

Photonet
National Managed Clinical Network for
Phototherapy



Communication Strategy

March 2025
Version V2.2
Paula McKernan, Programme Manager

Document control

A communications strategy is a document, which changes and develops as the work of the NMCN progresses. It is recommended that a system of document control be used to keep track of previous versions.

Key personnel

Title:	Communications Strategy
Authors:	Paula McKernan, Programme Manager
Approver:	Photonet Steering Group
Owner(s):	Paula McKernan, Programme Manager

Version history

Version	Date of revision	Summary of changes	Changes marked
V1.0	February 2017		
V1.1	January 2019	Updated to new template	No
V2.0	February 2019	Minor changes following discussion at Photonet Steering Group meeting	No
V2.1	March 2022	Minor changes – additional of MS Teams as a means of communication.	No
V2.2	March 2025	Minor changes following Photonet Steering Group Meeting. Mid year reports removed and network team updated including removal of Lead Clinician as the post is currently vacant.	No

Distribution

Name	Organisation
Photonet Steering Group	Various

Table of Contents

1. Purpose.....	4
1.1 Introduction	4
1.2 Background.....	4
1.3 Governance	4
1.4 Communication objectives	4
1.5 Communication deliverables	5
2. Stakeholders.....	5
3. Communication Channels	5
4. Key Areas	6
4.1. Equality & Diversity	6
4.2. Branding	6
4.3. Evaluation	6
5. Action Plan	6

Purpose

1.1. Introduction

The Network Communication and Engagement Strategy is intended to describe how Photonet intends to ensure that all its stakeholders are kept informed and have a voice in the network. It was developed in conjunction with the steering group with input from the wider network.

This Communication Strategy gives consideration to **who** the network communicates with (i.e. who its stakeholders are) and it identifies **what** the content of Photonet communication with these groups of people is (i.e. what the network's key messages are).

1.2. Background

The network was first established in 2002 and provides a framework to facilitate delivery of standardised quality patient care at the many different phototherapy sites throughout Scotland. The network aims to ensure that patients are managed according to evidence based procedures and protocols and audits practice and outcomes of every centre against agreed standards, hence providing a basis for improving the quality of care.

Like all managed clinical networks (MCNs) Photonet has a specific role in supporting relevant professionals to develop and maintain their awareness, clinical skill and expertise.

Effective communication with its wide range of professional and patient, carer and family stakeholders is essential to ensuring the success of the work of Photonet. This communication strategy is intended to give a clear guide to who those stakeholders are and how the network will communicate and engage with them.

1.3. Governance

This strategy was developed with input from the wider network and the Photonet Steering Group. The strategy will be managed by the Photonet Programme Manager and governed through the Photonet Steering Group. Core responsibilities are as follows:

Programme Manager

- Manage the delivery of the Communication Strategy
- Develop communication material as per the Communication Strategy
- Provide communication support and advice where necessary
- Seek communication support and advice from the NSS Communication Team where necessary
- Evaluation of Photonet Communication Strategy
- Provide updates on Communication Strategy progress to the Steering Group.

Steering Group

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

1.4. Communication objectives

- Ensure that clinicians, planners and managers with an interest in Phototherapy are informed about the network, and progress against its workplan.
- Engage with clinicians, patients/carers/families, patient groups and voluntary sector organisations to establish a dialogue about priority issues for phototherapy and how Photonet can help to address these
- Promote consistency in the delivery of safe and effective phototherapy services across Scotland
- Provide updates to NHS National Specialist and Screening Services Division as commissioners of the network

- Inform the wider NHS and other external stakeholders (e.g. Scottish Government or the voluntary sector) of Photonet and its key achievements
- Communication of key issues and challenges facing phototherapy services through appropriate channels

1.5. Communication deliverables

- An up-to-date, relevant website for Photonet members, patients and wider stakeholders
- An annual newsletter to provide succinct updates on developments within Photonet and forthcoming events
- Up-to-date email distribution lists
- Photonet workplans and regular updates throughout the network planning cycle (i.e. financial year)
- Annual reports
- Patient engagement initiatives, e.g. patient surveys
- An annual Photonet conference highlighting discuss network progress and identifying strategic priorities for the following year's work plan
- Stakeholder surveys to ensure appropriate level of engagement

2. Stakeholders

A detailed stakeholder map is included in Appendix 1. The list below gives the main stakeholder groups that have been identified as pertinent to the work of Photonet:

Key stakeholders include:

Internal (to the Network)

Steering Group Members
Network Members
Network staff

Patients

Other Professionals

NHS National Services Directorate
Voluntary Organisations
Patient support groups/representatives
British Association of Dermatologists
Scottish Dermatology Society
National Network Management Service Staff
General Practitioners
Directors of Planning

3. Communication Channels

Photonet will use a number of communication channels as listed below.

