Agenda Item:

Board of Directors
Meeting   Report

Subject: Draft Communications Strategy, 2014 - 2017
Date: April 2014
Author: Yolanda Martin, Head of Communications
Lead Director: Paul O'Connor, Chief Executive

Executive Summary

The communications and engagement strategy has been developed to support the delivery of the Trust's vision to provide high quality cost effective care for our patients, developing our workforce to its best potential and working with our partners, particularly in health, social care and local services to improve the health and wellbeing of the local population.

Over the past few months we have continued to develop the Trust to support this vision with a clinical services strategy, a workforce strategy, an operational plan and a patient experience and involvement strategy. However, communicating well as an organisation is vital for success and this communications and engagement strategy sets out how we will continue to develop over the next three years in order to achieve our vision.

Whilst we have already begun work to implement some of the communications and engagement objectives, we recognise this is just the beginning of the journey. A three year work plan will be developed to support the implementation of the strategy. This will be aligned with the other Trust strategies, and in particular the patient experience and involvement strategy and the workforce strategy.

Recommendation

Board of Directors is asked to approve this strategy and support its implementation.

Relevant Strategic Objectives (please mark in bold)	
Achieve the best patient experience	Achieve financial sustainability
Improve patient safety and provide high quality care	**Build successful relationships with external organisations and regulators**
Attract, develop and motivate effective teams	

Links to the BAF and Corporate Risk Register	
Details of additional risks associated with this paper *(may*	

include CQC Essential Standards, NHSLA, NHS Constitution)	
Links to NHS Constitution	
Financial Implications/Impact	
Legal Implications/Impact	
Partnership working & Public Engagement Implications/Impact	
Committees/groups where this item has been presented before	Executive Team
Monitoring and Review	
Is a QIA required/been completed? If yes provide brief details	

Communications and Engagement Strategy
2014 - 2017

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1.0 Introduction

Sherwood Forest Hospitals NHS Trust was formed in 2001, gaining Foundation Trust status in 2007. It is the main acute hospitals Trust providing high quality healthcare for 420,000 people across an area of 1,000 square miles covering Nottinghamshire, as well as parts of Derbyshire and Lincolnshire.

Each year we care for more than 75,000 inpatients; 30,000 day case patients; 275,000 outpatients; 100,000 emergency department attenders and more than 3,000 women choose to give birth with us.

We employ more than 4,000 members of staff and 700 volunteers, who work across four hospitals – King's Mill Hospital, Newark Hospital, Mansfield Community Hospital and Ashfield Health Village.

Our strategic objectives are to:

1 Achieve the best patient experience
2 Achieve financial sustainability
3 Improve patient safety and provide high quality care
4 Build successful relationships with external organisations and regulators
5 Attract, develop and motivate effective teams.

At the heart of everything we do is our dedication to providing high quality cost effective care for our patients, developing our workforce to its best potential and working with our partners, particularly in health, social care and local services to improve the health and wellbeing of the local population.

Over the past few months we have continued to develop the Trust to support the strategic objectives and vision with a clinical services strategy, a workforce strategy, an operational plan and a patient experience and involvement strategy. However, communicating well as an organisation is vital for success and this communications and engagement strategy sets out how we will continue to develop over the next three years in order to achieve our vision.

2.0 Background

As an organisation we have consistently said that we welcome any external review which enables us to progress our actions at a swifter pace. The Keogh Review in July 2013 was triggered because of higher than expected mortality rates at the Trust and Keogh raised a number of issues for the Trust, including findings relating to communications and engagement:

•   Unclear how the Trust was engaging with the local healthcare economy
•   Absence of the recognition of the patients in the priorities and actions
•   Did not appear to have a patient engagement strategy
•   Communication with patients was poor
•   A lack of engagement with patients and the public.

Whilst many of the issues raised by the Keogh Team were issues that we knew about and were already taking actions to address, there is absolutely no doubt that the additional focus of the review gave the Trust the impetus to make changes in a much tighter timescale than we would otherwise have achieved.

Since the results of the national Keogh Review were published in July 2013 we have made significant progress but there is still work to be done.

The health and social care system in the local area has recognised that it faces some very significant challenges in order to be able to deliver care to the quality and outcomes required with the resources likely to be available in the medium term.

