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Sherwood Forest Hospitals
NHS Foundation Trust

Trust Communications Strategy

'Becoming Outstanding'

For the 18 months ending

March 2018

(For review in December 2017)

Version 1.0

Dedicated to *Outstanding* care

Contents

Communications Drivers, Objectives and Principles

This section describes the drivers underpinning this strategy, and sets out the principles that will inform all communications activity, from corporate level to the front-line

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NHS Foundation Trust

Key strategic drivers and considerations

- **Fresh start with new focus:** Major opportunity to start afresh following CQC report and removal of special measures. The Trust is developing a new vision and strategic priorities and aims to become outstanding. This provides the opportunity to engage and re-energise staff and to continue to embed the Trust's 'CARE' values

- **Supporting change and improving quality:** Becoming outstanding will require delivery of the quality improvement plan and an ongoing cultural change effort as detailed within the Trust's OD plan

- **Improving reputation and public perception**: negative reporting within the media and among stakeholders, with poor historical reputation cited as the biggest issue affecting nursing recruitment. The Trust now has an open and honest approach and is prepared to engage with difficult issues

- **Defining the strategic partnership:** some anxiety and confusion, with mixed feelings re: both the proposed merger and then the decision not to merge with NUH. Both Trusts remain committed to a strategic partnership, which represents potential opportunities, but it is not yet fully defined or understood

- **Improving staff satisfaction and morale:** staff satisfaction was comparatively low in the 2015 Annual Staff Survey, although improvements are notable in the 2016 survey with satisfaction now similar or better than the average* for most areas, and significantly more staff would now recommend the Trust as a place to work than last year, which is also higher than the peer-group average* *(*NB: 2016 results have not yet been assessed against all acute Trusts nationally, so comparisons can only be made at the present time with data from other acute Trusts using the same survey company)*

- **Managing external relations:** relationships with external stakeholders have not been consistently managed or coordinated, which has led to some misconceptions as a result of not being sufficiently well-informed. Complex relationships exist with some stakeholders, e.g. MPs, campaigners, media

- **Introducing stability and improving the visibility of leadership:** moving towards a fully-established, substantive leadership team at board & divisional levels. Familiarity and visibility needs to be achieved

- **Improving stakeholder satisfaction:** the Trust's communications service has been transient, inconsistent and under-resourced for a number of years but stability is being established and communications services are gradually improving with recent improvements widely recognised

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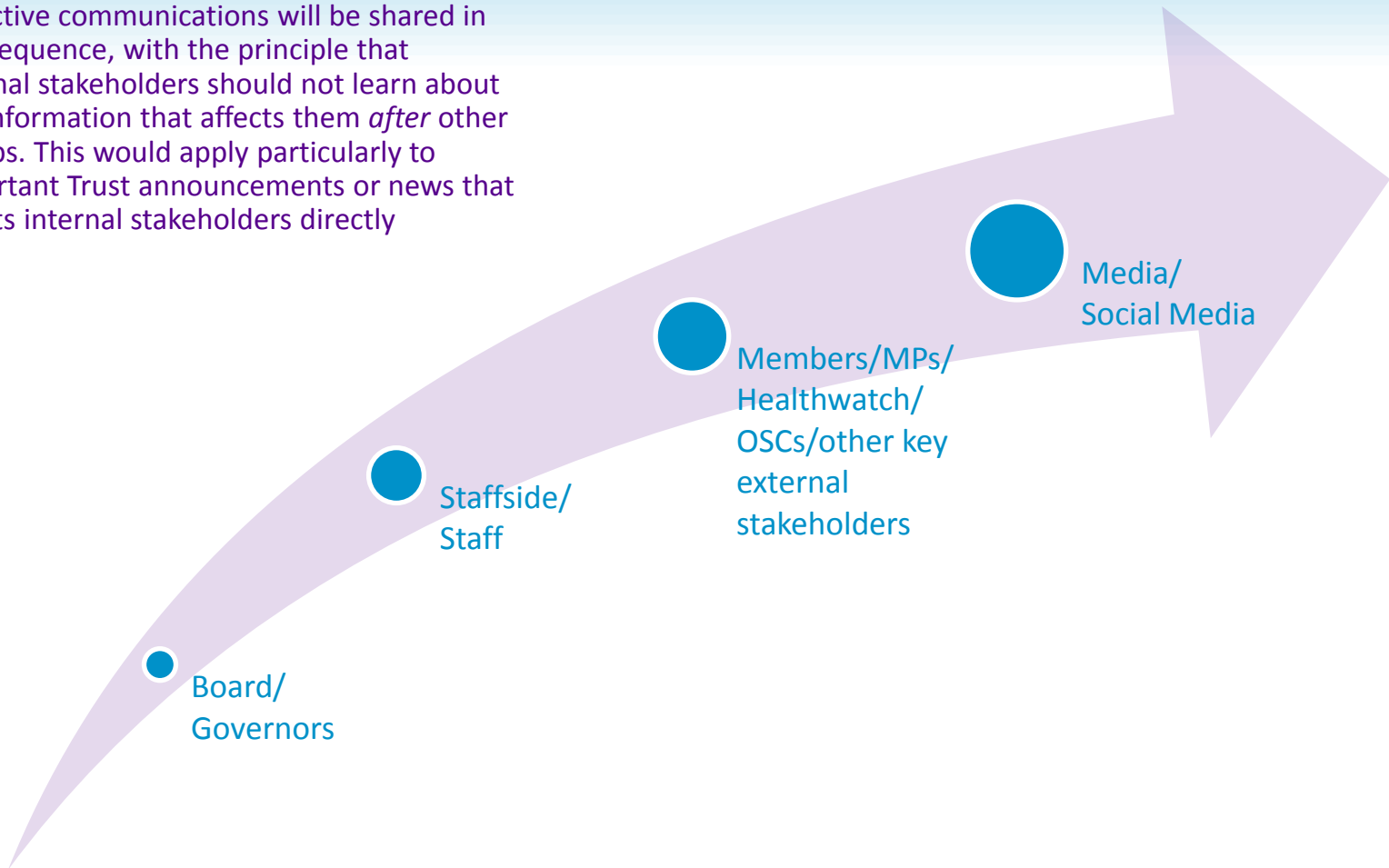
Communications objectives