- Photonet website: <http://www.photonet.scot.nhs.uk>
- Electronic mailing lists
- Face to face meetings
- MS Teams Meetings
- MS Teams Channels

- Annual Photonet newsletter (distributed by email and via the Photonet website)
- Annual Conference/Education Event
- Annual reports
- Print media (e.g. patient information leaflets, posters, cards etc)
- Surveys

4. Key Areas

4.1. Equality & Diversity

The network is committed to improving equality of access to phototherapy services in Scotland.

4.2. Branding

National networks, in terms of governance, are subject to NHS Scotland, rather than NSS branding requirements. All Photonet communication will comply with the NHS Scotland Identikit and use the NHS Scotland logo.

4.3. Evaluation

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

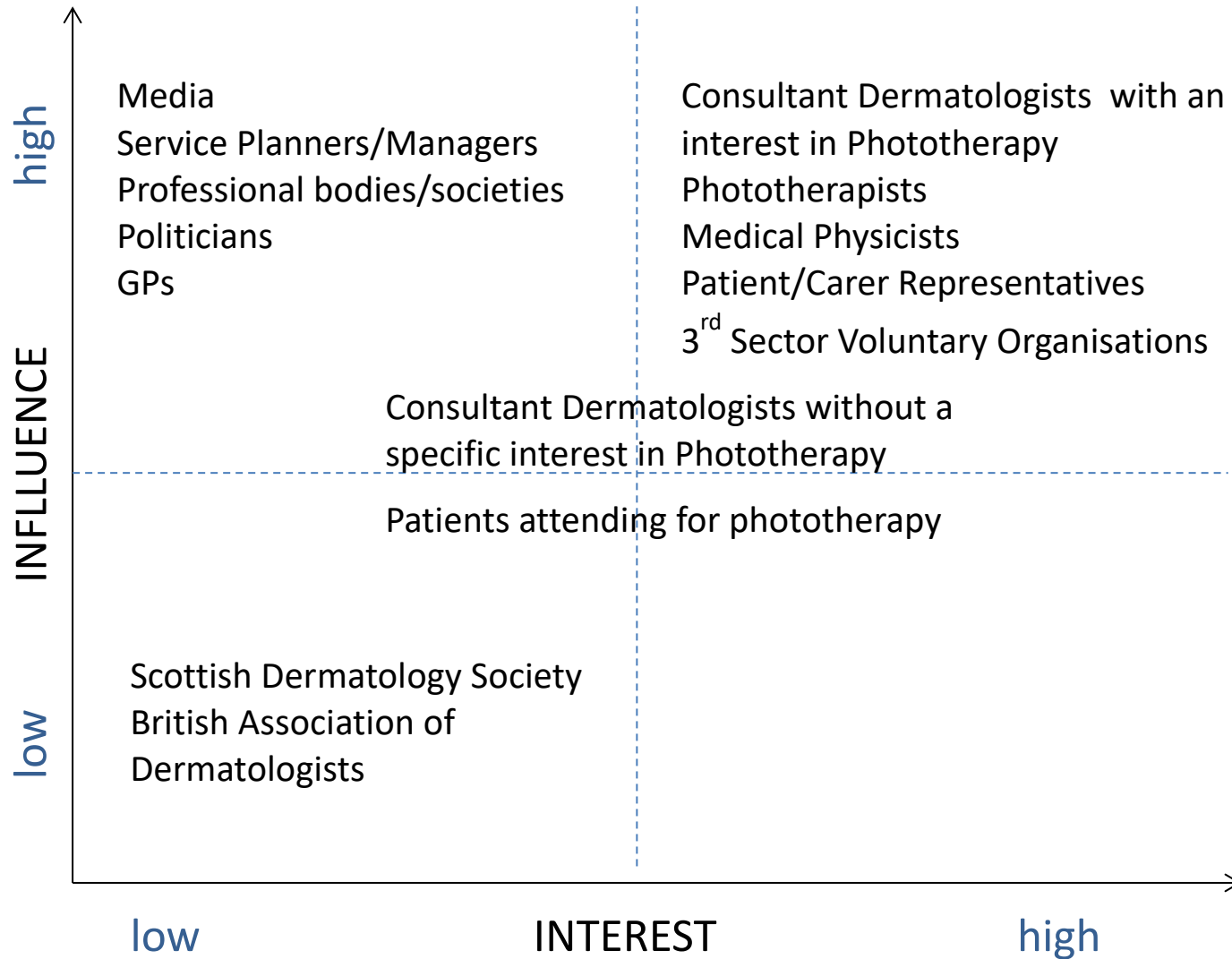
- Evaluation surveys e.g. feedback on events from network members
- Direct communication with network members
- Steering Group ratification and review
- Website statistics – these will be collated and assessed by the Programme Support Officer and Programme Manager bi-annually. This will be shared with the Lead Clinician and form part of the next annual review.

5. Action Plan

Appendix 2 lists the routine communication and engagement actions that have been identified for Photonet.

Additional specific actions on communication and engagement may be agreed. These will be included in the Photonet annual business plan, which is developed by the Steering Group with input from network stakeholders. The most up-to-date work plan is available from the network office.

