

NHS
HARPLANDS
HOSPITAL



Communications and Engagement
The next stage
Strategic review - Spring 2024

Strategy on a page

Our Aim

To maximise the reputation of Combined Healthcare and the outcomes of its services through professional, high-quality, inclusive, innovative and impactful communications and engagement which inspires and supports its staff, involves its partners, stakeholders and service users and leads the NHS

| Information | Involvement | Inclusion | Impact | Innovation |
|---|---|--|---|---|
| <p>We will provide high quality, actively managed information and content to our staff, service users and stakeholders that is (i) timely, (ii) accessible, (iii) accurate, (iv) honest and (v) proactive</p> | <p>We will actively seek feedback and involve our staff, partners, stakeholders and services users to ensure our communications and engagement maximise access, experience and outcomes</p> | <p>We will ensure that inclusion, diversity and accessibility is at the heart of how we communicate and engage and that people's personal, cultural, social and religious needs are understood and met</p> | <p>We will ensure we deliver maximum impact by aligning our activities and outcomes with the trust's strategic priorities and supporting its services and people to deliver outstanding, personalised, compassionate care</p> | <p>We will promote and adopt innovation and leading edge tools and techniques to support the Trust's reputation for excellence and ensure we are always in the vanguard of thinking and practice</p> |
| <p>Objective is supported by action or activity</p> | <p>Objective is supported by action or activity</p> | <p>Objective is supported by action or activity</p> | <p>Objective is supported by action or activity</p> | <p>Objective is supported by action or activity</p> |
| <ul style="list-style-type: none"> AGM Awareness Days Calendar CEO Board Report Channels Development Christmas Campaign Comms Inbox monitoring and triage Content-triggered Comms and Engagement Implement Comms Team Content and Action Plans Newsround Operational Excellence Screensavers SOPS/SLAs for key activities Staff Handbook Stakeholder Database Management Supplier liaison and billing System and Regional Comms Support | <ul style="list-style-type: none"> Annual Satisfaction Survey Ask the Board Combinations Podcast Comms Support for Community Mental Health Strategy External stakeholder engagement Outreach to Seldom Heard Groups Public Affairs REACH Social Media Stakeholder Engagement System and Regional Comms Support | <ul style="list-style-type: none"> CAT enhancement Comms Support for People Plan Enhanced Service Pages on website Outreach to Seldom Heard Groups Public website refresh Veterans Support | <ul style="list-style-type: none"> Awards Support Brand, Marketing, Reputation Management Comms Support for Community Mental Health Strategy Comms Support for Green Agenda Comms Support for People Plan Comms Support for Project 88 Comms Support for QA Group /CQC prep Comms Support for Trust Five-Year Strategy Digital Screens for Team Locations Enhanced Service Pages on website Enhanced tools and services for Teams Exec Exchange Face-to-face, online and virtual Induction activities Face-to-face, online and virtual recruitment activities Films for Teams / Projects Innovation to BAU mainstreaming Interactive Training on digital screens Print Design services Support for Annual Report and Accounts production Support for Long Service Awards Support for NHS Staff Survey Team resilience and succession planning Three Year Plan Monitoring and Assurance | <ul style="list-style-type: none"> Animation CTV Develop Commercial offering Digital Film Production Hybrid Meetings Interactive Training on digital screens Lawton House Digital Studio Livestreaming National marketing / brand promotion Public website refresh Thought Leadership Virtual Reality |

Contents

| | Page |
|---------------------------------------|------|
| Strategy on a page | |
| Introduction | 2 |
| The journey to date - how, what, when | 4 |
| Our Strategic Objectives - the 5 'I's | 9 |
| Our four engagement pledges | 10 |
| Delivery Plan 2024-2027 | 12 |

DRAFT

Introduction

North Staffordshire Combined Healthcare NHS Trust is proud of its reputation as an Outstanding organisation which delivers services which are safe, personalised, accessible and recovery-focussed and which are delivered by staff who abide by its values of being compassionate, approachable, responsible and excellent.

The trust is also proud to be unashamably ambitious with an overall vision to be “Outstanding in ALL we do and HOW we do it.”

Good communications and engagement is crucial to realising this vision and delivering these outcomes. Since 2016, the Communications and Engagement team at Combined has supported and enabled the trust to successfully pursue its relentless journey of improvement and innovation. It has done so by applying to itself the same ambition and commitment to continual improvement and innovation which the trust has adopted more widely to its service delivery and leadership.

The journey which the team have been on has enabled it to continually:

- grow and develop its services;
- build its skills and competencies;
- expand and improve its channels; and
- innovate and lead.

This strategic review contains details of the next stage of that journey.

It sets a new aim for the team to be delivered over the next three years to “maximise the reputation of Combined Healthcare and support delivery of its services through professional, high-quality, inclusive, innovative and impactful communications and engagement which inspires and supports its staff, involves its partners, stakeholders and service users and leads the NHS.”

It anchors that aim in five new strategic objectives, which we are calling the 5 ‘I’s:

- **Information** - we will provide high quality, actively managed and well-planned information and content to our staff, stakeholders and service users that is (i) timely, (ii) accessible, (iii) accurate, (iv) honest and (v) proactive;
- **Involvement** - we will involve our staff, partners, stakeholders and services users in design and use of our communications and engagement to maximise access, experience and outcomes;
- **Inclusion** - we will ensure that inclusion, diversity and accessibility is at the heart of all we do, so that everyone can be involved and benefit to the fullest extent;
- **Impact** - we will ensure that we deliver maximum impact by aligning our activities and outcomes with the trust’s strategic priorities and supporting its services and people to deliver outstanding, personalised, compassionate care; and
- **Innovation** - we will promote and adopt innovation and leading edge tools and techniques to support the trust’s reputation for excellence and ensure we are always in the vanguard of thinking and practice.

It explains the context and background to how the Communications and Engagement team at the Trust has arrived at these aims and objectives - the how, what and when of its journey to date.

It contains a detailed three year Delivery Plan - the vehicle by which the 5 strategic objectives will be translated into real world outcomes - made up of 61 components grouped into 8 programme strands.

Each Plan component has a specific SMART KPI associated with it, so we can track delivery and outcomes.

In creating this review and Plan, the team conducted extensive engagement - both internally and externally - with staff, service users and stakeholders. We are confident, therefore, that it meets the needs and priorities of those who it is designed to serve.

Myself and my team look forward to delivering the aims and objectives contained herein.



Joe McCrea
Associate Director of Communications

Spring 2024

The journey to date - how, what, when

How

As part of its Communications Strategy agreed in May 2016, North Staffordshire Combined Healthcare NHS Trust took the strategic decision to invest in an expanded in-house Communications and Engagement Team led by an experienced communications and engagement professional.

Amongst the strategic goals underpinning this decision were:

- raise the quality of communication and engagement channels;
- build and promote a strong profile of the Trust through a new distinctive design style within the NHS brand;
- develop a compelling narrative to underpin the Trust's improvement journey;
- improve the reputation of the organisation locally, regionally and nationally; and
- raise awareness of the Trust's services and how to improve wellbeing across online and offline channels with increasing use of digital media.

