

## BOARD OF DIRECTORS MEETING (Open)

Date: 9 May 2018

Item Ref:

04i

<b>TITLE OF PAPER</b>	<b>Communications Strategy 2018-2021</b>
<b>TO BE PRESENTED BY</b>	Margaret Saunders – Director of Corporate Governance/ Board Secretary
<b>ACTION REQUIRED</b>	For the Board to receive and approve the Communications Strategy 2018-21

<b>OUTCOME</b>	For the Board to be assured that there is an appropriate Communications Strategy in place to guide decision-making, manage delivery and ensure the Trust is communicating effectively with its key stakeholders and partners.
<b>TIMETABLE FOR DECISION</b>	09 May 2018
<b>LINKS TO OTHER KEY REPORTS / DECISIONS</b>	Trust Strategy and Strategic Objectives Workforce Strategy Staff Health and Wellbeing Strategy
<b>STRATEGIC AIM STRATEGIC OBJECTIVE</b>	A4 Value for Money A4 01 Effective quality assurance and improvement will underpin all we do
<b>BAF RISK NUMBER &amp; DESCRIPTION</b>	A401 ii Trust governance systems are not sufficiently embedded.
<b>LINKS TO NHS CONSTITUTION &amp; OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC</b>	NHS Constitution Key Principle 7: The NHS is accountable to the public, communities and patients that it serves
<b>IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT</b>	Failure to communicate effectively could have a negative impact on the Trust's reputation, negative affect staff engagement and moral and could also negatively impact on service users.
<b>CONSIDERATION OF LEGAL ISSUES</b>	GDPR NHS Engagement and Consultation Requirements

<b>Author of Report</b>	Jane Harris
<b>Designation</b>	Head of Communications
<b>Date of Report</b>	01 May 2018

# SUMMARY REPORT

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**Report to:** BOARD OF DIRECTORS

**Date:** 09 May 2018

**Subject:** Communications Strategy 2018-21

**Author:** Jane Harris – Head of Communications

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## 1. Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
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## 2. Summary

The draft Communications Strategy was reviewed by the Executive Directors’ Group on 05 April 2018 and presented to the Workforce and Organisational Development Committee on 24 April 2018. Comments and feedback received have been incorporated into the final Communications Strategy which is presented to the Board for approval.

Effective communication is vital to the success of every organisation. It enables staff to understand the organisation they work for and play a full role in supporting the delivering of the strategic objectives. It assists in building reputation with service users and carers, partners and the wider communities the organisation serves. It also informs and engages people, helping the organisation to run more smoothly.

The NHS is receiving increasing public scrutiny, facing continuing and growing financial challenges and experiencing significant change, therefore, good communication is vitally important in ensuring the success of the organisation, enhancing reputation and supporting sustainability.

The Communications Strategy considers how Sheffield Health & Social Care NHS Foundation Trust can meet the communications challenges it faces, while also creating more opportunities to use corporate communications in support of its objectives. It considers how the Trust can target its efforts more effectively and make the biggest possible positive impact, despite limited resources.

Its aim is to ensure a clear return on investment from the communications function while building a positive brand identity and reputation which supports the development of trust between the organisation and its stakeholders (including staff) and increases confidence

in the organisation. It also aims to support the promotion of the Trust as an employer of choice and assist with recruitment and retention issues. Brand identity is defined here as a name, term, design, symbol or any other feature that identifies the Trust and its services as distinct from those of other NHS organisations and other providers.

The Strategy will assist the Trust in enhancing and improving its external communications not only in terms of media management and media relations but also its multi-media activity including the website and social media channels. This will support the Trust to ensure that its key stakeholders, the people of Sheffield, are informed about its work, its future plans and how to access services.

The Strategy will also assist the Trust in developing its internal communications function to ensure that its staff are fully informed about developments and changes within the Trust as well as where to obtain support, advice and information to help them do their jobs and maintain and improve their wellbeing.

The Strategy is supported by an implementation plan. The actions within it will be assessed at the end of each year and may be amended to reflect changing conditions.

As well as the activity listed in this Strategy, each year the Trust will adopt a series of campaigns. Some will be for staff (internal) while others will be public facing (external).

The Strategy has been developed following a comprehensive assessment of the Trust's current position through a detailed SWOT analysis and Stakeholder Analysis.

### **Supporting data**

In creating this Strategy, a range of data has been reviewed from a wide variety of sources. The most significant data sources are service user surveys, staff surveys and tracking data for digital communications.

### **Service user surveys**

The Community Mental Health Survey 2017 was considered when developing this Strategy. The Trust was rated as 'about the same' as other Trusts who took part in the survey in all areas except organizing care and reviewing care where it was rated 'worse'. Click [here](#) to view the survey results.

