

## **ULHT Communications and Engagement Plan 2016-17**

### **1. Introduction**

The ULHT communications and engagement team work to make sure staff, patients, the public and stakeholders are aware of our good work, successes, priorities and initiatives, and have the opportunity to input into our decisions. We work hand-in-hand to promote the reputation of the organisation through our members, staff, the public and the media.

The team supports the wider organisation in achieving its objectives.

The aim of this annual plan is to outline how the communications and engagement team will help promote the Trust to enhance the reputation of the organisation, and keep staff and public informed and engaged on key business, with use of clear consistent messages.

### **2. Communication and engagement objectives**

Our communications and engagement activities will support the delivery of our annual organisational objectives.

Within these, the big three priorities for the year are:

- Support the organisation to improve recruitment and retention.
- Improve delayed discharges by educating the public on their responsibilities on discharging patients home quickly, and internal campaigns to reduce length of stay.
- Boost our reputation to increase ULHT's elective market share.

The communications and engagement objectives will support delivery of the six organisational objectives, with a primary focus on the three priorities. Our objectives are:

1. Build ULHT brand - Raise profile of ULHT as trusted credible organisation.
2. To establish an annual programme of proactive communications campaigns that support delivery of the Trust's objectives.
3. Embed communications and engagement as a key part of any service development, quality improvement, transformation and change programme.
4. To ensure our engagement is inclusive, robust and provide meaningful data, so that Lincolnshire's diverse communities have opportunities to become involved with the Trust.
5. To increase awareness of the health services, and quality of them, so we provide so public choose to come to ULHT.
6. To ensure staff understand how they contribute to the Trust objectives, feel informed on the work of the Trust and feel valued as an employee.
7. To establish our reputation regionally by improving relationships with regional media (eg BBC East Midlands) and trade press.

#### **In-year our big ticket items will be:**

1. Channel shift to social media and online for PR, engagement and internal comms.
2. Visual brand ID around all hospitals.
3. Creating a pool of internal brand ambassadors representing all departments to source and share good news.
4. Comms cells "time 2 talk" rolled out to all wards and clinics.
5. Actively involving patients and public in the work of the Trust, ensuring their views help to shape all service reviews and major pieces of work.
6. Launch interactive online communications toolkit for staff.
7. Comms team shortlisted for a national or regional award.

### **3. Team aims**

The over-arching objective of the communications and engagement team is to protect and promote the reputation of the Trust, support statutory responsibilities, ensure public voice is heard, have a better informed workforce, and exert a positive influence on organisational culture.

These will be achieved through activities including:

1. Supporting the move towards good effective communications becoming normal day-to-day activities for the Trust.
2. Raising the profile of the organisation as a great place for staff to work and for patients to be treated.
3. Supporting staff recruitment and retention by promoting ULHT as a “go to” organisation.
4. Promoting the Trust to attract high calibre doctors, nurses and other healthcare professionals.
5. Horizon scanning and looking for opportunities for good PR or manage bad PR
6. Increasing public confidence in the Trust.
7. Encouraging patients to choose ULHT, increasing income.
8. Supporting the development of relationships with all key external stakeholders, ensuring open and honest communications.
9. Increasing the balance of positive publicity, leading to an improved reputation for the Trust.
10. Working closely with journalists, creating opportunities for in-depth coverage of issues, stories and features.
11. Supporting the successful implementation of any service change, ensuring confidence among staff, patients, the public and stakeholders.
12. Working closely with staff engagement, OD and patient experience teams
13. Opening channels of communication between ULHT and staff, public, stakeholders.
14. Advising board and senior managers on communications, engagement and PR issues
15. Encouraging our patients and public to be actively involved with the Trust, both in consultation and also by developing the role and number of patient representatives.

### **4. Target audiences**

The following key audiences will be considered:

1. Staff including staff side.
2. MPs.
3. Healthwatch Lincolnshire and patient and third sector groups.
4. Local politicians.
5. Health scrutiny committee and health and wellbeing board.
6. Commissioners (CCGs, NHS England and county council).
7. Partner organisations (councils, EMAS, LCHS, LPFT, LHAC).
8. Regulators (TDA/ NHS Improvement, CQC).
9. GPs.
10. Public.
11. Patients and carers.
12. Trust members.
13. Media – although the media are not the final target audience they provide a powerful voice.