The current Associate Director of Communications took up his post in December 2016 with a brief to build, recruit and develop the Team, capabilities, organisational capacity and strategic understanding to deliver these goals.

To meet the brief, the following key priorities were pursued:

- recruit a balanced, highly talented and creative team combining skills and experience covering traditional communications, digital and design capability, social and digital media and stakeholder engagement;
- build up internal capacity and reduce reliance on outside contractors and/or agencies to deliver greater value for money;
- invest in state of the art equipment, tools and resources to underpin self sufficiency - covering hardware, software and online services;
- move responsibility in-house for designing and delivering key annual Trust outputs, including the Annual Report, Quality Account, Review of the Year Film, AGM and REACH staff Awards; and
- develop new channels, content and audiences - particularly in the social and digital arenas.

These goals and priorities have been delivered and have had a significant positive impact on the Trust's overall reputation locally, regionally and nationally - as well as making a strong and acknowledged contribution to the Trust successfully securing an Outstanding rating from the Care Quality Commission in early 2019.

This strategic review builds on the firm foundations laid by the successful delivery of these priorities, though its new strategic objectives - the 5 'I's - backed by a detailed 3-year Delivery Plan.

What

The investment and improvement in Combined Communications and Engagement since 2016 has delivered improvements in:

- team skills and capabilities;
- hardware and software;
- channels and services;
- products and tools; and
- events and activities.

As a result, despite being one of the smallest teams in the NHS, the Combined Healthcare Communications and Engagement Team now contains industry-standard, best-of-breed skills, equipment, products, channels and capabilities.

Skills available within the Comms Team to support the Trust

Audience research - Branding - Business Process Mapping - Campaign Design and Delivery - Copyrighting - Crisis Management - Customer Relationship Management - Data analysis - Design Consultancy - Desktop Publishing - Digital Design - Events Design and Production - Film Production - Logo Design - Market Research - Marketing - Media Relations - Media Training - Podcasting - Public Affairs - Public Relations - Reputation Management - Social Media - Staff Engagement - Stakeholder Engagement - Survey Design and Delivery - Video Production - Website design and management

Capabilities delivered and available

Audience Identification and Building - Banners - Brochures - Campaigns - Campaign Analytics - Conference design and Delivery - CRM - Database design and management - e-marketing - e-newsletters - Digital Content - Events - Film and Video - Horizon Scanning - Leaflets - Livecasts and Live Broadcasting - Logos - Newsletters - Outside Broadcast - Photography - Podcasts - Posters - Promotional Materials - Real time Touchpad Voting - Reports - Social Media Content - Surveys - Syndicated web content - Websites and web content.

This strategic review and accompanying Delivery Plan focusses our efforts on deploying - within the resources realistically available - these skills and capabilities for maximum effect in terms of Trust strategic and operational priorities, as well as delivering demonstrable benefit for our frontline teams.

Comms and Engagement team

OUR WORK IN A NUTSHELL

We manage our web presences and social media channels



We deliver conferences, events and awards - both face-to-face AND online



We protect and promote the Trust vision and values, reputation and brand

Outstanding
In ALL we do and HOW we do it



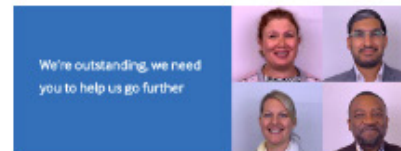
We make films and video content



We inform, advise and engage with staff, service users, partners and stakeholders



We support recruitment and retention campaigns



We host our own podcast



We are proud to be award winning digital innovators



We produce our own digital TV Channel



On-site. Online. On catch-up.

We deliver Public Relations and publicity



We support service and system transformation



We provide print and digital design services, and marketing

Outstanding
Our journey continues...

We're delighted to have been rated by the COC as Outstanding. And we're not stopping there. We're building an even better future.

Our aim is to be Outstanding in ALL we do and HOW we do it.

Supporting a being open culture, enabling people to speak up



COC Rating - Outstanding
"Staff treated patients with compassion and kindness. They were professional, friendly and they took care of the individual needs. The Trust listened and acted on the feedback it received. This feedback is key."

2023 - a year of delivery by the Communications Team

Over 420 comms and engagement deliverables produced for the Trust

| | | | | | |
|--|---|--|---|---|---|
| 21 events | 39 videos | 17 podcasts over 3,700 listens | 21 Graphic Design projects | 56 e-newsletters | 9 Virtual Reality projects |
|  |  |  |  |  |  |

- The best year ever for the performance of key and core annual deliverables –
 - (a) Annual Report and Accounts delivered faster than ever before without compromising on quality,
 - (b) Newsround and Team Brief readership at highest annual levels,
 - (c) highest annual listening figures since launch for Combinations Podcast;
- REACH 2023 – new venue identified and event to be delivered at no net cost to Trust, due to further success in securing sponsorship;
- Creation of new facility in Lawton House incorporating LED Walls – unique in the NHS and delivering huge value for money and innovation for the Trust;
- Creation of a unique multi-media exhibition to celebrate the NHS 75th Anniversary – receiving national praise and promotion from NHS England; and
- Successfully managing a series of high profile national visitors to the Trust, including Amanda Pritchard, Julian Hartley, Wes Streeting MP and Mathew Taylor.

When

Our new Delivery Plan builds on a strong track record of investment and success in communications and engagement over the past six years. This investment has enabled us to continually grow and mature, introducing new services and innovations year-on-year, developing our brand and reputation and supporting organisational change and transformation.

| People | Brand / Narrative / Reputation | Channels / Services / Capabilities | Outcomes |
|--|--|---|--|
| January 2017- March 2018 | | | |
| <p>Permanent Associate Director of Communications (Band 8b) appointed.</p> <p>In-house team expanded to:</p> <ul style="list-style-type: none"> • Comms Officer (Band 6 - existing postholder) • Comms and Engagement Officer (Band 6 - new post) • Design and Digital Officer (Band 4 - new post) <p>Apprentice Post released to CIP</p> | <p>SPAR Services Priorities and Proud to CARE values integrated beneath new, more focussed Vision statement-</p> <p><i>"To be Outstanding - in all we do and how we do it"</i></p> <p>Overarching Brand narrative created to support continuous improvement and confidence -</p> <p><i>"Towards Outstanding - We're on a journey"</i></p> <p>SPAR Colours integrated within NHS national brand compliant palette of colours, fonts and logo.</p> <p>Rebrand completed of Trust using new narrative, vision, straplines and achievements.</p> <p>Growing reputation across region and with national NHS comms leads for high quality communications.</p> <p>CQC rating - Good</p> | <p>Design and digital capabilities brought in house with significant savings</p> <p>Reliance on outsourced agency restricted to 2 set-piece films (Review of the Year and Christmas video)</p> <p>Use of social media expanded</p> <p>Initial public website delivered, but requirement identified and procurement undertaken for integrated digital architecture, to replace unfit Trust Intranet and deploy integrated new web presences</p> <p>Industry-standard hardware, software and online services procured.</p> <p>Interactive voting pads introduced.</p> <p>Need for new stakeholder management solution identified and procurement commenced.</p> | <p>New and improved format Annual Report and Quality Account designed and delivered in-house</p> <p>Major increase in use of video and staff visuals</p> <p>Good growth in followers for Trust main Twitter and Facebook accounts.</p> <p>Expanded use of YouTube</p> <p>New e-newsletter introduced for CEO Blog, all-staff e-mails, stakeholder communications</p> <p>Full Comms and engagement support for introduction of Lorenzo</p> <p>Record involvement by staff in REACH awards</p> <p>Facebook livecasting trialled at REACH</p> <p>BBC Radio Stoke presenters involved in REACH Awards for first time</p> |

