NHS
National Services Scotland

Scottish Pathology Network

Document control

A Communication Strategy is a document, which changes and develops as the project progresses. It is recommended that a system of document control be used to keep track of previous versions.

NSD suggests integrating the roles of approval, version control and a distribution list within the first page of the Communication Strategy to ensure confidentiality and consistency. Final sign off will go through the Steering Group.

Key Personnel

Title:	**SPaN Communication Strategy**
Authors:	Camilla Young
Approver:	SPaN Steering Group
Owner(s):	SPaN Core Team

Version History

Version	Date of revision	Summary of changes	Changes marked
D0.1	August 2023	Initial Draft	
V1.0	December 2023	Ratified by Steering Group	

Distribution: This document has been distributed to:

Name	Organisations	Date	Version
SPAN Steering Group	NSS NHS Health Boards	December 2023	V1.0

Contents

1: Purpose of Document

1.1 Introduction
The Scottish Pathology Network (SPAN) was originated through the collaboration of clinical and scientific professionals practising in cellular pathology in Scotland. The network was established to steer modernisation, including service change and redesign, develop benchmarking data to improve quality, and working with boards ensure provision of an effective pathology service which anticipates and responds to user needs, future requirements, national guidelines and meets laboratory accreditation standards.

This includes the development of national guidelines and pathways where appropriate, laboratory visits, education and training packages, and the collection and analysis of information to drive service improvement. This is only achievable with the input of a wide range of experts across multiple organisations. An effective Communication and Engagement Strategy is therefore required to facilitate robust communication systems with all interested parties and stakeholders across Scotland.

1.2 Communication Strategy Governance
This Communication Strategy is designed to support the work of SPAN. This Strategy will be managed by the Network Programme Manager, governed by the Core Team and ratified through the Network Steering Group.

Programme Manager – Camilla Young

- Manage the delivery of the Communications Strategy
- Develop communication material as per the Communication Plan
- Provide communication support and advice as appropriate
- Yearly evaluation of the Communication Plan
- Provide updates on Communication Plan progress to the Steering Group.

Core Team

- Final approval on all communication materials
- Taking forward specific actions assigned via the Communication Plan

Steering Group

- Consultation on the Communication Strategy and Plan
- Final approval of the Communication Plan

1.3 Communication Objectives
- Ensure that clinicians working with SPAN are informed about the Network, and its progress against the Work Plan
- Inform and educate wider services about the work of SPAN
- Provide updates to other stakeholders including NSD and the Scottish Government
- Promote consistency in the delivery of effective diagnostic services across Scotland

The Communication Scoping Overview is available in Appendix 1.

1.4 Communication Deliverables

- Have an up to date and informative website for members of SPAN.
- Produce a regular newsletter via SWAY.
- Maintain and update email distribution lists.
- Cascade stakeholder surveys to discuss priorities for the Network and feed back to stakeholders about these priorities.
- Set up and frequently use a X account for all of the National Managed Diagnostic Networks to provide relevant updates and to engage with stakeholders and Pathology community in Scotland.

1.5 Key Messages

The Scottish Pathology Network (SPAN) aims to ensure equitable provision of high quality clinically effective Pathology services across Scotland.

This will be achieved by:

- Developing a collaborative Scotland wide approach to service redesign and improvement.
- Working closely with services to support a broad range of continuous improvement work.
- Challenging boards around best practice and redesign.
- Working closely with industry and by regularly monitoring changes in best practice knowledge (e.g., from RCPath).

2. Stakeholders

Key stakeholders include:

Internal (to the Network)

- Steering Group Members
- Working Group Members
- Pathology professionals throughout Scotland
- Network (NSS) Staff

Other Professionals

- NHS Health Board representatives
- Service Managers
- Regional/Local Planners
- Industry colleagues
- NHS National Specialist and Screening Services Division (NSD)
- Scottish Cancer Network
- Scottish Strategic Network for Genomic Medicine
- Scottish Strategic Network for Diagnostics
- Scottish Government colleagues
- Public Health Consultants

- CMO
- NHS Directors of Planning
- Partnership

A Stakeholder Map is available in Appendix 2.