### **Friends and Family Test**

In 2016/17 9 out of 10 service users who completed the Friends and Family Test would recommend the Trust's services to their friends and family.

### **Staff surveys**

As with the service user feedback from the Community Mental Health Survey 2017, the National NHS Staff Survey results show that the Trust is around the national average. The most recent survey shows that staff engagement and recommendations of the Trust as a place to work or receive treatment have dropped slightly as have other relevant communications indicators.

The staff figures may be distorted as they are compared to a range of mental health trusts, not specifically Trusts with the same exact range of services as this Trust. However, there is a possibility that internal communication has not sufficiently helped staff fully understand their contribution to the organisation or appreciate the Trust's strengths. Click [here](#) to view the survey results.

## Website activity

The table below show the Trust's website activity for the past twelve months. This helps us to see how many people are using the website, how many pages they visit and how long they stay on the site.

Website Activity	
Sessions	112,923
Users	41,445
PageViews	214,684
Pages per session	1.90
Average session duration	1 minute 50 seconds

It is also helpful to understand which pages people visit when they are on the Trust website.

The table below shows the most popular pages in the past twelve months.

Website – most visited pages	
Webpage	PageViews
/shsc-staff-e-mail-and-gateway-access/	57,406
/homepage	17,367
/service-a-z/gender-identity-service/	3,192
/service-a-z/sheffield-adult-autism-and-neurodevelopmental-service/	2,048
/Contact-us	1,638
/need-help-in-a-crisis	1,627
/working-for-the-trust	1,531
/working-for-the-trust/art-therapy-northern-programme	1,444
/service-a-z/community-mental-health-teams-adults	1,362
/service-a-z/alcohol-service	1,227

## Social media activity

Social media activity for the Trust has seen significant growth in the last three years. In July 2014 the Trust had 423 followers on Twitter. By January 2018 this had increased to 1,836. On Facebook the increase has been from 567 in June 2016 to 925 in January 2018. Figures below are as of 22 March 2018.



1, 919 followers



1,001 likes

The most significant change during this period was the introduction of a schedule of planned tweets and posts. The number of followers and likes has continued to climb each month with both Twitter and Facebook currently attracting an average of two

new followers/likes a day.

The reach of Trust articles appears to be reasonable. Recent tweets have received between 3,000 and 4,500 impressions. The average reach on Facebook is 3,600. However, the reach and impressions should not be considered as hard evidence as it only tells us the potential number of people who could have read the post or tweet, rather than how many have actually read it. The Trust is increasing the number of shares and likes for its posts but suggests there is an interest in Trust information and growing levels of engagement.

The Trust is currently trialling the use of paid advertising on Facebook for the IAPT Health and Wellbeing Service and will be undertaking a cost/benefit analysis looking at visits to their website and course bookings. Should this prove to be a cost effective way of encouraging website traffic and course bookings this will be developed further.

Social media is also becoming a useful source of traffic to the Trust website.

### **3 Next Steps**

Once approved, the implementation plan will be put into effect. There will be an active process of continuous review throughout implementation to ensure that any changes in the external or internal environment fully considered and taken into account.

### **4 Required Actions**

The Board of Directors is asked to:

- Receive the strategy
- Accept appropriate assurance from the Workforce and Organisational Development Committee
- Approve the Communications Strategy.

### **5 Monitoring Arrangements**

The implementation and effectiveness of the strategy will be overseen the Head of Communications and the Director of Corporate Governance/Board Secretary, with assurance reported to the Workforce and Organisational Development Committee

### **6 Contact Details**

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# **Communications Strategy 2018-2021**

<b>Executive Summary</b>	3
<b>Objectives</b>	3
Key messages	4
Campaigns for 2017/18	5
Beyond 2017/18	6
<b>Roles and responsibilities</b>	6
<b>Stakeholder mapping</b>	7
<b>Process for Monitoring Compliance with the Document</b>	8
<b>References</b>	9
<b>Associated Documents</b>	9
<b>Equality Impact Assessment</b>	9
<b>Version Control</b>	9

## Executive Summary

Effective communication is vital to the success of every organisation. It enables staff to understand the organisation they work for and play a full role in supporting the delivering of the strategic objectives. It assists in building reputation with service users and carers, partners and the wider communities the organisation serves. It also informs and engages people, helping the organisation to run more smoothly.

The NHS is receiving increasing public scrutiny, facing continuing and growing financial challenges and experiencing significant change, therefore, good communication is vitally important in ensuring the success of the organisation.

This strategy considers how Sheffield Health & Social Care NHS Foundation Trust can meet the communications challenges it faces, while also creating more opportunities to use corporate communications in support of its objectives. It considers how the Trust can target its efforts more effectively and make the biggest possible impact, despite limited resources.