- **Deliver a seamless, proactive and responsive communications and engagement service** with clear accountability and ownership. Communications trusted by stakeholders - 'you heard it here first' - which can be relied upon to add value and offer accuracy and consistency

- **Promote SFH's** key messages, vision and values, priorities and plans to enable shared understanding, inspire commitment to their achievement, and support the achievement of Trust priorities

- **Inspire confidence** in SFH and its services and drive improvements in the Trust's reputation. We will actively engage in difficult issues, always taking an open, honest and caring approach

- **Support two-way dialogue** between the Trust and its key stakeholders and demonstrate that the Trust listens and acts on feedback

- **Achieve fair, balanced, accurate and inclusive reporting** of SFH activities across all media channels

- **Influence behaviour**, helping to embed the Trust's values and support the OD and staff engagement plan; encouraging people to make better, more appropriate choices about the way they access or use our services

- **Support increased visibility**, familiarity and accessibility of SFH leadership

- **Recognise** the efforts and achievements of staff, volunteers and others, and support the Trust in valuing their contributions at a corporate level

- **Achieve better, more collaborative working relationships** with key stakeholders, so increasing mutual understanding, trust and goodwill

- **Create ambassadors,** both from staff and external audiences, who will contribute to delivering all of the above and widen our reach

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Communications principles

- **We will innovate and continuously improve** our communications and engagement service, building on insight, evidence and best practice, and exploring new technologies to enhance communications

- **We will involve staff and stakeholders** in shaping plans and key decisions, and we will close the feedback loop, e.g. 'you said… we listened… we did'

- **We will seek to ensure public value for money** for all our activities, seeking to maximise impact with the resources available

- **We will work collaboratively** where appropriate to identify possible synergies and better ways of doing things

- **We will be inclusive** with particular consideration given to equality characteristics, all staff professions and levels, and all three hospital sites and outreach services

- **Communications will be**:
  - Accurate and well-informed
  - Open and transparent
  - Timely and consistent
  - Relevant and tailored to the audience
  - Aligned and sequenced across stakeholder audiences
  - Engaging and empowering
  - Jargon-free using plain English
  - Two-way, enabling feedback wherever possible

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Sequencing

As far as practicable and appropriate, proactive communications will be shared in this sequence, with the principle that internal stakeholders should not learn about key information that affects them *after* other groups. This would apply particularly to important Trust announcements or news that affects internal stakeholders directly

Media/
Social Media

Members/MPs/
Healthwatch/
OSCs/other key
external
stakeholders

Staffside/
Staff

Board/
Governors

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SFH CARE values

C	**Communicating** and **working together**	**Share information** openly and honestly and keep people informed
		Listen and involve people as partners and equals
		Work as one team inside our organisation and with other organisations
A	**Aspiring** and **improving**	**Set high standards** for ourselves and each other
		Give and receive feedback so everyone can be at their best
		Keep improving and aspiring for excellence
R	**Respectful** and **caring**	**Treat everyone with courtesy and respect**, help people to feel welcome in our organisation
		Show care and compassion and take time to help
		Support and value each other and help people to reach their potential
E	**Efficient** and **safe**	**Competent and reassuringly professional** so we are always safe
		Reliable and consistent so we are always confident
		Efficient and timely and respectful of others' time

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Key messages

The following key messages reflect the Trust, its aims and values as they stand currently, and should be woven into internal and external messaging as far as possible and wherever appropriate.

- **Aspiring to become outstanding:** We are focused on delivering the best possible patient care, and aim to become an **'outstanding'** Trust as rated by local people and staff as well as the CQC

- **Improving:** We are an **improving Trust**. Although we have more work to do, we are delivering good/best practice in many areas and are among the best in the country for <e.g. ED performance, sepsis management and mortality rates>. We have made great progress but we are not complacent

- **Proud:** We are **proud** of the Trust, our staff, our three hospitals, the services we run from Ashfield Community Village, and the clinical care and improvements we have delivered over the past year

- **Accountable, open and honest:** We will engage in the difficult issues as well as the positive, and will always say sorry where we have not reasonably met expectations

- **Values-based:** We remain true to our Trust's **CARE values**, which underpin our behaviours and approach to everything we do. We nurture a **culture** where we openly share and learn from best practice, actively encourage innovation, and empower staff to take ownership of making positive change happen. We value and recognise the contribution made by staff

- **Collaborative partners:** We are taking a lead role in helping to make improvements across the local health and care economy, and remain committed to working **collaboratively** with all our partners, including the *Better Together Alliance* and the *Nottinghamshire Sustainability and Transformation Plan* (STP), our PFI partners, as well as developing our **strategic partnership** with Nottingham University Hospitals

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If SFH were a person

The Trust Communications house style should reflect the following characteristics and be written in the first person, i.e. 'We' 'Us' 'Our'. A corporate tone written in the third person, i.e. 'the Trust', should as far as practicable be reserved for formal occasions and only when necessary.