The current models of care are not delivering best health outcomes and are not affordable if scaled up to address growth in population demand. The partner organisations have estimated that, given the projected changes in the population and a simultaneous reduction in social care funding, the health and social care economy would face a gap of at least £70m and possibly more than £100m by 2018 if services continue to be delivered in the same way as currently.

As an organisation, we have focused on developing a future clinical services plan which aims to address these significant challenges. This has been driven by:

- A desire to deliver better health and social outcomes for the population and an improved experience of the services people receive
- Delivery of care in the most appropriate location
- A recognition that the way care is currently delivered is not sustainable for the expanding and ageing population
- Ensuring the best use of 'state of the art' health care facilities.

Our operational plan articulates our vision and we are focused on a programme of change, aimed at:
- Improving patient flow, urgent and elective care
- Improving equity of service delivery 24/7
- Delivering services 24/7 as appropriate
- Promoting ourselves
- Extending service offer to include evenings and weekends as appropriate
- Increasing market share
- Marketing and communications for our service portfolio
- Pathway redesign opportunities linked to the integrated care transformation programme (Better + Together).

3.0   Quality for all – our values

In the Autumn of 2013 we launched our *Quality for all* campaign, which involved patients, carers, staff, volunteers, governors and the public.

As part of this work we held *In Your Shoes* events for patients and the public, where staff members from all professional groups and services across the Trust listened to the experiences of patients and carers on a one to one basis. Patients, carers and staff then worked together in small groups to identify common themes and priorities.
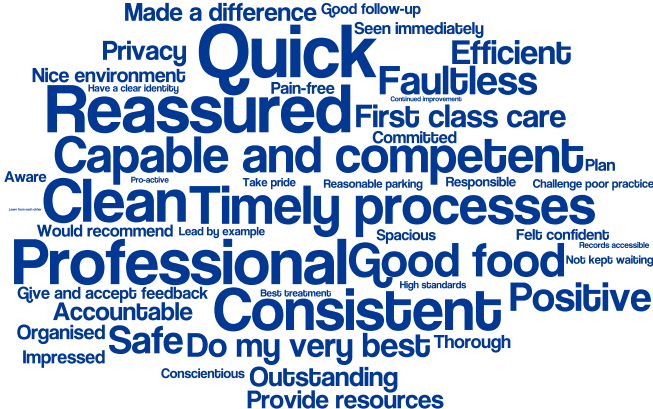
We also held *In Our Shoes* events for staff to listen to each other's experiences of good and bad days at work, share common themes and identify priorities to help each other have more good days.

We also developed a *Future Values Survey* for staff – open to all staff in both online and graffiti board formats to enable us to understand what staff value, what they want the organisation to value and what would make the biggest difference to them.

The findings from this work were then used to develop shared values and expectations.

Communicating and **working together**
Aspiring and **improving**
Respectful and **caring**
Efficient and **safe**

Value	Behaviour	Words used by patients, carers, staff, governors and leaders
Communicating & 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*	Open and honest Involve me and my family Understand each others roles Keep people informed Talk to patients Visible Provide the right information No false promises Give me choice Allow us to ask questions Clear instructions Returned my calls Co-ordinate plans Prepare me Apologise Appreciative Clear explanations Send letters Feedback Transparent Clear updates Trust Easy to contact Appointments reminders sent Communicate Listen Teamwork
Aspiring & 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*	(This domain was added by the Board of Directors after reflecting on all of the outputs – for more detail please see our Organisational Development Strategy)
Respectful & 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*	Kind Smile Lovely staff Nothing was too much trouble Can't speak highly enough Feel valued Attentive Stop to help Patient Lots of bugs Approachable Non-judgement Accommodating Compassionate Dignity Pleasant Get to know ME Supportive Sense of humour Courteous Made me Looked after me Care for you as a member of our family Rapport with staff Patient focused Take the time Nice volunteers Cheerful Made me feel special Enthusiastic Thoughtful Non-patronising Show empathy Happy Helpful Respect Introduce yourself and your role Polite Friendly Caring
Efficient & 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*	Made a difference Good follow-up Seen immediately Privacy Quick Efficient Nice environment Pain-free Faultless Have a clear identity Continued improvement First class care Reassured Committed Capable and competent Plan Aware Pro-active Take pride Reasonable parking Responsible Challenge poor practice Clean Timely processes Lean team-working Would recommend Lead by example Spacious Felt confident Professional Good food Records accessible Not kept waiting Give and accept feedback Best treatment High standards Positive Accountable Consistent Organised Safe Do my very best Thorough Impressed Conscientious Outstanding Provide resources

These were then worked through with patients, carers and staff to co-develop priorities for improvement (contained in our patient experience and involvement strategy).