3. Communication Channels

SPAN will use a number of communication channels to engage with those involved in the Network and interested parties. These will include:

- SPAN Website: [Scottish Pathology Network – National Managed Diagnostic Network](#)
- Electronic Mailing Lists
- Newsletters
- Posters (at events and when relevant)
- Engagement Events
- Social Media
- Stakeholder Surveys
- Working with industry, third sector partners and other Pathology groups as and when appropriate, through their websites and mailing lists

A Communication Channel Breakdown is available in Appendix 3.

4. Key Areas

4.1 Equality & Diversity

The Network aims to reduce inequality by ensuring effective and equitable access to services across Scotland.

4.2 Evaluation

Evaluation of the effectiveness of communications will be done through a variety of methods, including:

- Evaluation Surveys e.g., feedback of events from Network members
- Direct communication with Network members
- Steering Group ratification and review
- Website and X statistics – these will be collated and assessed by the Programme Support Officer and Programme Manager annually. This will be shared with the Core Team and form part of the next annual review

5. Action Plan

5.1 Developing the Communication Action Plan

Specific actions on communication will be included in the SPAN Annual Work Plan, which is included in the service level agreement and is available from the SPAN Programme Manager.

The Communication Action Plan is available in Appendix 4.

Appendix 1: Communication Scoping

<u>An overview of the project and communication objectives, deliverables, key messages and scope</u>

Strategic Aims	Objectives	Deliverables
SPAN's stakeholders will be aware of SPAN, with regular use of the website and engagement through Twitter. SPAN will provide Pathology expertise to Scottish Government, Regional Cancer Networks and regions	The SPAN website will be an up-to-date effective resource for the SPAN steering group working groups, the Pathology community and its stakeholders	SPAN will aim to increase current users on the website
	SPAN will use X to engage with the Pathology community	SPAN will aim to increase current X followers
	SPAN will improve the knowledge and skills of the Pathology community where knowledge gaps have been identified	SPAN will engage with the Pathology community through facilitating an Annual Event
	SPAN will improve its engagement with the Pathology community and its stakeholders	SPAN will issue regular newsletters
		SPAN will use electronic mailing lists to engage with the Pathology community
		SPAN will engage with Managed Cancer Networks and Scottish Cancer Network

Appendix 2: Stakeholder Table and Stakeholder Map

A table listing all of the current Stakeholder groups and their current / desired position, with regards to communication goals

Stakeholder	Current Position	Desired Position	Risk/Issues
Staff involved with Network: • Network Programme Manager/ Programme Support Officer • Lead Clinician • Scientific manager • Steering Group • Working Groups	• Good awareness of the Network, its aims and objectives, and its current work priorities • Good awareness of diagnostic pathways and the impact on patient care	Increased awareness of the Network	Timeliness of communication – it is important that all members of SPAN maintain awareness of, and involvement in, the Network using the various communication channels
Other Professionals: • NHS Health Board representatives • Service Managers • Regional/Local Planners • Industry colleagues • NHS National Specialist and Screening Services Division (NSD) • Scottish Government colleagues • Public Health Consultants • CMO • NHS Directors of Planning • Scottish Cancer Network • Scottish Strategic Network for Genomic Medicine • Scottish Strategic Network for Diagnostics • Partnership	NHS Staff directly involved in the Network have good awareness, others have some or no awareness of the Network	• Increased awareness of the Network • Improved knowledge of diagnostic pathways	Improve the timeliness and reach of communication work to ensure staff can access SPAN information easily
NSD	Good awareness of the SPAN and its work	Improved links to other Networks and sharing of best practice	Requires working across Network boundaries within NSD
Industry	Industry organisations have a range of involvement and awareness of the Network	Increased awareness of the Network	Timeliness of communication is key to ensuring all members maintain awareness of, and involvement in, the Network
Directors of Planning	Ranging awareness of the Network depending on involvement with it	• Increased awareness of the Network • Increased engagement with the Network	Can be difficult to raise the profile of the Network in every Health Board
Scottish Government	• Good awareness of the SPAN and its work • Support of the Network and its work	Maintain the current position.	Maintain involvement in working groups, maintain consistent communication and ensure continued support for the Network