- Dedicated first and foremost to my patients and staff colleagues, and focused on delivering outstanding care and services
- Proud of the the Trust and of the work my *colleagues and I* do, valuing everyone's contribution, and celebrating as a team
- Inclusive, accountable, friendly and approachable
- Open, honest and transparent
- Caring, empathetic and understanding, and willing to apologise where mistakes have been made or where they have fallen short of expectations
- Engaging, and ready to listen and respond to feedback
- Helpful and reassuring
- Ready to engage on the difficult subjects as well as the positive
- A system leader, ready to take the lead but in a collaborative way, and willing to share successes as well as challenges

This description can be used as a 'yardstick' both to develop and to evaluate messaging, e.g. does this response reflect how we want to portray ourselves?

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NHS Foundation Trust

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Key Trust priorities/campaigns

Various departments across the Trust will initiate many campaigns throughout the year and the Communications Team will endeavour to support these as far as practicable, with resources provided based on priorities and capacity at the time of the request. The Team will remain committed to core Trust campaigns, which will be determined as far as possible and agreed by the Executive Team at the beginning of the financial year. The priority campaigns identified for 2017 are set out below:

2017
1. Enabling a stable workforce: recruitment to roles in i) nursing; ii) medical; iii) pharmacy; iv) leadership
2. Promoting the new Trust vision, priorities and goals, embedding Trust values and re-launching the brand
3. Achieving smoke-free hospitals
4. Supporting the OD and Change plans, including the health and wellbeing campaign (*Happy. Healthy. Here*)
5. Winter pressures, including Flu busters (75% CQUIN target)
6. Supporting charitable funds/fundraising
7. IT/Digital strategic programmes

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NHS Foundation Trust

Use of branding

- The NHS Corporate Identity Guidelines provide the framework for all branding matters

- The *'Dedicated to Outstanding Care'* strapline together with the SFH coloured 'wave' linked to the CARE values, are the overarching brand for SFH, always to be used in conjunction with the NHS corporate identity (including the recognised Trust name logo and NHS lozenge)

- On occasion, sub-branding and/or straplines may be required to support time-limited campaigns, e.g. recruitment; or for specific services where the need for a sub-brand can be justified, e.g. a children's unit. These should only be used where the *Dedicated to Outstanding Care* brand/strapline would, by itself, limit the effectiveness of the campaign or promotional activity. Requests for the creation and use of sub-brands and/or straplines must be discussed and signed off by the Trust's communications lead

- Each key audience will be assigned a colour from the SFH palette to help identify the audience at a glance from newsletters and other messaging, e.g. staff – blue; members and governors – green. Recognisable banners will be created using these colours for key communications tools to help the audience to identify at a glance the urgency of the communications, e.g. newsflash, alerts, message from the Chief Executive, newsletter, organisational structure change, service updates. NB: use of colour banners is primarily for on-line use as many areas of the Trust are not able to print in colour.

- Standard branded tools will be created and maintained centrally, and made widely accessible to enable consistent use of the Trust brand. These will include Powerpoint presentations, letterhead and patient appointment letter templates (where appropriate)

- Only the Trust Communications Team is authorised to message on behalf of the Trust officially, and no social media accounts, e.g. Twitter, Facebook should be set up elsewhere. Where special considerations may apply, requests should be made to the Trust's communications lead

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Key Challenges and Considerations

This section identifies the key challenges and other considerations that need to be addressed within this year's Trust Communications plan. They are set out accordingly with each overarching stakeholder group, which are broadly:

- **Staff:** including volunteers and union representation
- **Governors and members**
- **External stakeholders:** including the media, MPs and Councillors, Overview and Scrutiny Committees, Healthwatch, healthcare partners, local authorities, and local people and communities

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NHS Foundation Trust

Challenges and considerations: Staff

- **Satisfaction and morale** were low in the last staff survey and, more recently, there have been mixed feelings about the proposed merger as well as the decision not to pursue it. With the recent positive CQC report and removal from special measures there is the opportunity to re-energise staff towards achieving a newly defined purpose and ensure that staff remain focused on delivering improvements

- It is important to be **inclusive**, with all hospital sites, professions and levels experiencing the same focus as as others. There's currently a feeling that the Trust is 'King's Mill-centric'

- It is essential to keep all staff informed and engaged but it is estimated that around a third of staff do not have regular **access to Trust on-line systems** whilst at work, with the reality likely to be higher; yet there is a present reliance on on-line methods with variable effectiveness of cascade approaches where used. The need to offer a better choice of methods available should be balanced with the need for staff to take personal responsibility in accessing key Trust information

- There is **no targeting** of approach e.g. to wards or theatres where staff find on-line access harder

- Messages have not always been **aligned**, so staff (and governors) have not always heard about key news and activities from the Trust first or in the appropriate order

- Some communications methods are not yet **consistent**, e.g. delivered on a certain day of the week

- Some communications tools **need improving**, and/or are hampered by use of old or **inadequate technological platforms** and arrangements, e.g. the staff intranet, public website and e-newsletters

- There is some **formal recognition** of staff at Trust level, but approaches need to be consistent and better linked to the Trust's CARE values as per the recent Staff Excellence Awards

- Leadership has been transient and there is **limited visibility** of Board members and senior leaders, particularly beyond King's Mill hospital

- There is no **guidance** in place about how to access/use comms tools, and related policies are out of date

- Trust communications activity is **not fully coordinated with that of Medirest**, with evidence of this having caused some staff dissatisfaction and sense of disparity