| People | Brand / Narrative / Reputation | Channels / Services / Capabilities | Outcomes |
|---|---|--|---|
| April 2018 - March 2019 | | | |
| <p>Existing Band 6 Comms Officer seconded to STP - cover recruited with PR company expertise</p> <p>Existing Comms and Engagement Officer went on maternity leave - 0.5 WTE cover recruited with large acute sector expertise</p> <p>New Design and Digital Officer recruited</p> | <p>Adjustment of the brand narrative to maintain momentum in light of improved CQC inspection results within continued overall "Good" rating -</p> <p><i>"Towards Outstanding - our journey continues"</i></p> <p>Rebrand of Trust with updated narrative and achievements.</p> <p>Hosted first ever regional meeting of the NHS Chief Executive and Board at mental health Trust</p> <p>First NHS Trust in England to invite Shadow Secretary of State for Health to attend and address Board meeting</p> <p>Feedback to Board from STP partners - "You have the best Comms operation in the region"</p> | <p>Reliance on outsourced agency restricted to 1 set-piece film (Review of the Year)</p> <p>New integrated public website, Intranet and associated web presences delivered.</p> <p>New website to underpin consultation on locality restructure praised by CQC.</p> <p>Continued growth in Twitter, Facebook and Youtube content and audiences.</p> <p>LinkedIn Trust Page activated</p> <p>Significant increase in use of video Patient Stories</p> <p>First mental health Trust in the NHS to launch a frontline Podcast - "Combinations"</p> <p>New stakeholder, project and programme management solution delivered (MOOD)</p> | <p>Feedback from Audit Committee on Annual Report - "refreshingly readable - this just gets better every year"</p> <p>Significant increase in collateral, posters, leaflets, reports and events support for teams throughout the Trust</p> <p>Website delivered to support operation of the Wellbeing Academy</p> <p>Suicide and Digital Conferences delivered for STP</p> <p>Awards night delivered for Positive Practice in Mental Health organisation</p> <p>New record for involvement by staff in REACH Awards with Facebook livecasting of event and BBC Radio Stoke involvement repeated.</p> <p>"Combinations" Podcast passes 1,000 listens</p> |
| April to March 2020 | | | |
| <p>Communications Officer wins Highly Commended in REACH Rising Star category</p> | <p>Adjustment of the brand narrative to maintain momentum in light of CQC Outstanding" inspection results -</p> <p><i>"Outstanding - our journey continues"</i></p> <p>Rebrand of Trust with updated narrative and achievements.</p> | <p>Dear Caroline replaced with new Dear Peter website to coincide with appointment of new Chief Executive</p> <p>Reliance on outsourced agency removed entirely for all film and digital output.</p> <p>Continued growth in Twitter, Facebook and Youtube content and audiences.</p> <p>LinkedIn Trust Page attracts comments and approvals from outside organisations and individuals</p> <p>New livecasting solution introduced, delivering full outside broadcast editing and production facilities</p> | <p>New record for staff involvement in REACH Awards, with BBC Radio Stoke involved in event again and Shadow Secretary of State involved for first time.</p> <p>REACH Awards broadcast as a live multi-camera outside broadcast for first time.</p> <p>Communications Satisfaction Survey carried out for Strategic Review - reveals high levels of satisfaction with Comms Team outputs and support</p> <p>"Combinations" Podcast passes 1,500 listens in mid July.</p> |

| People | Brand / Narrative / Reputation | Channels / Services / Capabilities | Outcomes |
|--|---|--|--|
| April 2020 to March 2021 | | | |
| Exec responsibility for Comms and Engagement moved to Assistant Chief Executive | Successful transformation of comms and engagement team operations to full remote working, delivered at pace and in the heat of unprecedented challenge of Covid-19 – where comms was identified as a critical service | <p>Video archive of board proceedings introduced</p> <p>Covid Update briefing to staff created and maintained throughout pandemic period</p> <p>Website and intranet upgraded</p> <p>Ask the Board Online introduced</p> <p>Digital Avatars introduced</p> | <p>Led the communications and engagement for staff throughout Covid pandemic</p> <p>Combined United recognition scheme created to maintain staff morale and mutual recognition</p> <p>Comms support for launch of Trust Strategy 2020 and beyond</p> |
| April 2021 – to March 2022 | | | |
| <p>Three outstanding individuals recruited to the team with specialist skills in design film, digital and stakeholder engagement</p> <p>Exec responsibility for Comms and Engagement moved to Partnerships, Strategy and Digital</p> | Responsibility and ownership for key Exec Team deliverables devolved to team including Team Brief, CEO Board Report and Patient Stories | <p>Virtual Reality Delirium Training created and delivered to frontline staff across Combined and UHNM</p> <p>Agreement secured for Business Case for digital screens across the estate and first stage delivered – large format screen at Harplands Hospital</p> | <p>Shortlisted in the ‘NHS Board Commitment to Communications’ category at the NHS Communicate Awards</p> <p>Delivery of communications and engagement support for the Lawton House reconfiguration and Management of Change</p> |
| April 2022 – to Dec 2023 | | | |
| <p>Communications Team are finalists in REACH 2023 ‘Team of the Year’</p> <p>Exec responsibility for Comms and Engagement moved to People Directorate at end of Dec 2023</p> | <p>Multi-media exhibition created to mark the NHS 75th Birthday - Mental Health Reflections. Past. Present. Future. Vault.” Promoted nationally by NHS England NHS75 Team as its flagship mental health project.</p> <p>Library of Virtual Reality Walkthroughs created to provide engaging and informative experiences of our facilities and locations.</p> <p>Visit to Combined from NHS Chief Executive, Amanda Pritchard</p> <p>Visit to Combined from Shadow Secretary of State, Rt Hon Wes Streeting MP</p> <p>Visit to Combined from NHS Providers Chief Executive, Sir Julian Hartley</p> | <p>Combined TV and Combined Virtual Reality created</p> <p>Successful delivery of new CAT Intranet</p> <p>Creation of Unified Knowledge Layer</p> <p>Lawton House Digital production facilities created, plus LED walls</p> <p>Hybrid Board meetings introduced, combining live face-to-face proceedings with MS Teams</p> <p>‘People with Paul’ launched as Trust’s first CTV Panel show</p> <p>Exec Exchange replaces Team Brief</p> | <p>REACH Awards 2022 attracts visit of NHS Confederation Chief Executive, Mathew Taylor</p> <p>REACH 2022 Awards feature VR appearance by Robbie Williams</p> <p>REACH Awards delivered at lowest ever net cost through attraction of sponsorship</p> <p>Virtual Reality walkthroughs viewed over 1,400 times</p> <p>Virtual Reality Delirium Training is winner in Research and Innovation category at REACH 2022</p> |

Our Strategic Objectives - the 5 'I's

Communications and engagement should not exist in a vacuum or be undertaken as an end in itself. It needs to be firmly aligned with - and support - the delivery by the trust of its core objectives.