The strategy is supported by an implementation plan. The actions within it will be assessed at the end of each year and may be amended to reflect changing conditions. The Trust has agreed a series of campaigns, each with its own supporting communications plan. These are closely connected to the Trust's objectives and values.

This strategy has been developed taking into account a number of related documents including the Trust Values, Annual Plan, Strategy and Strategic Framework, Service User Engagement Strategy, Workforce and Organisational Development Strategy, Quality Improvement and Assurance Strategy, Carers Strategy, Research Strategy, Digital Transformation Strategy, Estates Strategy, Partnership Strategy, Clinical and Corporate Services Redesign Strategies.

This strategy is underpinned by the Trust's [vision, values and strategic aims and objectives](#).

## Objectives

### 1. Strategic approach

To put in place the required strategies, policies and plans to ensure a focused and effective communications service.

Develop a strategic approach to communications

Focus on a small number of internal and external campaigns with clear objectives

Link campaigns directly with the Strategic Aims and Objectives

Enable more effective communications at a strategic level

*Rationale: Resources need to be focused in order to maximise impact in key areas*

## 2. Corporate identity

To develop a strong corporate identity and implement it throughout the Trust

Support development of clear corporate identity with consistent application in style, design and messages

Embed values

Support the organisation's aspiration to be a leader in mental health care and service user and carer engagement

*Rationale: people need to be aware of our work and we need to build a strong reputation*

## 3. Internal communications

To develop more effective internal communications channels, achieving an increase in staff satisfaction with Trust communication

Development of effective internal communications channels to facilitate:

- Two way communication between Board and staff
- Easy access to the information staff need in the course of their work and to support service users and carers effectively

*Rationale: organisational objectives can only be met with the buy-in of staff. Effective internal communications helps staff understand their role and deliver to the highest standard*

## 4. Website

To develop a responsive, modern and accessible new website which meets the needs of the organisation and its stakeholders

Work with IMST to organise secure and sustainable hosting for the website

Work with IMST on the design and creation of a new website which is responsive to new technologies, easy to navigate, engaging and reflects the organisation's values and vision

Work with service users and carers and staff in clinical and corporate teams to co-produce content for the new website ensuring it is relevant, easy to understand and accessible

Ensure new website meets the needs of the organisation, clinical services, corporate services, service users, carers and GPs/referrers

*Rationale: websites act as the 'shopfront' for organisations and for many their first contact with the organisation will be via our website*

## Key messages

Each campaign will have its own key messages, however, it is also important to have a core set of messages which are used consistently throughout Trust communications.

These messages are derived from the Trust Values and Strategic Aims.

- Service user and carer engagement at the heart of what we do (Respect, Compassion, Partnership)
- Committed to continuous quality improvement and aspiring to excellence/outstanding (Ambition, Accountability, Fairness)
- Planning for our future with our service users, carers and partners (Ambition, Partnership, Respect)
- Committed to staff personal and professional development and supporting wellbeing – investing in our people (Fairness, Respect, Partnership)

## Campaigns for Year One

As well as the activity listed in this strategy, each year the Trust will adopt a series of campaigns. Some will be for staff (internal) while others will be public facing (external).

The intended campaigns for year one of the strategy are below. Each will be supported by its own communications plan and action plan.

Campaign	Justification
Service Transformation External and Internal	Future Services Objective 1: Deliver interventions and support closer to general practice, neighbourhoods and embedded within other services.  Value for Money Objective 2: We will adapt some of the services we provide in response to demand and market conditions  Value for Money Objective 3: 3: An estate plan that meets our needs  People Objective 1: We will manage change positively and effectively, ensuring support for staff
Employer of Choice External and Internal	People Objective 2: We will develop a strategic approach to enable workforce transformation  People Objective 3: We will promote an effective culture of leadership and management based on Trust values
NHS 70 External and Internal	Quality and Safety Objective 3: Provide positive experience and outcomes for service users  All NHS organisations are expected to join in with the national celebrations and to host their own local celebrations
Flu Vaccination	Quality and Safety Objective 2: Deliver safe care at all

Programme Internal	times  People Objective 4: We will prioritise the health and wellbeing of our employees
Staff Health & Wellbeing Internal	People Objective 4: We will prioritise the health and wellbeing of our employees
Safer Care and Patient Safety Internal (with some external activity as appropriate)	Quality and Safety Objective 2: Deliver safe care at all times  Quality and Safety Objective 3: Provide positive experience and outcomes for service users

### **Beyond year one**

The work for 2018/19 will ensure the Trust has the systems and processes in place for further communications improvement.