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NHS Foundation Trust

Challenges/considerations: Governors and members

- There is a need to continue to **improve confidence** in communications to Governors and members:

  – Sequencing, timeliness and relevance

  – Consistency and reliability

  – Openness and transparency

  – Access to named lead(s)

- Improving **Trust reputation**: concerns remain linked to public opinion, e.g. Newark and merger. Opportunity to address misconceptions/perceptions, promote the facts as well as stories of achievements/successes and develop a body of ambassadors

- The Trust is **not fully engaging** with its membership and so it is largely inactive despite high numbers. Of 17,200 members, only 3,319 have registered an email address. Last communication with most was the statutory Governor elections 2015/16

- Targeted **approach is too targeted** and doesn't reach the typical SFH service user - regular communication limited in 2016 to 290 young people through the 4U 2-monthly e-newsletter. Loss of hard-copy magazine in September 2015 – liked, but unaffordable

- Need to refresh membership information (up to 10yrs old), but a significant number **likely to opt out**

- Need to **increase the opportunity** to feed back and/or to become involved in or attend relevant activities, e.g. openings, awareness events – limited planned activity for at least six months

- Lead governors agreed that more need to take the lead in **engaging with their respective constituents,** supported by the Trust Communications team (and not vice versa)

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Challenges and considerations: External audiences

- **Historically poor reputation**, with deep-rooted notion of being a 'troubled' Trust, although with the opportunity to turn this around following recent CQC report and removal of special measures

- Transient communications and leadership teams mean that **relationships are not well established or managed** across most stakeholder groups, with few designated lead names to coordinate activities with key stakeholders. Where relationships exist, most are reactive and there is a need to enable regular dialogue, build trust and confidence, as well as challenge misconceptions and create opportunities to promote the Trust and its activities

- Relationships with the media are not sufficiently established or mutually helpful, owing to a transient and under-resourced communications team as well as unstable leadership. **Media activity has been largely reactive** for many years and the Trust is still trying to throw off its reputation of being closed and unwilling to engage openly with difficult issues. As a result, the Trust is sometimes not approached directly for comment on related stories

- There is a missed opportunity to **develop key public ambassadors** who are able to talk on behalf of the Trust or set the record straight by keeping key people well informed and up-to-date with the latest relevant news and developments, including areas of poor or improving performance

- The public **website is comparatively poor** and difficult to navigate, and needs modernising with content renewed and refreshed

- There are **no formal out-of-hours arrangements** in place to guarantee access to communications resources when critically needed

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Key Risks

This is an ambitious, but achievable plan assuming that all other things are equal. There are a number of key risks that could affect the scope of activity undertaken as well as the proposed timescales for achieving improvements. These will need to be proactively managed, and timescales and deliverables will need to be adjusted accordingly should issues arise.

1. **Resources are essential:** The communications team structure needs to be confirmed and vacant positions recruited to urgently to ensure the plan can be implemented as proposed. This will include building in essential handovers from existing interim staff to permanent post-holders.

2. **Left-field issues:** Communications and PR activity includes a significant volume of reactive work, e.g. negative media enquiries, crises, responding to internal or external demand, external NHS changes or other factors. Significant issues, or significant numbers of issues could affect the timescales proposed.

3. **IT and Procurement:** A number of tools are dependent on identifying affordable IT solutions and making appropriate procurement arrangements where payment terms do not reflect Trust arrangements in place.

4. **Collaborative working:** Some tools require collaborative working, e.g. with divisions and HR, where other areas may have their own risks that affect the ability to deliver to proposed communications timescales.

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Communications Priorities

'Laying the foundations'

Laying the foundations

The priority for 2017 should be on establishing a stable, capable and sufficiently resourced communications team and on getting the basics right, including tools, policies and processes.

This will lay the appropriate foundations as we journey towards outstanding, supported by staff, patients and stakeholders who are each aligned to the same goals, well-informed and proud of the Trust, and so happy to advocate our services and willing to challenge misconceptions or inaccuracies where appropriate.

In turn, this approach will help drive an improvement in staff morale and enable the Trust's positive reputation to grow and ultimately thrive.

However, this vision comes with the caveat that this strategy *must* be underpinned by tangible continuing improvements in the quality of care and services and there is also interdependency between this plan and the OD and staff engagement plan. Communications and PR messaging should always mirror both improvements made, and the 'state of play' within the Trust to ensure honesty, fairness and balance against a backdrop of the challenges still faced as we journey towards outstanding. For this reason, close collaborative working will be essential between the Communications, HR and OD, Quality Improvement, and Medirest teams in particular.

This section sets out the five high level actions areas that will be directly owned and led by the Trust's Communications Team, unless stated otherwise:

1: Planning and resources

2: Enabling effective communications

3: Creating outstanding communications tools

4: Helping the Trust to recognise and value staff

5: Measurement and evaluation

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Priority 1: Planning and resources