Recognising that, our new aim for the team to be delivered over the next three years is to "maximise the reputation of Combined Healthcare and support delivery of its services through professional, high-quality, inclusive, innovative and impactful communications and engagement which inspires and supports its staff, involves its partners, stakeholders and service users and leads the NHS."

To achieve this, we have anchored that aim in five new strategic objectives, which we are calling the 5 'I's of communications and engagement.

Innovation

We will promote and adopt innovation and leading edge tools and techniques to support the trust's reputation for excellence and ensure we are always in the vanguard of thinking and practice

Information

We will provide high quality, actively managed and well-planned information and content to our staff, stakeholders and service users that is (i) timely, (ii) accessible, (iii) accurate, (iv) honest and (v) proactive

Impact

We will ensure that we deliver maximum impact by aligning our activities and outcomes with the trust's strategic priorities and supporting its services to deliver outstanding, compassionate care



Involvement

We will involve our staff, partners, stakeholders and services users in design and use of our communications and engagement to maximise access, experience and outcomes

Inclusion

we will ensure that inclusion, diversity and accessibility is at the heart of all we do, so that everyone can be involved and benefit to the fullest extent

Our four engagement pledges

To complement our Strategic Objectives, we also have four engagement pledges that we make to our staff, stakeholders, service users and their families.



**If you have
a story to tell**
we will help you
tell it



**If you have a
question to ask**
we will help you
ask it



**If you have
insight to share**
we will help you
share it



**If you have a
contribution to
make**
we will help you
make it

If you have a story to tell...



**Trust Board
Service User Stories**
Over 40 stories and over 25,000 views in last 5 years



Onsite. Online.
On demand.

Free to watch
Available on our public website, on digital screens across our Trust locations, with all content available on demand



Our podcast
Over 80 episodes and over 15,000 listens in last 5 years

If you have a question to ask ...



Ask the Board
Ask any question to our open Trust Board, attend the meeting or watch the recording of it being answered



We are there to listen
We can talk to staff with you or for you
We can tell you about services.
We can help you to make a complaint if you want to
We will help you to sort out problems without having to make a complaint

If you have insight to share...



If you are happy and pleased with our services, tell us what you have liked.



Onsite. Online.
On demand.

Free to watch
Available on our public website, on digital screens across our Trust locations, with all content available on demand



Our podcast
Over 80 episodes and over 15,000 listens in last 5 years

If you have contribution to make...



Service User and Carer Council
Established 9 years ago and with Chair on our Trust Board

PLACE
At least 50% representation from Service User Care Council or patient representative.

Assesses non-clinical aspects of the healthcare premises identified as important by patients and the public:

- Cleanliness
- Food and Hydration
- Privacy, dignity and wellbeing
- Condition, appearance and maintenance
- Dementia: how well the needs of patients are met
- Disability: how well the needs of patients with a disability are met



Volunteering
Observe and Act
Interview Panels
Family Support Groups
Programme involvement

Delivery Plan 2024 - 2027

Plan on a Page

The Delivery Plan is the vehicle by which we translate our 5 Strategic Aims into real world outcomes. It contains 61 components grouped into 8 programme strands. Each Plan component has a specific SMART KPI associated with it, so we can track delivery and outcomes.

Communications and Engagement Three Year Plan 2024-2027 Components

| Brand, Marketing, Reputation Management | | | |
|---|--------------------------------------|-------------------------|-----------------------------|
| Awards Support | Thought Leadership | Staff Handbook | Develop Commercial offering |
| CEO Board Report | National marketing / brand promotion | Awareness Days Calendar | Public website refresh |

| Operational Excellence | | | |
|---|---|-----------------------------------|--|
| Events Management and Production | Implement Comms Team Content and Action Plans | Innovation to BAU mainstreaming | SOPS/SLAs for key activities |
| Team resilience and succession planning | Supplier liaison and billing | Comms Inbox monitoring and triage | Three Year Plan Monitoring and Assurance |

| People Initiatives | | | |
|---|---|---------------------------------|--------------------------------|
| Face-to-face, online and virtual Induction activities | Face-to-face, online and virtual recruitment activities | Comms Support for People Plan | Exec Exchange |
| Annual Satisfaction Survey | Support for NHS Staff Survey | Support for Long Service Awards | Staff and Service User Stories |

| Key Annual Deliverables | | | |
|-------------------------|-------|--------------------|---|
| AGM | REACH | Christmas Campaign | Support for Annual Report and Accounts production |

| Enhanced tools and services for Teams | | | |
|---------------------------------------|-----------------------------------|-------------------------|---|
| Animation | Enhanced Service Pages on website | CTV Panel Shows | Interactive Training on digital screens |
| Lawton House Digital Studio | Livestreaming | Digital Film Production | Digital Screens for Team Locations |
| Films for Teams / Projects | Virtual Reality | Print Design services | Hybrid Meetings |

| Stakeholder Engagement | | | |
|---------------------------------|----------------|---------------------------------|---------------------------------|
| Stakeholder Database Management | Public Affairs | External stakeholder engagement | Outreach to Seldom Heard Groups |

| Channels Development | | | |
|----------------------|---------------|--|--------------|
| CAT enhancement | Ask the Board | Combinations Podcast | Screensavers |
| CTV | Social Media | Content-triggered Comms and Engagement | Newsround |

| Support for wider Programmes | | | |
|--|--|-------------------------------------|------------------------------|
| Comms Support for Community Mental Health Strategy | Comms Support for Substance Misuse | Comms Support for Green Agenda | Veterans Support |
| System and Regional Comms Support | Comms Support for Trust Five-Year Strategy | Comms support for Project Chrysalis | Comms Support for Project 86 |
| Comms Support for QA Group /CQC prep | | | |

How will we measure and review delivery?