Several of the key priorities for improvement contained a reference to communications and engagement, including:

- All staff to take responsibility in communicating information to patients
- Improve awareness of (and access to) services at Newark
- Improve information leaflets (clearer descriptions and better copies)
- Put processes in place to communicate/explain to patients when new things are introduced
- Communicate how good our hospitals already are and our ambition to improve
- Use IT to communicate with patients.

4.0   What this means for communications

Communications has a pivotal role in supporting the organisation and its numerous stakeholders throughout the period of improvement.

Our stakeholders help to shape prospective patients' opinions and therefore have the potential to impact on the Trust's reputation, both positively and negatively. We must therefore ensure they are aware of the services provided by the Trust, engaged and involved in service development and in this way able to speak with first hand knowledge about the Trust.

All members of staff throughout the entire organisation have a valuable part to play in supporting the delivery of effective communications, ensuring this takes place with each other, with our partners, patients and other stakeholders and also by helping the organisation to share good news.

Communications is everyone's business and is not just the responsibility of the communications and the executive teams.

5.0   Defining our stakeholders

A stakeholder engagement workshop was held during the Board of Directors meeting in March 2014.

The objectives agreed by the workshop were:
1   Understand current engagement
2   Define required engagement
3   Identify gaps between current and required engagement
4   Prioritise and agree action plan
5   Agree how to capture/share intelligence, update our messages and measure progress.

Workshop participants identified current stakeholders and grouped according them according to their relationship to the organisation (Appendix 1).

For the purposes of the workshop the stakeholders were grouped into three key segments:
•   Internal
•   External
•   Bodies with statutory role but no enforcement powers.
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The workshop participants then spent time making an assessment of what they considered the current engagement relationship was with each stakeholder, producing stakeholder maps (Appendix 2).

For the purposes of the workshop, the audiences were mapped in general terms, and it is accepted that these audiences would then be further segmented on a campaign by campaign basis.

The Head of Communications will now take forward the remaining workshop objectives, developing a draft action plan for the Trust Management Board to consider and approve.

6.0   Communications tools and tactics

The Trust already has in place a comprehensive range of communications tools, which are utilised according to the audience and the message (Appendix 3).

In addition to these existing methods, the communications team will continuously seek to develop and progress innovative communications methods, with a particular focus on new media.

7.0   Key messages

Our key messages based on our vision and our values are:

- We are dedicated to providing high quality, cost effective care
- The patient is at the centre of everything we do
- Our staff will work together to provide patients with the best possible care
- We will treat patients with courtesy and respect.

8.0   Communications and engagement objectives

The key aim of the communications and engagement activity will be to enable the Trust to realise its vision, and thus become the provider of choice to local people by delivering high quality, cost effective care for our patients.

The following communications and engagement objectives have been identified, and their relevance to the Trust's strategic objectives identified:

	Communications and engagement objective	Relevant Strat Obj
1	**High quality and effective communications will become everyday practice across the Trust**	
	We will promote and celebrate our achievements and successes, portraying our hospitals and staff as innovative, forward thinking and providing high quality, effective care	1,5
	We will ensure all communications are clear, accessible and appropriate to the audience	1
	We will share information with our partners and other organisations to enable them to be better informed about our services	4
	The data available from PALS and complaints will be utilised by clinical and corporate divisions to identify common themes and trends in order to improve communications	
	The Head of Communications will work with the patient services team to continue to improve the appointment letters sent to patients	
	We will continue to improve the Trust's presence on websites	1
	The communications team will explore innovative and new ways to engage with audiences, including an increased social media presence	1,4
	The communications team and clinical illustration team will develop	1