Appendix 3: Communication Channel Breakdown

Type of communication & purpose	Roles & Responsibilities	Frequency
SPAN Steering Group Agenda, papers & minutes Communicate key decisions and actions arising from the Network Board meetings	Network Support Team: • Develop and issue to Network Board members Network Board members: • Communicate decisions / actions arising from the Network Board with the constituents they represent – e.g.: Regional Collaboratives	Quarterly
Network Update on the work of the subgroups / reviews To provide Network Stakeholders with an update on the work of the working groups in the Network	Network Support Team: • Develop and issue to Network stakeholders Chairs of the Network workstreams • Contribute to the development of the Update Paper Network Stakeholders • To cascade to relevant parties	Dependant on the frequency of the subgroup meetings/ reviews
Network Newsletter Communicate key decisions and actions arising from the Network Board meetings as well as other work going on within the Network and related field.	Network Support Team: • Develop and issue to Network stakeholders • Publish on the website Network Stakeholders: • Cascade to relevant parties • Provide appropriate contacts to the Network Support Team for database	Regularly as required
Website Provide a repository for Network documents, information on each of the workstreams, and key network activities	Network Support Team • Update information as required	As required
Emails Circulate information within the Network to seek input and feedback on workstream / network documents	Network Support Team: • Develop and issue to key network contacts and others as required Group members: • Communicate decisions and actions to the SPAN network. • Collate feedback from the network to feed into the workstreams	As required

Appendix 4: Communication Plan

The Communication Action Plan linking stakeholders to key messages, channels, timescales and responsibility for delivery

Stakeholder	Key message	Channel	When	Responsible
Lead Clinician	Progress on SPAN work and key documents	Emails, telephone conversations, face to face meetings, Microsoft teams meetings	As demand requires	SPAN Programme Manager
Scientific Manager	Progress on SPAN work and key documents	Emails, telephone conversations, face to face meetings, Microsoft teams meetings	As demand requires	SPAN Programme Manager
Network Programme Manager	Progress on SPAN work and key documents	Emails, telephone conversations, face to face meetings, Microsoft teams meetings website	As demand requires	SPAN Programme Support Officer
Network Programme Manager	Improve the website and increase access it; audit hits for the mid-year report and the annual report	Website, emails, newsletters	Ongoing	SPAN Programme Manager and Programme Support Officer
Network Programme Support Officer	Progress on SPAN work and key documents	Emails, telephone conversations, face to face meetings, Microsoft teams meetings,	As demand requires	SPAN Programme Manager
Steering Group	Agreeing the work of the Network Monitoring the progress of the Network	Emails, telephone conversations, face to face meetings, Microsoft teams meetings, website, newsletters	Quarterly	SPAN Programme Manager and Lead Clinician
Working Groups	Implementing Network changes and communicating these to the Steering Group	Emails, telephone conversations, face to face meetings, Microsoft teams	As frequently as they meet	SPAN Programme Manager and Lead Clinician

Stakeholder	Key message	Channel	When	Responsible
		meetings, website, newsletters		
National Services Division (NSD)	General awareness of the Network progress	Emails, telephone conversations, face to face meetings, Emails, telephone conversations, face to face meetings, Microsoft teams meetings, website, newsletters annual report,	As demand requires	SPAN Programme Manager
Other NHS Staff	General awareness	Emails, newsletters, posters, telephone conversations, face to face meetings, Emails, telephone conversations, face to face meetings, Microsoft teams meetings, website, newsletters	Ongoing	SPAN Programme Manager, Lead Clinician, Steering Group Members/Working Group Members
Industry	General awareness	Emails, newsletters, posters, telephone conversations, face to face meetings, the website	As demand requires and ongoing	SPAN Programme Manager, Lead Clinician, Steering Group Members and Working Group Members