## 5. Key messages

Messages will vary according to each story, but a golden thread for general promotional material and media statements will be based on the following key messages:

1. Quality and safety of care is our top priority.
2. We're committed to delivering safe, high quality, and affordable services.
3. We won't compromise on quality to achieve financial balance.
4. We are working hard to reduce what we spend and boost our income.
5. We have award-winning services across all our hospital sites.
6. We have made big improvements on quality and performance. But there's more to do.
7. We have a hard working, skilled and caring workforce.
8. The only realistic way we can save the money needed is a complete transformation of the health and care system.
9. We want services to be clinically and financially viable for the future. We cannot have one without the other.
10. Those who need specialised treatment will get safe, high quality care at the best hospital, not always their nearest hospital.

## 6. Channels

The full range of communications channels will be used to reach audiences both internally and externally which include:

| Stakeholders          | Channels (see code below) |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |
|-----------------------|---------------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|
|                       | 1                         | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| Staff                 | X                         | X | X | X | X | X | X | X | X | X  | X  | X  |    | X  | X  | X  | X  |
| GPs/ practice staff   |                           |   |   |   |   |   | X | X |   | X  | X  |    | X  | X  | X  |    | X  |
| Partner organisations |                           |   |   |   |   |   | X | X | X | X  | X  | X  | X  | X  | X  | X  | X  |
| News media            |                           |   |   |   |   |   | X | X |   | X  | X  |    |    | X  | X  |    | X  |
| Politicians           |                           |   |   |   |   |   | X | X | X | X  | X  |    | X  | X  | X  | X  | X  |
| Trust members         |                           |   |   |   |   |   | X | X | X | X  | X  | X  | X  | X  | X  | X  | X  |
| Patients and carers   |                           |   |   |   |   |   | X | X |   | X  | X  |    |    | X  | X  | X  | X  |
| Public                |                           |   |   |   |   |   | X | X |   | X  | X  |    |    | X  | X  | X  | X  |
| Media                 |                           |   |   |   |   |   |   |   |   | X  | X  |    |    |    | X  |    |    |

Code for channels:

1. Weekly round-up (electronic email for all staff)
2. Jan's blog
3. Monthly face to face executive staff briefings
4. Chief executive's update/ team brief meeting
5. Intranet – message bar, campaign scroller, latest news
6. Screensavers
7. A1 posters & noticeboards
8. Lincolnshire Wire (Trust magazine)
9. Email – one off messages for briefings and updates
10. Trust website
11. Media activity - press releases, monthly columns, features, in-depth interviews
12. ULHT member newsletter
13. Stakeholder newsletter
14. Digital on-site display screens
15. Social media (Twitter/Facebook)
16. Locality forums
17. Blogs/ podcasts

## **7. Plan**

We plan to communicate with staff on hot topics, key issues and day-to-day working of the Trust on a daily basis. We plan to generate three pieces of positive publicity each week, whether through press releases to all media or by working closely with individual journalists to create more in-depth opportunities for features, monthly columns etc.

We will engage with the public and stakeholders at least quarterly at locality forums, but by building relationships with more local community groups this will be more frequent.

To kick start the channel shift to online and social media, we will think of using social media first to engage and inform our key audiences. This won't be at the expense of face-to-face methods, they will be complementary.

## **1. Build ULHT brand - Raise profile of ULHT as trusted credible organisation**

### **Actions**

- a) Develop and roll out communications and marketing recruitment and retention plan.
- b) Support HR in promotion and marketing of plan of recruitment events.
- c) Support the development and roll out of media and engagement plan on clinical strategy and LHAC.
- d) Develop and embrace social media as owned channels – Twitter, Facebook, Facebook at Work, Instagram, and You-Tube.
- e) Develop a plan of service days on Twitter.
- f) Live Twitter Q&A sessions with key ULHT people.
- g) Train all business units and departments to use WordPress (CMS) to take ownership for the content on their pages on the website.
- h) Build on our owned media such as real-time information on the website, including blogs, videos and news feeds, and a bi-monthly briefing to GPs and stakeholders.
- i) Regularly showcase organisational successes in the local print and broadcast media.
- j) Brief the Johnson Press Group and Lincolnshire Echo group monthly.
- k) Launch new visual brand ID including brand architecture across the sites.
- l) Launch toolkit to train staff on good communications, think about what's newsworthy, write comms plans, use social media, engagement to inform service delivery, and to uphold our brand.
- m) Media train all clinical directors, senior nurses and business managers.
- n) Get the readers' panel to sense check all patient formation ie letters, not just leaflets.
- o) Produce positive executive summary of annual report 2015/16.
- p) Lead LHAC consultation publically along with our partners.
- q) Create public monthly blog/vlog on ULHT website by different staff and departments.
- r) Have more features on staff and services in local media including behind the scenes features.