Activity	By when
Engage key audiences in relevant aspects of the developing communications plan	31.01.17
Establish processes to ensure the alignment of Trust and Medirest communications activity	28.02.17
Create and embed a communications tracker to support the proactive management of PR, events, awards, national awareness days/months and events, social media and other relevant activity	31.01.17
Agree communications strategy and plan, priorities, leads and timescales	10.02.17
Agree communications resources required and associated funding and recruit substantively to posts	10.02.17
Set clear team roles and objectives and agree development plans	31.03.17
Set team targets and Key Performance Indicators	31.03.17
Ensure access to communications resources out-of-hours, including support for the SFH MAJAX plan	31.03.17
Ensure Board meetings take place regularly throughout the year at Newark (corporate services)	31.03.17
Campaigns to be planned throughout the year, aligned to key priorities, and to support external and internal activities such as service changes, health and wellbeing initiatives or national awareness weeks. To be reflected across all media so that there is consistency of messaging throughout	31.03.17
Train a cohort of 18 key individuals from front-line to Board in advanced media interview handling, and undertake training for 6-12 new delegates at least every 6 months, aligned to individuals' development plans and Trust priorities	31.03.17 30.09.17 and 6-monthly
Deliver social media training quarterly: SFH needs to build and enhance our online presence and reputation. We therefore need people who are confident using social media and will use it appropriately to help spread the word about good news and initiatives.	30.04.17 31.07.17 and quarterly
Conduct a 360º communications and reputation audit to establish a baseline and to understand perceptions and identify key areas of focus	31.08.17 and 2-yearly

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Priority 2: Enabling effective communications

Activity	By when
Confirm senior team and set up regular monthly briefings for the rolling year ahead	28.02.17
Confirm staff briefing dates and arrangements, synced across at all three sites within a 48-hour period, for the rolling year ahead and communicate, and ensure Q&As updated on intranet within 24 hours of final session. Introduce webcasts of briefings to share with staff who cannot attend sessions personally	31.01.17 31.03.17
Set up MailChimp to support all e-newsletter activity	21.02.17
Establish a staff forum (in partnership with the Director of HR and OD)	28.02.17
Agree the Trust approach to ensuring senior leadership visibility at divisional and Board levels	28.02.17
Finalise and ensure access to templates for communications activity: staff, members, press releases etc, including refreshed Trust boilerplate and corporate materials - presentation, letterhead, e-footers	17.03.17
Encourage managers to support staff by enabling an hour each week to access emails/Trust info	31.03.17
Establish quarterly meetings for the rolling year ahead between senior SFH officers and key stakeholders: Healthwatch; media editors and news reporters; local authority/public health; MPs; Councillors and OSC leads	31.03.17
Review and update stakeholder lists and contact details, and ensure all communications tools are reaching the appropriate audiences	31.03.17
Review membership database against local demographics and confirm under-represented groups to recruit	31.03.17
Improve access to the communications team and Trust communications: website contact us and access to key communications information; intranet communications area	31.03.17
Undertake a poster audit across all three hospital sites, ensure appropriate positioning of frames, and develop an appropriate management plan to support both proactive campaign activity and urgent messaging	31.03.17
Establish appropriate policies and guidelines to underpin effective communications: social media policy, camera policy, brand guidelines, staff guide to communications, relevant induction material	31.05.17
Establish collaborative networks with communications counterparts from partner/other useful organisations	30.06.17
Review of membership database and establish core membership (remove opt outs)	30.06.17
Explore the merit of setting up communications champions and how this would align with the Staff Forum	30.09.17

Priority 3: Creating outstanding communications tools

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Sherwood Forest Hospitals
NHS Foundation Trust

Activity	By when
Develop Trust pull-up banner for promotional use	31.03.17
Following implementation of new technologies and to reflect feedback, improve staff, member and governor e-newsletters	28.02.17 *(and ongoing)*
Work with IT to determine and agree options for pop-ups and screensavers	31.03.17
Implement solution	30.04.17
Undertake a full review of the intranet, including content and content management, contributors and IT platform, with as much content migrating to the public website as is appropriate to enable ease of access for staff	31.03.17
Following review, carry out changes to the intranet in conjunction with IT and develop a management plan/policy for content	30.06.17
Work with IT to determine and agree options for pop-ups and screensavers	31.03.17
Implement solution	30.04.17
Review and refresh Facebook site and set up Vimeo, YouTube, Snapchat and Flickr sites	31.03.17
In partnership with HR and OD, review the monthly managers' briefings and explore opportunities to use this time more effectively to support cultural change and engage managers in addition to sharing key messages	30.04.17 *(and ongoing)*
Evaluate staff cascade process via managers and ensure working effectively. Implement improvements	30.06.17
Undertake a full content and navigation review of the Trust's website and perform a re-skin, enabling easier access to relevant information for both external audiences and staff, including developing a staff area	30.06.17
Identify appetite for developing ward/clinic/theatre-based noticeboards, including identifying designated owners. Possibly pilot in key areas	30.06.17 *(pilot)*
Subject to individual appetite and capacity, explore opportunities for CEO and Chair blogging and Twitter/other social media	31.07.17
Develop a staff 'App' to enable easy access to Trust communications from all hand-held devices (link to Nerve Centre programme)	31.12.17

Priority 4: Helping to recognise & value staff*

Activity	By when
Develop processes to proactively seek out nominations for key awards, coordinate entries and support staff with applications	31.03.17
Review and refresh the Star of the Month Awards to align the programme with the SFH CARE values and ensure that recognition of individuals is maximised (appropriately) both internally and externally	31.03.17
Deliver the nursing and midwifery awards 2017	July 2017
Deliver the Staff Excellence Awards (or equivalent) 2017, aligning awards to the SFH CARE values	November 2017
Deliver the three site-based annual volunteer and Long Service Awards *(NB: led by the Community Team, but Communications will support promotion)*	Ongoing
Submit nominations for key awards – regionally, nationally and internationally	Ongoing
Milestones in Service Awards (5, 10, 15, 20, 25, 30 and 40 years of service) and annual long service events *(NB: led by the HR team, but Communications will support promotion)*	Ongoing
Promote i) internally and externally those who enter/are entered into awards, as well as shortlisted and winning entries; ii) staff benefits, retirement gratuities and various other activities led by HR teams as well as those undertaken within divisions to recognise and value staff	Ongoing

'Staff' in this context includes volunteers and Medirest staff

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Priority 5: Measurement and evaluation

All communications should be regularly reviewed and evaluated to ensure that approaches are aligned with stakeholder needs and preferences and enable ongoing improvement. The following measurement activities should be programmed into the communications plan for the year.

