

Trust Board Meeting**ITEM: 15**
Doc: 11**DATE:** 25 April 2012**TITLE: Whittington Health Communications and Engagement Strategy****SPONSOR:** Siobhan Harrington, Director of Strategy**REPORT FROM:** Adam Smith, Deputy Dir. Strategy & Deborah Goodhart, Head of Communications**PURPOSE OF REPORT:**

To describe our strategy for communicating internally, externally, to our staff, our patients, service users and partners across Whittington Health. To recommend priority actions for 2012/13.

EXECUTIVE SUMMARY:

- It is essential that internal and external communications reflect of our organisational vision, goals and values
- The effective management of internal and external relationships by appropriate application of key messages is the basis upon which good communication and engagement is founded
- This strategy will inform and be informed by the organisational development strategy that flows from our work on values which will come to Trust Board in May
- Support and involvement of our board, senior managers, staff, partners, public, patients and service users are central to the success of our plan. Formalising the cascade system across the organisation is important
- It is proposed that communications and engagement focuses on three priorities and their associated actions in 2012 -13: to progress the implementation of Whittington Health's strategy; to support our transition to achieve Foundation Trust status in 2013; and, to provide a solid foundation for the delivery of our vision and goals over the next five years
- Based on an evaluation of the current status of our communications coverage, our current needs, and benchmarked against the board governance assurance framework three overarching priorities are suggested: (1) 'Increasing the profile of the trust board' (2) 'Feeling like one organisation' (3) 'Tailoring our message'

PROPOSED ACTION:

1. To approve the communications and engagement strategy
2. To approve the priority actions for 2012/13

APPENDICES:

DECLARATION

In completing this report, I confirm that the implications associated with the proposed action shown above have been considered – any exceptions are reported in the Supporting Information:

Implications for the NHS Constitution, CQC registration

Financial, regulatory and legal implications of proposed action

Risk management, Annual Plan/IBP

Moving Ahead – how does this report support any of the Trust's 5 Strategic Goals



Supporting information

1. Communications Strategy

- 1.1. It is vital that our communications, both internal and external, are reflective of our organisational vision, goals and values.
- 1.2. This document demonstrates how we utilise media to convey key messages to those who have a stake in the success of our organisation, as defined by Whittington Health's five year strategy.
- 1.3. This strategy is designed to support our transition to achieve Foundation Trust in 2013 and the implementation of Whittington Health's Five Year Strategy.
- 1.4. Our communications objective is to demonstrate a clear link between our organisational vision "to be an outstanding provider of high quality joined up healthcare to local people in partnership with GPs, councils and local providers" and the work of the organisation.
- 1.5. The communications team provide the infrastructure with which to convey messages in media appropriate to each audience.
- 1.6. The team are able to react to issues as they arise and to assist in the communication of operational plans.
- 1.7. The team provide a stable platform for the delivery of communications in the form of the intranet, website (including the directory of Whittington Health services) and various communications media such as the Bulletin.
- 1.8. Effective communications will contribute towards:
 - maintaining a positive image and reputation for the organisation
 - instilling public confidence and trust in our services through openness and involvement
 - valuing, developing and motivating our staff through two-way dialogue
 - developing a "can-do" performance culture by facilitating collaborative working practices

2. Stakeholder analysis - prioritisation

- 2.1. Stakeholders (those that have an interest in Whittington Health) have been prioritised using evidence based methodology developed by the National Institute for Innovation and Improvement into the categories depicted in Table 1 below.
- 2.2. The categories used are indicators of the degree of interaction required in order to gain support for and contribute to the successful achievement of the vision and goals contained within Whittington Health's five year strategy.

3. Key messages

- 3.1. Key messages are used as part of an approach to meeting with each of our stakeholders. Key messages contain the issues that we want to raise with each individual or group of stakeholders. Key messages are cross checked against our market assessment, produced as part of our application to become a foundation trust.
- 3.2. Key messages differ by stakeholder according to the importance and the influence each may have on the success of our strategy. Key messages may

also be written in different ways for a particular stakeholder depending on their specific nature and contribution to our strategy.

