place and Wellbeing Working Group	31/3/2022

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Action	By who	By when
our approach to involving and planning with people, including our workforce is co-ordinated.		
<p>Redesigning pathways of care</p> <p>Continue to build and develop structures and mechanisms that foster a culture of co-production, including Grampian Engagement Network, and Public Empowerment Groups (PEGS)</p>	Public Engagement	1/12/21
Operational Partnership	Portfolio Leads/Public Engagement	1/12/21

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Action	By who	By when
Create a network of communication/engagement ambassadors that support visible two-way communication.		

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<p>Goal:</p> <p>5) Enhance the Grampian health system as the place to work</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Application, vacancy and turnover data • We Care Pulse Survey data • BPA Culture Survey data 		
Action	By Who	By when
<p>Support for staff wellbeing</p> <p>Ensure wellbeing communication is regular, clear, accurate and consistent via We Care weekly Wellbeing Wednesday slot in the Daily Brief, supported by non-digital approaches to raising awareness.</p> <p>Seek to further understand the wellbeing of our workforce and their support needs by continuing to invite feedback via e mail or anonymous MS Form, and further quarterly Wellbeing Pulse Surveys.</p> <p>Hosting online wellbeing information sessions, providing information on supports available to staff teams/professional groups and engaging with staff to further inform the We Care programme.</p>	<p>We Care Team - Prog Manager Laura Kluzniak</p> <p>We Care Team - Prog Manager Laura Kluzniak</p> <p>Emma Hepburn and Kelsea Stewart for Pulse Survey</p>	<p>Ongoing until 31/3/2022</p> <p>Monthly report for feedback via We Care Steering group Pulse Survey report Dec 21 and April 22</p> <p>10 by 31/12/2021 and ongoing until 31/03/2022</p>

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Action	By Who	By when
<p>Undertake focussed work alongside the psychology team, with clinical teams to learn about factors impacting on their wellbeing and identify possible solutions to enable the provision of in situ and more personalised support.</p>	<p>We Care Team - Prog Manager Laura Kluzniak</p>	<p>28/2/2022</p>
<p>Culture and staff experience</p> <p>Communicate clearly via digital and physical media core expectations of all people managers as a critical support for staff, encouraging them to: prioritise people; provide clarity; and be visible.</p>	<p>Laura Kluzniak / Brooke Elliott</p>	<p>Distributed in digital format and posters by 31/12/2021</p> <p>Monthly meetings to 31/3/2022 with</p>

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Action	By Who	By when
<p>Continue to develop the monthly Culture Cabinet open forum for involving our staff at all levels in nurturing a supportive, inclusive and empowering culture for our workforce and service users</p> <p>Prepare for and undertake the Best Practice Australia (BPA) Culture Survey in several areas, including Nursing and Midwifery, to better understand the experience of our workforce and support Magnet recognition</p>	<p>Tom Power / Laura Kluzniak</p> <p>BPA Culture Survey Oversight Group – Chair Gillian Poskitt Programme Manager Laura Kluzniak</p>	<p>at least 50 staff per session.</p> <p>Agreed actions being progressed by 31/3/2022</p> <p>Conduct survey 31/03/2022</p> <p>Feedback of Results / Support for teams from 30/04/2022</p>
Future of the workplace		

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Action	By Who	By when
<p>Continue to support safer workplaces, providing communication that makes it easy for staff to do the right thing and engaging in partnership to ensure clinical staff are involved in decisions around the continued use of derogations that may be necessary to respond to system pressures.</p> <p>Conclude the staff engagement and development stages for our new Workplace Strategy, providing an understanding of the future workstyles that will be available whilst continuing to encourage working from home wherever possible until the end of Operation Iris.</p> <p>Using the Workplace Strategy to guide the Smarter Working programme, and as the basis for engagement with services and teams currently working remotely and from home around the process of safely returning to the workplace after March 2022, including the adoption of Hybrid Working.</p>	<p>Grace McKerron / Lesley Roberts</p> <p>Gerry Donald / Gareth Evans</p> <p>Smarter Working Programme Board – Chair Alan Gray</p>	<p>Ongoing visits and support to teams across NHSG</p> <p>Workplace Strategy developed 31/01/2022</p> <p>Clarity for staff around position beyond 31/03/2022</p>

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Goal: 6) Making a difference (evaluation) Indicator: As above.		
Action Evaluation of our communications and engagement activities, and delivery against objectives, at appropriate intervals to ensure that we remain aligned to the delivery of our ambition	By who	By when
Action Plan indicators monitored and learning shared with the Engagement & Participation Committee.	Communication & Engagement Team	Quarterly
Develop a mechanism to be able to demonstrate how feedback has influenced proposals.	Portfolio Leads with Public Health researchers	April 2022
Work with Kings Fund partnership to help inform our evaluation approach to community engagement as part of our Plan for the Future.	Adam Coldwells/ Susan Webb	April 2022