Appendix 1: Stakeholder Map



Appendix 2: Communication Plan

Communication Details					
Key messages	In/ Out	From	To	Method	Frequency
Purpose and vision of the Network/ Long term aims and objectives	Communications Out	Network Office	Network stakeholders	Email Photonet website Annual Conference MS Teams	Every 3- 5 years to refresh network strategic plan– Use opportunity to remind people of network
		Steering Group	Clinical colleagues, local managers Patients & Families	Face-to-face Local team meetings E-mail MS Teams	Every 3- 5 years to refresh network strategic plan
	Communications In	Network stakeholders	Network Office Steering group/ sub-group members	Annual conference Word of mouth Website/ Photonet E-mail/ Surveys/ 3 rd sector organisations social media MS Teams	Every 3- 5 years to refresh network strategic plan
Development of workplan	Communications Out	Network Office	Network stakeholders	Email Photonet Newsletter Photonet website MS Teams	Annually (Q4 to collect ideas for next year and Q1 to share agreed work plan)
		Steering Group	Clinical colleagues / local managers	Face to face Local team meetings Email MS Teams	Annually (Q4 to collect ideas for next year and Q1 to share agreed work plan)
		3 rd sector partners	Patients/families	Face to face Email Social media MS Teams	Annually (Q4 to collect ideas for next year and Q1 to share agreed work plan)
		Network stakeholders	Local colleagues	Face to face Local team meetings	Annually (Q4 to collect ideas for next

				Email MS Teams	year and Q1 to share agreed work plan)
		Clinical Leads for phototherapy in each area	Local colleagues	Face to face Email Planning Groups MS Teams	Annually (Q4 to collect ideas for next year and Q1 to share agreed work plan)
	Communications In	Steering Group	Network Office	Face to face Email Annual Conference MS Teams	Annually (Q4 to collect ideas for next year and Q1 to share agreed work plan)
		Network stakeholders (incl. 3 rd sector partners)	Local representatives on Steering Group or Network Office	Face to face Email Annual Conferences MS Teams	Ad hoc – minimum annually
		Patients/families	3 rd sector partners Local clinicians Network Office	Face to face Email Photonet website Patient Experience Questionnaire Focus groups Social media MS Teams	Annually
Progress against the business plan	Communications Out	Network Office	Steering Group	Steering group meetings MS Teams	Quarterly
		Steering group	Clinical community	Local discussion MS Teams	Ad hoc
		Network office	Network stakeholders	Newsletter MS Teams	Annual
		Network Office	Commissioners (NSD)	Annual report	31 st May
	Communications In	Commissioners (NSD)	Steering group	Annual performance review	Annually
		Steering group		Steering group meetings	Quarterly

		Sub-groups	Steering group	Chairs report	Quarterly
Service development aims and progress	Communications Out	Network Office	Steering Group Network stakeholders	Photonet newsletter Photonet website Social media MS Teams	Annually Monthly review Ad hoc
		Steering Group	Local clinicians / managers	Face to face Local team meetings Email	Ad hoc
	Communications In	Local services	Network Office	Email Face to face MS Teams	Ad hoc
New developments in diagnosis, treatment and management of skin conditions using Phototherapy	Communications Out	Network Office	Steering Group Network stakeholders	Photonet newsletter Photonet website Email Social media MS Teams	Annually Monthly review Ad hoc
	Communications In	Network stakeholders Steering Group	Network office	Email Face to face MS Teams	Ad hoc
Educational opportunities about Phototherapy	Communications Out	Network Office	Network stakeholders (incl. 3 rd sector)	Email Photonet newsletter Photonet website Social media Posters / flyers	Annually Monthly review Ad hoc
		Network stakeholders	Local colleagues Patients/families	Email Face to face Posters/flyers in clinic	Ad hoc
	Communications In	Relevant organisations (e.g. SDS, BAD)	Network office (can be via network stakeholders)	Email	Ad hoc

		Network stakeholders	Network Office	Email Face to face	Ad hoc
Provision of expert clinical advice about phototherapy (excludes advice about individual cases)	Communications Out	Network Office	Scottish Government / MSPs / MPs (via NHS NSS channels) Other NHS bodies	Email	Ad hoc
		Network Office	Network clinicians	Email	Ad hoc
	Communications In	Scottish Government / MSPs / MPs (via NHS NSS channels) Other NHS bodies	Network Office (can be formal enquiries via NHS NSS)	Email	Ad hoc
		Clinicians	Network Office	Email	Ad hoc
		Patients / families / 3 rd sector	Network Office	Email	Ad hoc
Protocols/ Guidelines/ Pathways for Phototherapy	Communications Out	Network Office	Network Stakeholders	Email Photonet newsletter Photonet website MS Teams	Ad hoc Annually Monthly review Ad hoc
	Communications In	Clinicians in network	Network Office	Email At meetings MS Teams	Ad hoc