There are a range of methods and activities which we use to measure and review delivery:

- **SMART KPIs** - Each plan component has an associated SMART Key Performance Indicator, which is actively monitored and reported against through internal programme/project monitoring and assurance through agreed Trust governance structures;
- **Staff, Stakeholder and Service User Feedback** - We regularly and proactively seek and welcome feedback from our staff, stakeholders and service users via a variety of techniques and channels – including an Annual Satisfaction Survey - to ensure that our communications and engagement is meeting their needs, is accessible and flexible in its delivery and timely and appropriate in its content. Their feedback is invaluable in enhancing collaboration and user experiences in all we do;
- **After-Action Reviews** – we conduct structured After-Action Reviews in the aftermath of our key annual deliverables – including our REACH Awards, AGM and Long Service Awards – to continually learn and apply lessons for the future;
- **Horizon scanning and benchmarking** – we carry out regular horizon scanning to ensure our content, skills, channels and techniques remain at the cutting edge of commercial and public sector best practice, as well as delivering maximum value for money and return on investment; and
- **Annual Review** – we review progress annually against programme aims and component delivery, taking into account lessons learned from all four activities above - and refine and adjust activity as necessary.

How do we provide assurance to the Trust?

Assurance on the delivery of the plan is reported - as part of overall governance and assurance of the Communications and Engagement function - through the People, Culture and Development Committee to the Trust Board.

The Delivery Plan Strands, Components and SMART KPIs

Brand, Marketing, Reputation Management

The national NHS brand is one of the most trusted brands in the world and has its own mandatory guidelines and standards. The Comms Team ensures that Combined Healthcare is always compliant with these national standards. Within these, we also design and promote a strong brand for Combined itself - its visual identity, values, tone and messaging. We protect and promote the reputation of the Trust, its leadership, its people and its services as being open and honest about the information they produce and the care they provide. We carry out public relations and marketing, harnessing platforms such as websites, social media, film and animation, virtual reality, awareness days and campaigns - and we always adopt leading edge practice, tools and techniques.

Brand, Marketing, Reputation Management

Promoting North Staffordshire Combined Healthcare NHS Trust as being Outstanding in ALL we do and HOW we do it, together with celebrating and recognising the talents, skills and achievements of our people, lies at the core of our recruitment and retention efforts

| | Description | SMART KPI | Start Date | Completion Date |
|--------------------------------------|---|--|------------|-----------------|
| Awards Support | Awards are a crucial means by which we raise our profile, promote our successes and recognise and reward achievement. | Increase the number of key external awards supported by proofreading and Comms' role in SOP by 10% each year of the three year plan | 01/01/2024 | 31/12/2027 |
| Awareness Days Calendar | Access to an externally curated comprehensive list of awareness days dedicated to promoting and raising awareness of various health issues affecting individuals and communities worldwide. From World Cancer Day to World Mental Health Day, the curated list covers a wide range of health topics including diseases, mental health, nutrition, exercise, and wellness. These awareness days provide a platform for individuals, organisations, and governments to come together and take action towards improving health outcomes, promoting healthy lifestyles, and reducing the prevalence of preventable diseases. | Produce awareness days toolkit for staff by 30/11/2024 to aid staff to promote their own activities | 01/01/2024 | 30/11/2024 |
| CEO Board Report | The CEO Board Report is a key part of our assurance function and allows the Trust Board and the public to hear directly from the Chief Executive on items of interest and importance and, through the ensuing discussion that takes place at Trust Board, understand a variety of views and perspectives as well as background and context. | Maintain production of 10 CEO Board Reports annually for duration of three year plan | 01/01/2024 | 31/12/2027 |
| Develop Commercial offering | Part of our long term ambition for the Communications function is to explore and market test whether or not the services provided by the team internally for the Trust can be offered as an external commercial service and income generator. | Develop a commercial offering for selling Trust Comms services and secure income | 01/01/2025 | 31/12/2025 |
| National marketing / brand promotion | Promoting on a national stage the core brand of Combined as being Outstanding in ALL we do and HOW we do it is an important contributor to our recruitment efforts. | Increase proactive national brand/reputation opportunities through external comms profile by 17% annually for each year of three year plan | 01/01/2024 | 31/12/2027 |
| Public website refresh | We need to regularly ensure that our public website is reflective of industry-standard best practice, as well as compliant with emerging accessibility and usability standards. As part of our annual survey of staff and stakeholders, we also need to be continually mindful and responsive to their own views and feedback. | To launch a public website which reflects the internal site, creates a better user experience and meets our accessibility requirements by October 2024. | 01/01/2024 | 31/10/2024 |
| Staff Handbook | The staff handbook is a core resource that introduces new staff to Combined and advises existing staff on our core aims, values, strategies and processes | To produce an updated Staff Handbook and maintain its contents over time as the Trust develops its strategies and processes | 01/03/2024 | 31/05/2024 |
| Thought Leadership | Publicly demonstrating our understanding and adoption of leading edge practice, tools and techniques is an important part of our overall brand marketing and promotion of Combined as being Outstanding in ALL we do and HOW we do it. | Produce each year at least 2 public facing items of content and/or public speaking/external body opportunities to promote Trust's innovation in comms and engagement | 01/01/2024 | 31/12/2027 |

Operational Excellence

Combined's overall aim is to be both Outstanding in ALL we do, but also HOW we do it. This applies to the Communications and Engagement Team as much as it does to frontline services. Over the period of the Delivery Plan, we will continually improve our operational planning and delivery, including developing and applying robust Standard Operating Procedures and Service Level Agreements, so that everyone who works in and with the team is clear about their roles and responsibilities. We will also look to enhance our capabilities and performance to match the best in the NHS, including establishing an internal events management function, mainstreaming innovation into Business As Usual and developing resilience and succession planning to ensure medium to long term success

Operational Excellence

This strand delivers improvements in operational capacity, standard operating procedures and internal service level agreements. It implements key findings from the internal audit review of the Communications function and ensures resilience and long term succession planning across all aspects of the Comms Team function.

| | Description | SMART KPI | Start Date | Completion Date |
|---|--|---|------------|-----------------|
| Comms Inbox monitoring and triage | Highly resource intensive and hidden back office activity and crucial component of effective operations of the communications and engagement function. | Maintain response delivery to Comms Inbox throughout three year delivery plan | 01/01/2024 | 31/03/2026 |
| Events Management and Production | Development of events management and production capability, with a view to possible offering as commercial service in latter half of the three year plan | To establish an internal events management function within the comms team | 01/01/2024 | 31/12/2024 |
| Implement Comms Team Content and Action Plans | Implementation of annual content and action plans, produced as part of the annual team internal review and assessment process. | Produce Annual Comms year plan and content plans and monthly implementation through team workflow meetings, reporting to Associate Director of Communications | 01/01/2024 | 31/03/2026 |
| Innovation to BAU mainstreaming | Ensuring that innovations and demonstrator projects brought forward by the Comms Team are mainstreamed into Trust Business As Usual to deliver long term improvement and return on investment. | Mainstream current innovation projects into Trust BAU | 01/01/2024 | 31/12/2024 |
| SOPS/SLAs for key activities | Implementation of key finding from the internal audit review of the Comms function. | Produce comms 'manual', editorial and brand guidelines, relevant SOPs and SLAs and team profile -who does what, all hosted on single location on CAT intranet | 01/01/2024 | 31/03/2026 |
| Supplier liaison and billing | Ensuring delivery of excellent external relations with existing and potential suppliers as well as compliance with Trust financial processes and SFIs. | Maintain supplier liaison and billing over three year plan period annually | 01/01/2024 | 31/12/2026 |
| Team resilience and succession planning | Crucial part of ensuring long term resilience and avoiding single point of failure for all aspects of the team's operations. | Train Comms Assistant up on VR, screens, studio and all relevant video and animation techniques to enable a second team member to have this knowledge by 31/03/24 | 01/01/2024 | 31/03/2024 |
| Three Year Plan Monitoring and Assurance | Providing monitoring, reporting and assurance on all aspects of the three year Delivery Plan. | Maintain up to date monitoring and assurance reporting within Team management and agreed Trust governance structure | 01/01/2024 | 31/03/2026 |