	corporate guidelines and standards, including branding to enable all staff to produce information that is professional and easy to understand	
	The communications team will continuously seek to develop and progress new and innovative communications methods.	1
2	**Patients and the public will have an improved understanding and will be meaningfully engaged and involved in the development of services**	
	We will widely promote the Trust's vision and values, including staff, stakeholders and media	1,5
	We will engage and involve patients, carers and other stakeholders when considering service change	1
	We will promote the services available within the Trust so that patients and the public are aware of the services on offer and choose to receive their treatment at our hospitals	1
	We will continue to expand our website to include an expansion of information about our services	1,4,5
	The communications team will survey stakeholders in order to ascertain their current perception of communications with the Trust at various levels of the organisation	1,4,5
	The communications team will produce a stakeholder map to reflect the current perception of stakeholders, the required perception of stakeholders and thus identifying any gaps	4
	The communications team will produce a prioritised communications and engagement action plan for consideration by Trust Management Board	1,4,5
3	**Stakeholders will be better informed and have improved knowledge, understanding and access to information about Trust services**	
	The communications team will undertake a survey of local GPs to understand their current perception of services available at the Trust, including the quality and safety of those services	4
	The communications team will undertake a survey of local GPs to understand what additional services they would wish to be introduced at Newark Hospital	4
	The communications team will survey local GPs in order to ascertain what they feel would encourage more patients to be referred to Newark Hospital	4
	The communications team will share the findings of the survey with service lines to enable them to implement changes to encourage more patients to be seen and treated at the Trust	1,4
	The communications team will develop a "communications hub" at the entrance to Newark Hospital to enable users of the hospital to be better informed of the services available	
	The communications team will work in conjunction with service lines to ensure the directory of consultants is continually updated	1
4	**All staff will be better informed and have improved knowledge, understanding and access to information**	
	We will widely promote our vision and values to ensure staff awareness and involvement in key messages for patients and other stakeholders	5
	With support from the communications team, the Chief Executive will publish fortnightly blogs to the intranet	5

	The Chief Executive will hold regular drop in sessions for staff	5
	Team Brief will be further developed to ensure a focus on a reduced number of key messages, line managers will be encouraged to brief staff face to face to better enable two way communications	5
	The communications team will continue to develop communications channels, with a particular focus on those channels being two way, and in order to communicate with hard to reach staff groups	4,5
	The communications team will develop a database/repository to enable Trust Management Board members to enter key data about the Trust and its services, thus enabling TMB members to be better informed and enabled in relationship management	1,2,3,4,5
5	**Build trust in the organisation through robust reputation management**	
	We will ensure a continued programme of media briefings/meetings to develop key relationships with the media so that the Trust's views are presented in a fair and accurate manner	1,4
	We will encourage submissions for and participation in external awards schemes – locally, regionally and nationally	5
	The communications team will establish more features style proactive coverage, putting forward proposals for articles	4
	The communications team will act as custodians of the Trust's reputation, swiftly seeking correction of any inaccurate items	1
	The communications team will be guardians of the Trust brand, ensuring any items which are not to the required standard are corrected	1

9.0   Evaluation

In order to provide the Trust with ongoing assurance that our communications and engagement strategy is robust, the Head of Communications will provide regular updates using the following metrics:

- Media monitoring
- Website and intranet hits
- Staff satisfaction through the annual staff survey
- Regular engagement with members
- National patient surveys.

10.0   Next steps

Whilst we have already begun work to implement some of the communications and engagement objectives, we recognise this is just the beginning of the journey.

In conjunction with the Chief Executive, the Head of Communications will lead the work to further achieve the objectives agreed and begun by the Board of Directors workshop, namely:

1   Understand current engagement
2   Define required engagement
3   Identify gaps between current and required engagement
4   Prioritise and agree action plan
5   Agree how to capture/share intelligence, update our messages and measure progress.

A three year work plan will be developed to support the implementation of the strategy. This will be aligned with the other Trust strategies, and in particular the patient experience and involvement strategy and the workforce strategy.

Board of Directors workshop, 26 March 2014

Internal audiences
- All staff, including staff who work with the organisation but are employed by other organisations, eg Medirest, Skanska
- Unions/staff side
- Volunteers
- Executive directors
- Council of Governors.

External
- Patients, carers, public
- Members
- Commissioners, social services
- East Midlands Ambulance Service
- GPs
- NHS England – national, regional
- Health Education England
- MPs
- Media
- Monitor
- Department of Health
- Nottinghamshire County Council
- District Councils (including Mansfield, Ashfield, Broxtowe, Newark & Sherwood, South Kesteven and Bolsover)
- Nottinghamshire Constabulary
- Neighbouring provider organisations, eg Nottingham University Hospitals, Chesterfield Royal Hospital
- Voluntary and community organisations, charities
- Patient organisations
- Overview and Scrutiny Committees
- Foundation Trust Network
- Healthwatch – Nottinghamshire, Derbyshire, Lincolnshire
- Coroner
- Educational establishments.