- Two-yearly 360° communications and reputation audit (establish baseline in Summer 2017)
- Annual Trust staff survey – include key questions within to enable formal comparison
- Annual internal communications audit
- Quarterly staff and stakeholder polls to test key communications themes, proposals, developments and satisfaction, and to inform further improvements
- Monthly media reports analysing coverage across all media (including social)
- Mail chimp analysis (e-communications)
- Website analytics
- Staff feedback, including insight gained from the staff forum and ad hoc comments
- **Acid test:** Any key stakeholder asked can cite SFH's overall aim, and staff will be familiar with strategic priorities and will know the CARE value headings and what each value means

Insight gathered should be shared, where appropriate, with the Board, Executive Committee, OD and Workforce Committee, Staffside, the Staff Forum and Governors as well as other relevant stakeholders, and will help inform the ongoing development of the communications strategy and plan, as well as highlight matters for attention that fall outside the remit of the Communications Team.

A quarterly report providing relevant information about reputation, staff morale, stakeholder satisfaction and opinion etc. as well as progress made against this plan should be presented to the OD and Workforce Committee

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Communications Tools

This section sets out the various communications tools either in use by the Trust, or which will be developed as part of this plan. The following code indicates current status.

✓	Tool in place and working well
Date	Tool in place but further development required
Date	Tool not yet in place

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Core Staff communications tools (I)

Tool	Description	Status
Health Services Bulletin	Monthly service for senior managers (links to the latest relevant health-related updates) prepared by the Trust's library service	Distribution 31.03.17
Trust Bulletin	Weekly e-newsletter to all staff featuring latest news, updates, training and development, staff stories, praise and thanks, recognition	Mailchimp 28.02.17
Newsflashes	Reserved only for urgent messages to all staff that cannot wait until the next Trust Bulletin	Mailchimp 28.02.17
(i)Care2	Ad hoc messages relating to clinical issues or services, including urgent updates and sharing learning (Learning Matters specials)	Mailchimp 28.02.17
Message from the CEO	Personal e-briefings from the CEO reserved to update staff on key matters	Mailchimp 28.02.17
Alerts	Urgent e-messages calling on staff to put in place special procedures to increase patient flow, e.g. black alerts	Mailchimp 28.02.17
Weekly 'in the news' updates	(Opt in) to summarise media coverage and other feedback driving reputation	Mailchimp 28.02.17
Screensavers	Will typically change weekly and will be used to support campaigns or key messages, e.g. flu, promote new service arrangements etc. and will appear when staff log onto PCs	IT solution 30.04.17
Pop ups	Will share urgent newsflash information, to be used sparingly, with all staff logged on at the time	31.03.17
E-Comms email	Central email address used to coordinate staff e-communications, including messaging from senior leaders, and for staff to feedback on communications activities and messaging. Queries are escalated where needed to the appropriate member of the Executive team for response	✓
Intranet	Latest news and key information as well as access to a cache of key documents, e.g. policies, which over time will signpost to information on the public website where it is appropriate to do so, to avoid duplication of material and enable remote access	IT solution & overhaul 30.06.17

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Sherwood Forest Hospitals
NHS Foundation Trust

Core Staff communications tools (II)

Tool	Description	Status
Posters	Used as part of planned campaigns (as with pop ups) and to direct staff who don't typically access e-communications to key updates or information. Could use for headlines each month so that staff who don't access on-line communications will glean key messages and seek further information.	Placement & planning 31.03.17
Social media	Staff will be encouraged to access social media for work-related purposes. Twitter will be used to keep all stakeholders up to speed with the latest news and information; and Facebook will do the same but provide better opportunity to engage. Videos will be used to promote key messages where possible. Testing to take place for social media advertising/placement.	Refresh/additional sites/training/policy 30.04.17
Cascade	In addition to messaging via formal channels, managers are responsible for cascading key information to staff in their area, the method for which should be tailored to suit the nature of their respective working environments, e.g. theatres vs offices. The sharing of information should be driven by senior management team meetings and management forums. The development of communications champions, if deemed appropriate, will support this process	Evaluate & improve 30.04.17
Public website	Over time, we will enable staff to access key information remotely and eliminate duplication of material on the intranet. NB: there is also the partnership website coordinated with NUH	IT solution & migration 30.06.17
Ward-based noticeboards	*Designated owners would be essential for this suggestion to work effectively:* Designated noticeboards within clinic/ward/theatre-based areas so staff who find it harder to access on-line information can easily see the latest headlines or information at Trust and local level	30.06.17
SFH App	Subject to cost and appraisal, an app will be created to provide staff with one-stop, easy access to staff news and information from their work or personal mobile devices	31.12.17
Grapevine	The staff grapevine is a valid means of informally sharing information with staff, and exists even if not regulated. This network can be viewed as an opportunity to supplement formal channels by identifying and using champions to share or test messages, and should not be ignored.	Coordination ongoing
Media	Whilst the media will not be used as a direct tool with which to communicate with staff, it is recognised that staff will read/listen to media reports and that this will influence their perceptions. Messaging must be aligned, with staff finding out about key information first as far as practicable	✓