People Initiatives

The beating heart of Combined Healthcare is its people. One of the most important responsibilities of the Communications and Engagement Team is to inform, support, recognise and celebrate them. We do this partly through developing and supporting awards and engagement activities - including full responsibility for delivering our flagship annual event - the REACH awards. But we also have a crucial role to play in supporting the successful implementation of the trust's People Plan - working closely with HR, Organisational Development and training colleagues. Our work also is a key component in how Combined attracts and recruits people to choose the trust as their employer - and how we induct and welcome them to the trust in as inclusive, high quality and effective fashion as possible. So at each stage of our people's time with us - from recruitment and induction, through employment and service delivery, to celebration, achievement and retirement - excellent and professional communications and engagement is crucial.

People Initiatives

The People Plan is one of the most important documents in the Trust as it details how we collectively make the Trust the best place to work within the NHS - including a strong emphasis on diversity and inclusion. Communications and Engagement is crucial to its success. The Delivery Plan overall contains many strands, tools and outcomes that will contribute to its success, but this strand ensures we keep a strong focus on the success of the People Plan alongside a number of key people-related activities

| | Description | SMART KPI | Start Date | Completion Date |
|---|---|---|------------|-----------------|
| Annual Satisfaction Survey | Ensuring we continually receive feedback from staff and stakeholders in a structured fashion is key to us receiving assurance on the usefulness and value of our activities. It also is part of our wider horizon scanning and market research. | To have a 10% increase in customer service questionnaire responses year on year with overall satisfied or higher ratings on multiple choice questions. | 01/03/2024 | 01/05/2024 |
| Comms Support for People Plan | The People Plan is one of the most important documents in the Trust as it details how we collectively make the Trust the best place to work within the NHS. Communications and Engagement is crucial to its success. The Delivery Plan overall contains many strands, tools and outcomes that will contribute to its success, but it is important to develop and maintain specific, high-level assurance that at the macro level, the profile and success of the People Plan is being maximised. | Review with OD and deliver communications and engagement plan for People Plan | 01/01/2024 | 31/12/2027 |
| Exec Exchange | Exec Exchange is a key mechanism whereby the Executive Team interface with our staff. | To retain an audience of >70 per session (if monthly) over 12 months and increase questions per session from staff. | 01/01/2024 | 31/12/2024 |
| Face-to-face, online and virtual Induction activities | Induction is one of the key activities whereby we introduce new people to Combined and begin to inculcate our values and priorities. We need to maximise all varieties of activities and channels to make the induction process as welcoming, flexible, inclusive and high quality as possible. | To have reviewed with the People Team what comms support they would like and to have implemented support as far as practically possible and within resource capabilities. | 01/01/2024 | 31/12/2027 |
| Face-to-face, online and virtual recruitment activities | Recruitment and retention is the lifelblood of the Trust. Attracting people to join Combined Healthcare is crucial to what we do. We need to maximise all varieties of activities and channels to make our recruitment activity as effective, flexible, inclusive and high quality as possible. | To have reviewed with the People Team what comms support they would like and to have implemented support as far as practically possible and within resource capabilities. | 01/01/2024 | 31/12/2027 |
| Support for Long Service Awards | The Long Service Awards are one of the most important annual mechanisms whereby we recognise and celebrate those who have contributed most to the success of Combined. | To have reviewed with the OD Team what comms support they would like and to have implemented support as far as practically possible and within resource capabilities. | 31/03/2024 | 30/07/2024 |
| Support for NHS Staff Survey | Each autumn everyone who works in the NHS in England is invited to take part in the NHS Staff Survey. The survey offers a snapshot in time of how people experience their working lives, gathered at the same time each year. Its strength is in capturing a national picture alongside local detail, enabling Combined to understand what it is like for staff in our own Trust as well as how we compare with staff across different parts of the NHS and where we need to work to make improvements. | Maintain promotion of NSS over three year plan period annually | 01/09/2024 | 30/11/2024 |

Enhanced tools and services for teams

For a number of years, Combined has pursued a strategy of developing its internal capacity and skill sets in communications and engagement, so that it can deliver leading edge tools and services with unparalleled value for money compared with being forced to source externally each and every time. This means our teams can access advanced, high quality products and services at minimal cost - crucial at a time of financial challenge. Deploying this capacity directly for the benefit of our frontline teams is what drives the Communications and Engagement Team's pursuit of one of our key strategic objectives - Impact - to ensure that we deliver maximum impact by aligning our activities and outcomes with the Trust's strategic priorities and supporting its services to deliver outstanding, compassionate care.

Enhanced tools and services for Teams

The Trust has invested in the skills and equipment to develop a unique capability to deliver in-house a wide range of industry standard striking digital and virtual reality at minimal cost. This strand contains details of these tools and services - all of which are available on request for co-development and use by teams, services and projects, granting them access to content and capabilities that would be beyond their budgetary constraints if produced externally.