Statutory role, no enforcement
- NHS Litigation Authority
- Care Quality Commission
- Information Commissioner
- Professional bodies, such as General Medical Council
- Royal Colleges
- Environment Agency
- Health and Wellbeing Boards.

<u>Internal</u>

		Very Low	Low	Medium	High	Very High
Current Relationship *Strength, Consistency, Influence, Understanding*	**Very High**					
	High					*Medicine Nursing (Registered)
	Medium			*Newark Newark Volunteers * Volunteer governors	*A+E Critical care *Public governors *Partner governors *Maternity *Paediatrics	*New Starters *Staff Governors *Key leaders
	Low			*King's Mill Hospital *Volunteers? *Mansfield City Hospital *Volunteers?	*Admin + Clerical (including support) *Allied Health Professionals *Nursing (unregistered) *Scientific *Technical *Mansfield	*Medical? *King's Mill Future Leaders *Nottinghamshire Health Informatics Service *OPD
	Very Low			*Medirest Ashfield vol. Skanska	*End of life	Surgery
		Very Low	**Low**	**Medium**	**High**	**Very High**

Need for Impact

External

Current Relationship (Strength, Consistency, Influence, Understanding)	Very Low	Low	Medium	High	Very High
Very High					*Newark patients *Local MPs
High					*King's Mill Hospital patients *Local media *Commissioners
Medium				*Voluntary	*Mansfield City Hospital patients *Public and Members *Where people meet-social/sport *Community patients
Low		*National Media	*Coroner	*Acute trusts/Alliance *FTN+ NHS Confed	*ACH patients *GPs councils
Very Low		*Private Sector		*Education *Business	

Need for Impact

BODIES WITH A STATUTORY ROLE, BUT NO ENFORCEMENT POWERS

Current Relationship
Strength, Consistency, Influence, Understanding

	Very Low	Low	Medium	High	Very High
Very High					*Care Quality Commission
High			*Fire Authorities *Parliamentary and Health service ombudsman	*NHSLA *Health and Safety Executive *Royal Colleges	
Medium			*Public Health Agency *Local Authority overview and Scrutiny Committee *Clinical Pathology Accreditation (uk) ltd	*UNIV LETB. *Information Commissioner *General Medical Council *General Pharmaceutical Council	*Commissioners
Low		*Environment Agency *Human fertilization and embryology authority *Charities Commission *NHS Blood + Transplant *S.B S . ATA Conf enfs	*SOSFA *Specialised Commissioning Group	*Nursing and Midwifery Council	
Very Low	*Public Accounts Committee *General Optical Council *Pharmaceutical society of NI *Equality in Human Rights commission *General Chiropractic Council *General Dental Council *Ofsted *NAG ASMP	*Health watch England *Health Professions Council	*NHS information centre for health and social care *Health watch local	*Health + Wellbeing boards *CCP	

Need for Impact

Appendix 3

Internal
- Monthly Team Brief cascade, include presentation, hard copy briefing, video podcast
- Members magazine three times per year
- Weekly staff ebulletins
- Icare2 ebulletins, for messages in relation to patient care
- Global emails, available to send out via hospital site groups for urgent matters
- Intranet
- Departmental team meetings, other meetings
- Chief executive open sessions
- Governor meetings
- Member events
- Notice boards, displays
- Annual staff surveys
- Joint Staff Partnership Forum
- Chief Executive's blog
- Social media
- Staff leaflets, posters, printed information
- Engagement events
- Media releases copied to staff, where possible before issue to the media
- Staff suggestion button available from the intranet homepage
- High profile events, such as launches, AGM, open days, Staff Excellence Awards.

External and statutory role, no enforcement
- Website
- Presence on other organisations' websites, such as NHS Choices
- Media releases
- Social media
- GP ebulletin
- Members magazine, three times per year, available in public areas
- Governor meetings
- Member events
- Noticeboards, displays
- Engagement events
- Meetings
- Leaflets, posters and printed information
- Board of Director meetings, held in public each month
- Public meetings
- High profile events, such as launches, AGM, open days.