## **2. Establish an annual programme of proactive communications campaigns that support delivery of the Trust's objectives**

### **Actions**

- a) ESR self-service roll out.
- b) Sickness policy relaunch.
- c) Flu vaccinations.
- d) Core learning and appraisals.
- e) Reducing length of stay:
  - a. Internal SAFER campaign.
  - b. Promotion of Choice Policy and SOP transfer time.
  - c. Public education on family responsibility and meaning of choice.

- d. Public launch of Ticket Home.
- e. Review and rewrite content of Options discharge magazine (two prints a year).
- f) Relaunched nurse bank.
- g) Staff survey you said we did of 2015 survey and promotion of 2016 survey.
- h) ULH Way.
- i) Clinical efficiency improvements.
- j) Service improvements.
- k) Medicine optimisation achievements.
- l) Infection prevention.
- m) Sepsis 6 each quarter. – different subject area each quarter
- n) Promote clinical best practice.

### **3. Embed communications and engagement as key part of any service development, quality improvement, transformation and change programmes.**

#### **Actions**

- a) Develop robust engagement plans for early LHAC initiatives i.e. breast, cardiology and HDU.
- b) Communication and engagement planning to be included as part of annual planning programme framework.
- c) Write and help deliver comms and engagement plans for each site/ business unit
- d) Better use social media to seek the views of public rather than one way communication tool.

### **4. Our engagement will be inclusive, robust and provide meaningful data, so that Lincolnshire's diverse communities have opportunities to become involved with the Trust**

#### **Actions**

- a) Membership is better representative of Lincolnshire population by boosting representation of 3 of 9 protected groups (gender, ethnicity and maternity).
- b) Clinical strategy pre-engagement is representative of Lincolnshire population.
- c) Develop strong relationships with more patient groups and third sector groups representing health interests or protected characteristics.
- d) Support development and delivery of LHAC pre-engagement and consultation.
- e) Increase attendance at locality forum meetings, and improve their usage as an engagement and consultation tool.
- f) Increase and improve the use of patient representatives on job interview panels, boards and committee, carrying out visits and inspections and also using them more for consultation on patient-facing documentation.
- g) Use social media to engage local community groups and wider public.

### **5. To increase awareness of health services we provide so public choose to come to ULHT**

#### **Actions**

- a) Develop and deliver comms plan for each site.
- b) Develop and deliver comms plan for outpatients at Lincoln.
- c) Gather insight (via survey) with GPs to understand why they don't refer people to ULHT.
- d) Develop stakeholder newsletter for GPs, practice managers and other stakeholders promoting the work of the Trust and notifications of new consultants and services based on the results of the survey.
- e) Hold four medicine for members events linked to annual plan objectives.
- f) Monthly members' newsletter.

- g) Recruit and train a group of brand ambassadors to spread good news via word of mouth.
- h) Have more features on staff and services in local media.
- i) Update stock photo library

**6. To ensure staff understand how they contribute to the Trust objectives, feel informed on the work of the Trust and feel valued as an employee.**

**Actions**

- a) Make internal comms channels more effective reflecting on the views of staff in recent survey:
  - a. Face to face executive briefings become more about engagement than information giving.
  - b. Clarify demarcation of different communication channels.
  - c. Better promotion of face to face communications and engagement events.
  - d. Improve paper cascade of weekly round-up.
- b) Create new channels:
  - a. (Once launched) roll out Facebook at Work.
  - b. Monthly CEO vblog
  - c. Set up a What's App group for clinicians
  - d. Create a safe place on the intranet and closed groups on Facebook for staff to share ideas and concerns. Pilot with Estates
  - e. Produce monthly executive/ CD blogs and vlogs (other than Jan
- c) Share changes to senior positions and restructures to all staff.
- a) Develop and deliver appraisal and core learning campaign.
- b) Support HR in a you said we did staff survey campaign.
- c) Work with staff engagement team to promote quarterly pulse check surveys, feedback on results and on actions.
- d) Promote ULH Way pass it on events and the impact of first 10 ULH Way teams.
- e) Organise and feedback on clinical strategy engagement events.
- f) Design a who's who of exec and each business unit including areas of responsibility.
- g) Roll out communications cells to all wards and clinical departments.
- h) Review and refresh intranet to be more of an engagement tool.
- i) Organise, promote and run staff awards 2017

**7. Establish reputation regionally by improving relationships with regional media (eg BBC East Midlands) and trade press.**

**Actions**

- a) Establish relationships with peripheral media ie Scunthorpe and Newark papers.
- b) Give BBC East Midlands and ITV central exclusive access to certain stories.
- c) Develop PR plans on good news stories suitable for shared contact on TV.
- d) Develop library case studies on service improvements and senior clinicians for trade press.