| | Description | SMART KPI | Start Date | Completion Date |
|---|--|--|------------|-----------------|
| Animation | The range of animated incorporating graphics and animated puppets has been used by the Trust for the past six years to increase levels of understanding and accessibility to some of our digital communication subjects. | Double the current count of annual on videos within the next six months. Develop a content marketing plan, allocate resources, and engage in initiative to produce additional content. | 01/01/2024 | 31/12/2024 |
| 5:15 Panel shows | The capability to deliver engaging discussions and presentations in the form of a 5:15 panel show. | Check in on scale of 10 people with 100 views per month with 1 hour of repeat hits of leading a show with 100 people PR message for internal staff. | 01/01/2024 | 31/12/2024 |
| Digital Film Production | The capability to deliver industry standard digital film and TV content for teams, services and projects which were also covered by external commercial producers externally. | Successfully organise and broadcast a minimum of 12 movies and team films plus 10 service user stories - next year. | 01/01/2024 | 31/12/2026 |
| Digital Screens for Team Locations | The Trust is rolling out digital screens to all Trust locations, plus the ability to centrally manage and distribute core Trust content, augmented with bespoke content particularly relevant to each location - agreed and developed with the user service teams. | To have installed digital screens in all required Trust sites by December 2024 | 01/01/2024 | 31/12/2024 |
| Enhanced services support on website | A key part of the Trust's commitment to improving accessibility, usability and medical information and advice about the services it provides - going beyond the basics to help mental health and mental health first aid, mental health wellbeing, feedback and testimonials and the Access All Areas guide. | Generate, proof and publish all Service Information website content across all service pages, including production, by December 2024. | 01/01/2024 | 31/12/2024 |
| Films for Teams + Projects | The capability to deliver bespoke films for teams and projects that would be beyond budgetary constraints if produced externally. | To have one or more Teams/Project in the Trust a promotional or marketing film - and to have delivered them by end 2024 | 01/01/2024 | 31/12/2024 |
| Hybrid Meetings | The capability to deliver hybrid meetings - merging face-to-face proceedings with MS Teams - including Trust Board meetings. This is a key part of the Trust's mission to improve accessibility, inclusivity and inclusion in its engagement with stakeholders, service users and the public. | To have delivered for all Board and Board Committee that request in-house meetings in a location - house with full video and audio capabilities - a MS Teams and the option for live streaming on public facing events | 01/01/2024 | 31/12/2024 |
| Interactive Training on digital screens | The capability to deliver interactive training on digital screens incorporating touch screen multiple choice education. | Implement hardware and software to allow interactive content on the LED walls and produce at least five projects including such capabilities | 01/01/2024 | 31/12/2024 |
| Lowon House: Digital Studio | The capability to deliver industry standard digital film and TV content. The long term aim is to use market leading production facilities to develop digital content facilities to be a commercial service and income generator for the Trust. | An established commercial production within the current team to have completed one (or more) projects for an external client by December 2025 | 01/01/2024 | 31/12/2026 |
| Live streaming | The capability to live stream key events and activities - including Trust Board meetings and events such as RTA2024. This is a key part of the Trust's mission to improve accessibility, inclusivity and inclusion in its engagement with stakeholders, service users and the public. | Successfully conduct a minimum of 10 live streams within the next year of starting that each event is accessible to both the public and staff via MS Teams live | 01/01/2024 | 31/12/2024 |
| Print Design services | The Trust has invested in the skills and equipment to develop a unique capability to deliver industry standard digital print design services for its team and projects that would be beyond budgetary constraints if produced externally. | Implement improved asset design tooling and an asset-to-printing process available by 31/12/2024. Produce in-house with a template design guide for use across Trust materials by 30/11/2024 | 01/01/2024 | 31/12/2024 |
| Virtual Reality | The capability to deliver highly innovative virtual reality via through all its services and MS training for teams and projects, which would be beyond budgetary constraints if produced externally. | Create four VR experiences in the first year for training and education of the Trust. These have to have a life to use in the on Apple Store (New Device) members, location screens and public website. | 01/01/2024 | 31/12/2024 |

Channels Development

Two of the most important factors in delivering successful communications are (i) Content and (ii) Channels. Developing good quality, engaging content ensures people actually want to see or hear what you have to say. But having all the best content in the world is meaningless without channels to deliver that content to people, at a time and in a fashion that suits them. The nature of how people are choosing to receive digital content is changing exponentially - as they become used to streaming services, bite-size products, catch-up and on-demand delivery. Combined's Communications team has been at the forefront in the NHS of recognising and responding to this revolution in recent years and the Delivery Plan maintains this momentum. However, we need to be equally aware of the need to apply effort also to non-digital channels and content, to avoid exclusion.

Channels Development

Over the past six years, the Trust has progressively introduced a wide range of channels for communicating and engaging. This strand contains activities to respond to user feedback, improve the user experience and further increase the reach and capabilities of its channels portfolio.

| | Description | SMART KPI | Start Date | Completion Date |
|--|--|--|------------|-----------------|
| Ask the Board | Ask the Board is a key part of stakeholder engagement underpinning the operations of the Trust Board | 20% increase per year proactive submissions to Ask the Board Online | 01/01/2024 | 31/12/2024 |
| CAT enhancement | The Combined Access Tool (CAT) Intranet is one of the key resources for our staff and the subject of many requests for enhancement and additional capabilities. | To have implemented staffs' CAT UX requests/ suggestions as far as practically possible and within development hours budget by September 2024. | 01/01/2024 | 01/09/2024 |
| Combinations Podcast | The Combinations Podcast has received nearly 15,000 listens since its launch four years ago. | Achieve a 20% growth in the total number of podcast listeners over the next 12 months. | 01/01/2024 | 31/12/2024 |
| Content-triggered Comms and Engagement | The capability to deliver tailored content to users depending on specific activity or triggers. | Introduce content triggered content via Campaign Monitor | 01/01/2024 | 31/03/2024 |
| CTV | Combined Television - the Trust's digital TV station has received over 3,000 online views since its launch 18 months ago, on top of being available for free via digital screens at Harplands and Lawton House. It will be rolled out to all Trust sites via this Delivery Plan. | Achieve 100% compliance with monthly release schedule for CTV content across all channels. Roll out CTV to 75% of Trust sites | 01/01/2024 | 31/12/2024 |
| Newsround | Newsround is the most important and popular channel of communication to our staf. | Increase open and click rates of Newsround annually by 3% of each year of three year plan | 01/01/2024 | 31/12/2026 |
| Screensavers | Screensavers deliver bite-size core messaging to Trust devices and desktops. | Maintain delivery of maximum 6 screensavers a month for trust throughout three year delivery plan | 01/01/2024 | 31/12/2026 |
| Social Media | Once dismissed as a 'nice to have' fad which would fade away, social media has become an essential tool for communications and engagement. | Add main X social media handles to stakeholder database contacts/management on UKL by 31/12/2024 and ensure they are followed on corporate accounts. Increase numbers of followers on X, LinkedIn and Facebook by 2% annually for duration of three year | 01/01/2024 | 31/12/2026 |

Key Annual Deliverables

The Communications Team are involved in many annual, recurring events and activities. Four in particular are included as key annual deliverables for the Delivery Plan.

Key Annual Deliverables

This strand contains details of the four key annual deliverables for the Trust delivered or supported by the Communications Team.

| | Description | SMART KPI | Start Date | Completion Date |
|---|--|--|------------|-----------------|
| AGM | The Annual General Meeting is the official event held each year, where the Trust presents its Annual Report and Accounts, financial review of the year and gives staff and stakeholders the chance to ask the Board any questions they may have about its performance and activities over the year just past. | Deliver the AGM with full range of digital and broadcast support | 01/09/2024 | 30/10/2024 |
| Christmas Campaign | The Trust traditionally marks Christmas with a themed film and personalised card for all staff. | Production and oversight of Christmas campaign planner and targets kept on track; management of campaign confirmed with OD with clear responsibilities | 01/09/2024 | 31/12/2024 |
| REACH | The annual REACH Staff Awards are the set piece recognition for achievement and excellence by its staff. | To deliver a staff awards ceremony with a 5% increase in nominations on last year, 5% increase in live streams, secure sponsorship to ensure the 2024 event is profitable. To have overall satisfaction in survey responses in 2024. | 01/08/2024 | 15/11/2024 |
| Support for Annual Report and Accounts production | Department of Health and Social Care Group Bodies are required to publish each year, as a single document, a three-part annual report and accounts (ARA), containing (i) Performance Report, including an overview and a performance analysis; (ii) Accountability Report, including Corporate Governance Report, Remuneration and Staff Report, Audit Report; and (iii) The Financial Statements. | Provide production support for the ARA as agreed with governance team and ensure its publication on the Trust website in line with legal requirements. | 01/03/2024 | 30/10/2024 |

Stakeholder Engagement

Stakeholder engagement is the area of the Delivery Plan where resource constraints have had most impact. Within the resources realistically available to the Communications and Engagement team, we will focus efforts particularly in increasing our outreach to Seldom Heard groups, as well as increasing the number of organisations with which we engage.

