Towards Outstanding
Our journey continues...

NHS

North Staffordshire
Combined Healthcare
NHS Trust

Combined Connected

Communications Delivery Plan 2018-20

Contents

Combined Connected - an overview

This document contains a Communications Delivery Plan 2018-20 for North Staffordshire Combined Healthcare NHS Trust. The Delivery Plan sets out how we will continue implementation of the Communications Strategy and Communications Objectives agreed by the Trust Board in May 2016 and building on implementation progressed during 2017.

The 2016 strategy put in place the fundamental building blocks of a modern and imaginative capacity for listening and engagement. In particular, by:
- using a SWOT analysis to prioritise areas for improvement;
- analysing the Trust's audiences using Mendelow's power-interest matrix;
- setting out our communication objectives for 2016 -17; and
- recommending an enhanced in-house capability (now achieved).

The 2018-20 Delivery Plan builds on the work done to date and now includes:
- service-user orientated outcomes aligned to our organisational SPAR Quality Priorities;
- infrastructure and tools to build our capacity, quality and effectiveness; and
- roles and partnerships to build our reach and profile.

The Delivery Plan reflects clear and consistent feedback obtained from a range of the Trust's communications and engagement activities and structures, including:
- views expressed by our Service User and Carer Council;
- feedback from events such as our 2017 Open Space event;
- feedback from staff through liaison with our Communications Team;
- conversations and experience gleaned through joint working with stakeholders throughout 2016-17; and
- comments and interaction on social media.

These showed:
- the goals set out in the 2016-17 Strategy remain fit for purpose and appropriate;
- the fundamental approach of our existing communications and engagement activity is sound;
- there are areas of particular strength that are valued by our stakeholders and partners, in particular further support and promotion for the role of the Service User and Carer Council and the Youth Council;
- the improvements made in 2016 -17 are welcomed, in particular our improved public website, introduction of e-newsletters and greater use in-house of video and social media;
- some aspects of our communications infrastructure is in need of urgent attention, in particular a need for a new Intranet;
- a greater emphasis on demonstrating specific feedback and responses to what we had heard would be particularly welcomed and valued.

The Delivery Plan contains:
- outcomes to continue implementation of the 2016-17 Strategy;
- Updated SWOT analysis
- Detailed breakdown of objectives, barriers to success, weaknesses and threats identified in the 2016-17 Strategy, progress made during 2017 and how this plan further addresses them;
- Alignment of The Delivery Plan outcomes with the Trust's Key Risks, SPAR Quality Priorities, Proud to CARE Values and Trust Objectives
- Detailed explanation of each main strand of approach of the Delivery Plan:
  - Active Listening and Communications;
  - "We come to you";
  - 'Best of breed' tools, infrastructure and capabilities;
  - Increasing our reach;
  - Patient Stories;
  - "Combined Connect";
  - Increasing the quality of our communications;
  - Increasing the quality and efficiency of the digital estate;
  - The very best at NHS Social Media;
  - Increase the proportion of our communications activity related to providing advice, signposts and support;
  - Increase proactivity and effectiveness in stakeholder management and public affairs; and
  - Contribute to effective mitigation of key Trust risks.

The North Staffordshire Combined Healthcare Communications Strategy Objectives

In October 2015, the Trust Board decided to review existing communications and engagement activity and develop a robust new strategy that would meet the needs of the organisation, then and in the future. The Trust Communications Strategy was agreed by the Board in May 2016 and is reaffirmed in this Delivery Plan.

It recognised that effective two-way communication is crucial to every successful healthcare organisation. When applied effectively, it can cement working relationships with internal and external stakeholders, augment a reputation for delivering high-quality care, and set the tone for an entire organisation.

Evidence also shows that good engagement improves quality of care and patient outcomes. Research by the Kings Fund in 2012 found that the more positive the experiences of staff within an NHS trust, the better the outcomes for that trust with links to patient satisfaction, patient mortality and infection rates. Engagement is also regarded as a key driver to ensure staff understand, feel motivated and are able to contribute to the direction of the Trust.