Staff communications tools to support engagement

Tool	Description	Status
Staff briefings	All hospital sites to receive staff briefings within 48 hours of each other. All Execs should attend where possible to improve access and visibility and enable better mutual understanding. Following an update from the CEO or other lead, the session should take a more facilitative approach to encourage discussion, perhaps with break-out sessions. Staff could be encouraged to network more at these events. Q&As to be updated on intranet within 24 hours of final session	In place but possible opportunity for development
Staff Comms & Engagement Forum	A group of staff representing as many sites, levels and professions as possible. Meeting bi-monthly, this forum will provide an opportunity to explore the mood of the organisation, sound out communications, engagement or other plans, ideas or campaigns, seek feedback on key matters, and anything else that will help to improve the quality of staff communications and engagement with mutual benefit to those attending	Establishing 31.01.17
Monthly Managers' Forum	(Formerly Team Brief): led and attended by all (where possible) Exec Team members to help improve access and visibility, promote better mutual understanding, enable the sharing and discussion of key information, messages and news from floor to Board and vice versa. As well as a presentation to update corporate news, these should be facilitative and engaging with themes driven by Trust strategy, OD plans, Action Learning initiatives etc. to help underpin the organisation's achievement of key goals. Senior managers attending should be encouraged to showcase, share and learn. Attendees – Execs and senior managers – are expected to share information and learning to their own teams and colleagues. These should be conducted via video conference, linking Newark to King's Mill, and Execs attendance should be spread across both sites - in person – where possible. A formal write up to be circulated within 24 hours to support cascade briefings	Scheduling/attendees/review with OD & staff engagement team 30.04.17
Comms champions	This team of volunteers would support the Trust in communicating better, particularly with those who do not access online communications tools regularly. They can help by sharing messages or be a go-to person for the comms team and staff when help is needed to support the sharing of information, e.g. distributing posters for specific campaigns, toolkit, managing local noticboards, as well as to share mood music. This could be linked to the new staff forum	Explore 30.09.17

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NHS Foundation Trust

Other Staff communications tools

Tool	Description	Status
Organisational charts	To be produced for Governors, Board and Divisions and kept up to date electronically	✓
Trust Board and Exec Team	Meetings should alternate between Newark and King's Mill Hospital to enable better visibility and access, and a more inclusive approach	31.03.17
Focus groups and surveys	These will be undertaken as required, and will be centrally coordinated between the communications and OD/staff engagement teams to ensure appropriate focus and avoid 'engagement fatigue'. They will most certainly be used to support periodic review of communications and engagement activity and to help tailor approaches and test proposals	Planning and coordination 31.03.17
Outlook pictures	Encourage all staff to attach a picture of themselves to their Outlook account to help increase familiarity	Not widely used 31.05.17
Inductions	The Trust induction will include key information about communications and engagement tools and how to access or contribute towards them. It is important to state here that it is everyone's responsibility to stay informed	Review 31.05.17
Trust Handbook	This would be provided as part of the recruitment process to all staff joining the Trust, and will offer useful and important information to help familiarise them with the Trust. It will include information about the Trust values and the behaviours expected of all staff, as well as the various communications and engagement tools available and how to access them. Ideally this could be made available electronically so that it can be updated easily, e.g. via the staff app	To explore 31.12.17
Z card	Issued to all staff, this will set out the Trust's vision, strategic priorities and values as well as essential communications information to help familiarise them with how to access Trust communications and recognise colleagues for their work	TBC

In accordance with need, and as capacity permits, the Communications Team will continue to explore other possible areas to help enhance staff communications, including better use of technology, such as Yammer, What's App, and plasma TV screens

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Recognising and valuing Staff and others

Tool	Description	Status
Annual Staff Excellence Awards	This annual event provides a significant opportunity to showcase individuals and teams, including volunteers, and recognise their contributions. The awards process and ceremony will involve and engage members of the Board and senior leaders, Governors, external partners, Charitable Funds and other fundraisers, the media, local people and other stakeholders	✓
Nursing and midwifery awards	Held annually and linked to both the Trust's CARE values and nursing objectives and standards, this award ceremony provides the opportunity to recognise nurses and midwives and to promote good practice and model behaviour	✓
Volunteer Awards	Led by the Community Team, these take place annually at each of the Trust's three sites and recognise volunteers for outstanding efforts as well as long service	✓
Weekly Trust bulletin	A section will be devoted within the Trust bulletin each week to sharing praise, thank yous from patients, carers and colleagues	✓
Star of the Month Award	To be linked to the Trust values in future, these provide the opportunity for colleagues to recognise outstanding contributions and to exemplify model behaviour on a monthly basis, so helping to embed the Trust's values. Monthly winners will be presented with their award at the beginning of the managers' monthly meetings. Information about the winners will be promoted in the Trust bulletin, social media, and via posters and other relevant media. Winners are automatically entered into the Star of the Year award (Staff Excellence Awards)	Under review 31.03.17
Awards	The Trust should apply for relevant awards to help promote the work of the Trust regionally and nationally, which will in turn help to recognise the work of staff and contribute to improved morale. Upcoming awards will be communicated proactively to staff to invite expressions of interest. *NB: Writing award submissions is an art in itself and should be supported by the Communications Team, who will also coordinate the effort to ensure the best applications are put forward for selected categories with no duplication or unhelpful competition between entries*	Process & coordination 31.03.17
Fundraisers	Promoting fundraising and those who have raised funds through internal and external communications, including via the media, staff and members, and to include a dedicated newsletter and section on the website	Mailchimp and process 30.06.17

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Governor communications and engagement tools