Stakeholder Engagement

Development of active stakeholder engagement has been identified as a key priority for the Trust. This strand contains delivery of a number of activities, tools and operations to support the Trust in developing and embedding a transformed approach and capability.

| | Description | SMART KPI | Start Date | Completion Date |
|---------------------------------|--|--|------------|-----------------|
| External stakeholder engagement | External stakeholder engagement is an essential requirement for the Trust's accessibility, openness and commitment of co-production and partnership | Increase the number of organisations with which we engage with and 'listen to' by 4% each year of the three year plan | 01/01/2024 | 31/12/2024 |
| Outreach to Seldom Heard Groups | Outreach to Seldom Heard groups and organisation of activities and channels to support and enable them to contribute to the Trust is a key component of our commitment to diversity and inclusion. | Baseline seldom heard groups in stakeholder database by 31/02/2024; Increase the number of seldom heard groups we engage/communicate by 10% annually of each year of three year plan | 01/01/2024 | 31/12/2024 |
| Public Affairs | Developing and maintaining our relationships with key decision makers, elected representatives and opinion formers is essential to our stakeholder engagement. | Secure visits to Trust from 5 key decision makers, elected representatives and opinion formers during 2024 Increase number of key targets with positive view of Combined | 01/01/2024 | 31/12/2024 |
| Stakeholder Database Management | The stakeholder database is a key underpinning resource asset | Support by inputting and keeping updated on the stakeholder database the number of organisations with which we engage with and 'listen to' by 4% each year of the three year plan, aligned with action 1 | 01/01/2024 | 31/12/2024 |

Support for wider Programmes

The Communications and Engagement Team do not operate in isolation from the rest of the trust and its partners. Just as it is important for the full range of skills, tools and channels to be made available to individual frontline teams and services, it is equally important that they are available to key programme-level and cross-cutting initiatives and activities. This is a second crucial factor in delivering the 'Impact' Strategic Objective, to ensure that we deliver maximum impact by aligning our activities and outcomes with the Trust's strategic priorities. The initial list in the Delivery Plan contains the current most prescient programmes where the Communications and Engagement Team are heavily involved. Of course, this list will most likely evolve and grow as time passes and external events and pressures change throughout the lifetime of the Plan.

Support for wider Programmes

The Communications Team provide comms and engagement support for a wide range of programmes and projects across the Trust and the wider Staffordshire and Stoke-on-Trent Integrated Cared System. Whilst not exhaustive, this strand contains a number of the key such programmes and projects.

| | Description | SMART KPI | Start Date | Completion Date |
|--|---|---|------------|-----------------|
| Comms Support for Community Mental Health Strategy | The Community Mental Health Framework for Young Adults and Older Adults (CMHF) model means that NHS community mental health services will be developed with community organisation working together in a seamless way, with people who use services at the centre of service provision and much more involved in their own care and support. | Deliver communications and engagement plan for Community Mental Health Strategy in line with parameters agreed with project team | 01/01/2024 | 31/03/2024 |
| Comms Support for Green Agenda | Sustainability is one of the four key enablers for the Trust's Strategy 2023 - 2028 – as the Trust works towards delivering net zero, it wants to reduce its carbon footprint and ensure all of its resources are using renewable energy. | Produce and deliver communications and engagement plan for sustainability/green comms in 2024 Increase content on green/sustainability by 10% annually for each year of 3 year plan | 01/01/2024 | 31/03/2026 |
| Comms Support for Project 86 | The Staffordshire and The Mental Health Complex Care Team launched in April 2021. It is a Partnership between North Staffordshire Combined Healthcare NHS Trust (NSCHT) and Midlands Partnership Foundation Trust (MPFT). The team commissions and care manages locked rehabilitation for patients. | Deliver communications and engagement plan for Project 86 in line with agreed parameters with project team | 01/01/2024 | 31/12/2026 |
| Comms support for Project Chrysalis | Project Chrysalis is a £15million capital investment programme to eradicate dormitory accommodation across inpatient wards at Harplands Hospital to further enhance our inpatient facilities and improve the privacy and dignity arrangements of our patients. | Increase by 800 listens to Combinations Podcasts covering aspects of Project Chrysalis 100 views of virtual walkthroughs of Project Chrysalis sites Increase by 15% the number of staff reporting that they know about the aims and progress of Project Chrysalis | 01/01/2024 | 31/12/2026 |
| Comms Support for QA Group /CQC prep | The work of the Quality Assurance Group is key to delivering the Trust's vision to be Outstanding in ALL we do and HOW we do it. | To develop and deliver a comprehensive comms and engagement plan to support the QA Group and prepare for CQC announced inspection | 01/02/2024 | 30/06/2024 |
| Comms Support for Substance Misuse | The Edward Myers Unit strives to provide high-quality, recovery-focused, inpatient drug and alcohol detoxification for people with complex needs. Our specialist, multidisciplinary team is committed to providing the very best care for patients and their families. The team's innovative, person-centred approach supports people to achieve and sustain long-term recovery. | Produce and deliver communications and engagement plan for substance misuse project by 31/07/2024 | 01/01/2024 | 01/12/2024 |
| Comms Support for Trust Five-Year Strategy | In April 2023, the Trust launched its new Trust Strategy for 2023 – 2028, 'The Future of North Staffordshire Combined Healthcare NHS Trust'. The strategy has been developed after many months of work and engagement with Trust staff, service users and external stakeholders to deliver a strategy which addresses the needs of North Staffordshire and Stoke-on-Trent's diverse, local population, aligned with Combined Healthcare's Trust values. | Maintain ongoing promotion and internal/external communications and engagement on the Trust Strategy 2023 - 2028 across all relevant communication channels annually to remind stakeholders of progress and outcomes. | 01/01/2024 | 31/03/2026 |
| System and Regional Comms Support | The Comms Team plays a key role alongside colleagues across the Staffordshire and Stoke-on-Trent Integrated Care System and regional NHS. | Increase campaigns/content led and supported by Combined comms team for/in liaison with system and region by 30% annually for duration of three year plan | 01/01/2024 | 31/03/2026 |
| Veterans Support | The Trust is proud to be signed up to the Armed Forces Covenant and has received accreditation awarded by the Veterans Covenant Healthcare Alliance (VCHA) | Produce and deliver communications and engagement plan for Veterans in 2024; increase content on veterans support by 10% annually for each year of 3 year plan | 01/01/2024 | 31/12/2026 |