Reflecting detailed feedback from the Board and colleagues across the Trust, the strategy aimed to strengthen the communications and engagement function, aligned to the Trust's strategic direction, while applying core communications principles and best practice from across the NHS.

The following Communication Objectives formed the agreed 2016 Strategy and remain the Trust's agreed communications objectives:

Outstanding organisation with high quality services
1. Raise the quality of communication and engagement channels to match the Trust's ambitions set out in its vision and objectives – thereby raising its reputation, aiding staff retention and attracting the best staff.
2. Build and promote a strong profile of the Trust locally and nationally through a new distinctive design style within the NHS brand and compelling narrative to create greater awareness, confidence and relationship with stakeholders particularly people who need the Trust's services.
3. Improve the reputation of the organisation locally, regionally and nationally.
4. Support the Trust to become a national leader in digital technology and for all the stakeholders to understand the benefits and be engaged.

Partnership working and integrated care
5. Strengthen relationships with partners (particularly primary care) and collaborate on promotion of joint developments in integrated care.

Prevention agenda
6. Raise awareness of the Trust's services and how to improve wellbeing across online and offline channels with increasing use of digital media.

Internal communications
7. Involve and inform Trust staff in the vision and the direction of the organisation enabling them to contribute and understand how their roles support the success of the Trust and the impact on our patients.
8. Aim to raise the Trust's staff engagement score year on year by ensuring their views are heard, seeking their feedback, listening, empowering, and responding to make a difference to their working life.

Greater involvement with carers and users of our services
9. Ensure users of our services are involved in the design and development of external communications

Evaluation
10. Evaluate and measure communication performance.

The Trust's communications team have been leading the pursuit of these agreed objectives since the strategy was agreed. The table on page 6 sets out each Communications Objective, what progress we have made during 2017 to deliver the objective and how the Communications Delivery Plan 2018-20 builds on 2017 progress.

Communications Delivery Plan Outcomes

The Delivery Plan continues implementation of the agreed Trust Communications Objectives, building on work carried out during 2017. The Plan outcomes will be incorporated and reported against within the Trust Business Assurance Framework.

1. **Increase the number of organisations and people** with whom we communicate **by at least 25% using a baseline including social media reach and subscribers to e-newsletters;**

2. **Widen the range of voices and perspectives** which we hear, in particular going beyond the normal NHS and social care 'family' to engage people in their wider lives and activities - including those in seldom and/or less heard groups - **by adding at least 2 new organisations in each identified category**;

3. **Increase the quality** of our communications outputs and activities, **the experience** of those with whom we communicate and our **ability** to deliver communications which **better meet the diverse needs and preferences** of all service users and stakeholders - **through the introduction of an Annual Communications Satisfaction survey and insights from focus groups** involving both a wide range internal and external audiences;

4. **Increase the ease** with which people can receive communications from us and communicate with us - through the **introduction of new, free subscriber services via our website, expanded e-newsletters and new Podcast channel**;

5. **Increase the accessibility** of our communications outputs **through new Easy Read and multi-language versions** of our website and key Reports, plus new **interactive audio and video versions** of their content;

6. **Increase the quality and efficiency of the digital estate** through the implementation of a **new combined Internet, Intranet and other web presences;**

7. **Make our social media the best in the NHS** through benchmarking and development of a Social Media Optimisation Plan;

8. **Increase the proportion** of our communications activity related to providing advice, signposts and support - by **creating support materials and resources** available via our website and **distributed to local organisations and companies**;

9. **Increase our public profile and reputation** with regional and national organisations and opinion formers - through the **introduction of Listening and Engagement Active Partnerships** with the communications teams in key national organisations in areas relevant to our services and service users;