Table 1: Stakeholder Analysis Matrix¹

High Power/ Importance/ Influence	<p align="center">INVOLVE/ SATISFY</p> <ul style="list-style-type: none"> Opinion formers; Stakeholders who need to be actively involved in and supportive of our work; Keep satisfied with what is happening and review your analysis of their position regularly; Aim to increase their level of interest 	<p align="center">PARTNER</p> <ul style="list-style-type: none"> Stakeholders we need to work in partnership with; key stakeholders who should be fully engaged through full communication and consultation; focus most effort on this group
	<p align="center">CONSIDER/ MONITOR</p> <ul style="list-style-type: none"> Stakeholders we need to consider for particular areas of our work; Nurture their interest in us 	<p align="center">INFORM</p> <ul style="list-style-type: none"> Stakeholders who need to be aware of our work and kept informed of the main developments; Aim to increase their level of interest; Could increase influence by organising into groups
	Low Impact/ Stake holding Interest	High Impact/Stake holding Interest

3.3. Our key messages invoke Whittington Health’s communication principles and values for the effective management of our relationships: maintaining open, challenging, transparent and collaborative relationships.

3.4. The communications strategy is built upon the foundation of our key strategic messages, as follows:

Vision

To be an outstanding provider of high quality joined up healthcare to local people in partnership with GPs, councils and local providers

Goals

- **Integrate models of care**, by redesigning services around individuals’ needs and preferences. To achieve this we will partner with GPs, councils and local providers to ensure that the most appropriate care is provided in the right place at the right time.
- **Ensure “No decision about me without me”**, by working in partnership with our patients and service users to ensure they lead and own decisions about their care. We will support patients, service users and their carers to stay healthy and live independent lives as active members of society.
- **Deliver efficient, effective services that improve outcomes** for patients and service users, while providing value for every pound spent

¹ National Institute Innovation and Improvement guidance and referencing NHS Elect Stakeholder Engagement Strategy (2010)

- **Improve the health of local people** through partnership with patients and service users. We will focus on improving life expectancy, reducing premature mortality and reducing health inequalities in our community. Treating all interactions as health promotion opportunities, identifying people at risk and intervening at an early stage are all central to achieving this.
- **Change the way we work by building a culture of innovation and continuous improvement.** By working flexibly and differently, we will ensure that quality and caring are at the heart of all we do. We will work with universities and others to develop new roles, continuing education, training programmes and research to deliver care that focuses on our population

4. Managing key messages

- 4.1. Vision and goals are adapted for difference audiences. The following example re-wording might be used for patients and service users:

Whittington Health provides joined up care for local people in a new way close to home or in hospital

We work with patients and service users in the community and in the hospital to ensure they are able to make decisions about their own care

Whittington Health is an organisation with staff who engages with patients and service users in efficient and innovative ways working flexibly and differently

Whittington Health has a unique opportunity as an acute hospital and community health care to work with our partners to improve the health of our local population

Whittington Health needs to become a foundation trust by April 2013 to secure its future by working with staff, local colleagues, councils, GPs and other partners

5. Communication and engagement strategy and plan

- 5.1. The strategy for communications is set out in Table 2 below. The table describes Whittington Health's audiences, communications channels, messages and actions for the organisation.
- 5.2. Communications and stakeholder plans are available that detail precisely how key messages are communicated to each audience over time, as follows:
- Internal communications plan
 - External communications plan
 - Foundation Trust communications plan
 - Communications plans for each division
 - Stakeholder communications and engagement plan