Tool	Description	Status
Governor Portal	Key documents will be uploaded onto the Governor Portal, allowing them to access key information that will help them to stay abreast of Trust meetings and events, news and developments. *(Led by the Trust Secretary)*	✓
Social media and videos	Governors will be encouraged to access Twitter and Facebook and other social media sites to help catch the latest news as it happens. Videos will be shared to help increase understanding, as well as with a view to sharing these with constituents where appropriate	✓
Various engagement opportunities	There will be many opportunities for Governors to become engaged in the Trust's activities, linked directly to their roles and responsibilities. Examples include: • Members (where appropriate) or observers of various Governor committees • Development sessions • Monthly governor forums (opportunity to invite Trust staff to discuss key topics) • Pre-meeting with Chair prior to Council of Governors' meetings • Monthly meetings between Chair and Lead Governor & ad hoc meetings between leads • Involvement in key Trust activities (also helps increase visibility), e.g. awards, interviews posts	✓
E-newsletters	Governors to be copied into weekly newsletters with the option of unsubscribing: weekly media round ups and staff e-bulletins	✓
Reminders	Monthly reminder about Board meetings and any relevant presentations *(Trust Secretary)*	28.02.17
Chair's Update	Monthly update to be issued via email by the close of play each Friday following the Board meeting. This will update Governors on key news, information and developments and ensure that they are informed of any key Board decisions or discussions as soon as possible	MailChimp 28.02.17
E-updates	Ad hoc heads up about urgent news, developments or issues that cannot wait until the next briefing	MailChimp 31.03.17

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Member communications and engagement tools

Tool	Description	Status
Trust Matters	A colloquial e-newsletter circulated to all members with known email addresses every 2 months, to share key news, information and opportunities to engage at events, as well as encourage feedback	✔
Media	Use of local media to convey key messages, support recruitment and promote events	✔
Piggy back relevant events	Subject to capacity, attendance at as many relevant local events as possible where it enables the engagement and recruitment of members, e.g. healthcare partners' AGMs, community groups	Scheduling 31.03.17
Recruitment material	Development of collateral for recruitment and promotion, e.g. banners, leaflets, posters etc.	Refresh 31.04.17
Dedicated twitter address	Seek feedback from members on possibly developing a dedicated twitter address for members to promote membership-specific events and activities (also caters for young people)	30.06.17
Facebook and website	Better use of SFH Facebook site and website, to include a new membership area on Facebook and a refreshed area on the public website with new content and improved access	30.06.17
Videos	Better use of videos to convey messages: Vimeo, YouTube	Planning 30.06.17
Engagement events	Two-monthly events (ideally governor-led but supported by the Communications Team) linking to Trust priorities and member interests, including *'Medicine for Members'*, with the opportunity for members to meet governors. All regional constituencies will be covered over the year, providing opportunities for the Trust/Governors to engage with members and to recruit. *NB: any proactive recruitment will be focused only on under-represented groups, with general recruitment undertaken through piggy backing other opportunities*	Scheduling 31.07.17
Database	NB: ongoing refreshing and cleansing of database, including increasing the number of registered email addresses	Ongoing
Mass communiqué	Consider value of one-off postal in 2017/8 (NB: postage is £17.k plus printing/production) • Enable updating of membership info - cleanse system prior to next elections and minimise wasted funds • Identify preferences to support targeting • Share key messages and stories – newsletter • Membership survey	Cost vs benefit analysis 30.03.18

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Sherwood Forest Hospitals
NHS Foundation Trust

External communications and engagement tools

Tool	Description	Status
Social media	Twitter, Facebook, Linked In will be the key focus, with daily activity programmed. Other social media will be brought on line in accordance with changes in technology and stakeholder preferences and where resources are available to support additional activity	✓
Heads-up alerts	Key stakeholders, such as MPs, OSCs, Healthwatch, will be notified (under embargo where necessary) wherever appropriate of key issues or news, to help understanding so in a position to offer personal statements based on fact, should they be approached for comment	✓
E-newsletters	Where appropriate, stakeholders to be copied into weekly newsletters with the option of unsubscribing: weekly media round ups, staff e-bulletins, Governor updates, Trust Matters	✓
Awards	*See recognising and valuing staff.* These will also serve to promote the Trust and enhance reputation, and should be supported by proactive external activity	✓
Annual reports & APM	E.g. annual report and accounts & quality account, these documents along with the Annual Public Meeting provide the opportunity to share performance updates and showcase achievements	✓
Regular meetings with key stakeholders	Including MPs, Healthwatch, Overview & Scrutiny Committees, LA/public health, local media editors/health journalists, with the Chief Executive and/or Chair, the Director of Communications and ad hoc relevant leads. These should be mutually beneficial and aim to build confidence and trust, provide access to key leaders, support horizon scanning and eke out issues, provide the opportunity for concerns to be raised, discuss perceptions as well as address any misconceptions	Most meetings now scheduled 31.01.17
Popup banners	To promote the Trust and its activities, and available to all staff to accompany any relevant activity	31.03.17
Media	A target of three positive press releases to be issued every week, to showcase the good work underway at SFH and help to improve reputation. One patient story from Newark every fortnight	Capacity 30.4.17
Website	The Trust public website will provide best-practice access to up-to-date Trust news, information, and documents. It will also include significantly more information for staff, to enable easier access	Review 30.06.17
CEO & Chair Twitter/Blogs	An opportunity to provide insight into challenges, work underway etc, from the Trust's top leaders, aid understanding, influence opinion, incite support for the Trust and enhance reputation	Consider 30.06.17
Documentaries	We will seek to take part in national/regional broadcast documentaries where they will help provide insight and understanding or promote good practice, e.g. CQC journey & emergency care	Ongoing