From this strong base, the Trust can move forward with other improvements including:

- Service user and carer information – such as service user leaflets and the ongoing development of the Trust website in line with service user and carer needs
- Development of social media channels and social media strategy
- Stakeholder communication
- Development of website transactional services
- More targeted media approach to help reach specific audiences with specific messages
- Promotion of SHSC Charity
- Promotion of service user engagement work and co-production

Note: the plans as described as based on effective prioritisation of communications activity. This should allow us to ‘punch above our weight’ in key areas. However, it is important to note that if additional demands are placed on the Communications service or if the Trust would like to compete more directly with the other, larger mental health Trusts, then additional investment in the Communications service will be required.

### **Roles and Responsibilities**

#### **Chief Executive/Board**

- Executive responsibility for the communications function
- Ensuring corporate communications are line with Trust aims, objectives and values

#### **Communications Team**

- Responsible for the day-to-day running of the corporate communications function
- Producing both digital and print materials for both internal and external audiences
- Managing the Trust’s online presence through both web and social media
- Preparing and issuing timely responses to media enquiries

- Advising the Board and Trust staff on communications matters
- Providing regular reports on activity to the Executive Directors' Group

#### **All staff**

- Ensuring that materials provided to service users, carers and families meet the requirements of the Trust's corporate identity, both in terms of clarity and appearance
- Working with the communications team on communications projects related to their service area
- Ensuring all media enquiries are promptly passed to the communications team
- Keeping up-to-date with Trust information, through either reading internal communications materials or attending communications events.

#### **Stakeholder Mapping**

Given the large number of individuals and organisations with some level of interest in or influence on the Trust, stakeholder mapping is a helpful way of identifying the best way of communicating with each group and prioritising resources.

This approach should not be seen as a ranking of importance, because in that regard service users and carers are always our number one priority. Instead, stakeholder mapping looks at the potential of groups to influence the activity of the Trust – either positively or negatively – and the level of communication and engagement each group requires.

The position of each stakeholder group should inform how often the Trust communicates with each group and also the type of communication used. For example, groups in the 'manage closely' section should be engaged in regular two-way communication, while groups in the 'keep satisfied' section may just receive occasional updates on our activity.

<b>I n f l u e n c e</b>	<b>Keep Satisfied</b> Government Regulators (i.e. CQC, NHSI) Commissioners (i.e. SCC, NHSE, NHSSCCG) GPs MPs Health and Wellbeing Board Healthwatch	<b>Manage Closely</b> Staff Staff Side Service user representative groups Governors Strategic partners (i.e. Primary Care Sheffield)
	<b>Monitor</b> Professional bodies Neighbouring Trusts Specialist mental health Trusts Independent providers (i.e. SYHA) Suppliers Wider community	<b>Keep Informed</b> Service users and carers Volunteers Members Media Advocacy Services Special Interest Groups (i.e. MHAG, MAAT Probe) Voluntary organisations (i.e. Sheffield Flourish, Carers in Sheffield) Emergency Services (Police, Fire and Ambulance) Local Councillors Members of the Public

**Interest**

### Process for Monitoring Compliance with the Document

Regular evaluation is vital to effective communication. It makes sure that we know what is working and what is not, it enables us to see if our messages are being received by the right audiences and allows us to continuously improve, while adapting to changing situations.

In order to be truly meaningful, therefore, evaluation must be based on outcomes such as changed opinions or different behaviours, rather than outputs such as the number of media releases or tweets. Where possible, the measures should be based on the objectives set within this strategy and its accompanying annual communications plans.

Ongoing evaluation will also include:

- Website analytics
- Media monitoring
- Social media monitoring
- Measuring internal engagement with communications – including readership of e-newsletters and attendance at events

Reports based on this information will be prepared for the Executive Directors' Group on a monthly basis. An annual report will be prepared for the Board of Directors.

This strategy and associated procedures will be monitored by the Head of Communications. A copy of this strategy and other related documents will be available on the Trust's Intranet. Details will also be cascaded to staff via e-mail and the Trust Management Group.

### **References**

Local Government Act 1986. Section 41 Elections, Referendums and Petitions; NHS Corporate Identity Guidelines; Chartered Institute of Public Relations (CIPR) Code of Conduct

### **Associated Documents**

Trust Values, Trust Strategy and Strategic Direction 2017-20, Media Policy, Social Media for Staff Policy, Information Governance Policy, E-mail Usage Policy, Acceptable Internet Use Policy, Emergency Preparedness and Resilience Policy, Safeguarding Adults Policy, Safeguarding Children Policy

### **Equality Impact Assessment**

This strategy applies to all Trust employees and visitors irrespective of age, race, colour, religion, disability, nationality, ethnic origin, sexual orientation or marital status, carer status, social and employment status, HIV status, gender reassignment, political affiliation or trade union membership. All will be treated in a fair and equitable manner.

The Trust will take account of any specific access or specialist requirements for individual visitors during the implementation of this strategy.

### **Version Control**

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Status</b>	<b>Comment</b>
1	October 2017	J Harris		New strategy