Table 2: Communications and engagement strategy

<p>Audience</p> <p>The current target audiences are:</p> <ul style="list-style-type: none"> - Staff - Consultants - Nurses - Clinical staff - Managers - The partnership group - All other staff <p>Groups</p> <ul style="list-style-type: none"> - Governors/members - GPs - Local people including: - Patient groups - Local involvement networks (LINKs) - Media - Politicians - MPs - Councillors <p>Partners</p> <ul style="list-style-type: none"> - Neighbouring trusts - Commissioners - NHS London - Local authority health overview and scrutiny committees - department of health 	<p>Communication channels</p> <p>Internal</p> <ul style="list-style-type: none"> - Face-to-face meetings (to individuals or groups) e.g. Chairman's coffee mornings (2/pcm) - Internal weekly staff bulletin - Monthly cascaded staff briefing - Whittington Express - Intranet - Monthly staff briefing sessions - Chief executive notice board - Social media – Facebook/twitter. <p>External</p> <ul style="list-style-type: none"> - Press releases - Social media – Facebook/twitter - Website (Film shows) - Directory of Services - GP newsletter from GP medical director - Stakeholder newsletter - Leaflets/posters/patient information - Fundraising activities - Community Events
<p>Key messages</p> <p>Whittington Health Vision and Goals</p> <p>Messages will be adapted to different audiences, they will reflect:</p> <ul style="list-style-type: none"> - clear information about any key changes happening at Whittington Health/NHS - Recognition that this is a very difficult and uncertain time for staff working in the NHS - Why Whittington Health is the best place to provide health care to the local population, in the hospital, with community services and at home - Whittington Health's clinical excellence <p>See one example for patients and service users in the text of the document</p>	<p>Who will do what?</p> <p>Principles</p> <ul style="list-style-type: none"> - Prioritise face-to-face contact - Regular dialogue needs to occur across all geographical locations to encourage a sense of 'one' organisation - Clear and easy to use communication lines for staff to communicate with the board - Communications will be kept informed of developments and relevant internal changes by trust board, operations and other departments <p>CEO, Chairman, NEDs and Executives</p> <ul style="list-style-type: none"> - Maintain a high level of presence; informal visits and communications to all staff, departments as part of their monthly routine <p>Trust Board and senior managers (All Directors)</p> <ul style="list-style-type: none"> - Available for statements and quotes for any media activity - Maintain high level presence; formal visits and communications to all staff, departments as part of their weekly routine <p>Middle management (deputy/assistant directors, service managers, clinical leads)</p> <ul style="list-style-type: none"> - Pass on key messages from the directors and chief executive to their teams and feedback up the organisation - Following the introduction of the staff briefing sheet - cascade through the organisation within one week of release and report feedback up the organisation to the Trust Board

6. Priorities for 2012-13

- 6.1. The communications and engagement strategy will be measured for success against our achieving the following priorities in 2012-13.
- 6.2. Detailed measures of success are contained within each contributing piece of work. E.g. the Workforce strategy measures of workforce engagement and organisational values due following the values project that is currently underway.
- 6.3. Priorities are based upon perceived current gaps in our communications coverage together with an impetus to proactively manage communications to meet our present needs: to achieve foundation trust status; to meet the standards set by the Board Governance Assurance Framework (BGAF); and, to develop Whittington Health as a single coherent organisation that provides outstanding high quality joined up healthcare to local people.
- 6.4. Priority 1: 'Increasing the profile of the trust board'**
 - Higher degree of visibility for trust board
 - Deliver a structured programme of events and engagements for trust board, including:
 - Teaming up with executives for quality (patient safety) visits
 - Walk abouts – checking the organisation
 - Spending time with service delivery
 - Communicating strategy and values
 - NED /Governor led focus groups for the Integrated Business Plan (IBP)
- 6.5. Priority 2: 'Feeling like one organisation'**
 - Monthly key messages cascade via divisions from board to floor to board with feedback in one week through direct line management
 - Checks on this as part of walk abouts
 - Developing and communicating our organisational values
 - Implementing our workforce strategy through organisational development and staff engagement
- 6.6. Priority 3: 'Tailoring our message':**
 - Focus groups with different parts of the organisation (videos, social media, focused communications to make it real for people)
 - NED /Governor led focus groups with patients and service users
 - Tailor communications to key stakeholders through engagement plan
 - Deliver a structured programme of events that engage with key stakeholders for CEO, COO and Trust Board

Adam Smith and Deborah Goodhart.