10. **Actively support promotion of our Directorates and/or Locality Teams** with the aim of **increasing by 25% the number of high quality entries** the Trust makes to national and regional Awards;

11. **Increase the immediacy and impact** of our direct communications to staff - through the introduction of **new capabilities to centrally manage and disseminate key messages** via screensavers, remotely managed TVs located in business locations and desktop wallpaper to staff devices;

12. **Support key aspects of Trust operations** - including finance, performance, governance and digital teams - through **introduction of new data management, analysis and reporting tools**

13. **Protect and promote the Trust's external reputation and strategic effectiveness in influencing** - **through increased proactivity and effectiveness in stakeholder management and public affairs**

14. **Contribute to effective mitigation of key Trust risks** - for example in recruitment and retention, **through active liaison with the Trust risk management personnel, senior leadership team and Executive Directors**

15. **Support the Trust's organisational and business development strategies -** by **mapping new organisational structures and activities against business development goals** and **developing bespoke communications and marketing materials and strategies for each area of activity**

How the Communications Delivery Plan 2018-20 helps deliver our Trust Vision, Aims and Values

Our vision and values

In 2017, we produced a refined statement of our vision which is "To be Outstanding" - in all we do and how we do it. We are on a journey towards that vision that we call "Towards Outstanding".

Our vision is underpinned by our SPAR quality priorities - to provide services that are safe, personalised, accessible and recovery-focused. These guide all we do and are the benchmark against which we judge how we perform.

In delivering those services - as well as in all of our working relationships with service users, carers, families, stakeholders and each other, we are guided by our Proud to CARE values - to be compassionate, approachable, responsible and excellent.

Our seven key objectives

We look to deliver our strategic aims and realise our vision by achieving seven key objectives:
1. Provide the highest quality services
2. Create a learning culture to continually improve
3. Encourage, inspire and implement research and innovation at all levels
4. Maximise and use our resources intelligently and efficiently
5. Attract and inspire the best people to work here
6. Continually improve our partnership working
7. Enhance service user and carer involvement.

We cannot achieve our overall vision to be outstanding unless we deliver truly outstanding communications. This is what the Trust Communications Strategy 2016 set out to achieve, and which this Delivery Plan is designed to deliver, through:
- best of breed tools and infrastructure:
- an in-house team with the necessary specialist skills and experience to harness these tools and infrastructure; and
- Plan outcomes aligned with our SPAR Quality Priorities, Proud to Care Values and key Objectives.

Appendix A sets out how the Delivery Plan 2018-20 aligns with our SPAR quality priorites, Proud to CARE values and key Trust Objectives

Appendix B sets out how the Communications Delivery Plan 2018-20 helps mitigate key Trust risks

Plan Approach

The Communications Delivery Plan 2018-20 provides an integrated approach which continues the implementation of the 2016 Strategy to support delivery of the Trust's strategic communications objectives.

The first part of this approach is called "Active Listening". This means having a continual awareness that we don't just listen and communicate for the sake of it or as an end in itself, but in order to deliver - and be seen to deliver - concrete outcomes and improvements in our strategies and the recovery-focussed services we seek to deliver for local people, incorporating their views, insights and preferences. It also includes providing advice and information, signposts and support to enable people to look after their own health and well-being and that of the people they care for.

The second part of this approach is called "We come to you". This means that we do not expect any of our service users or stakeholders to have to make specific effort to come to our websites or online presences or attend one of our events to find out what is going on and/or whether something is happening or available that may be of interest in importance to them. Instead, we will create free subscription services, e-newsletters, podcasts and social media to deliver content direct to people in their own hands, increasingly via their mobile device or e-mail, also working with colleagues and partners to complement these channels with offline activities to ensure that our approach does not cause digital exclusion.

The third part of this approach is a conscious planned effort to go beyond our traditional audiences and the NHS 'family' to reach out to wider voices, perspectives and opinions. We do this by increasing both the depth and the width of our engagement reach. In particular, we have two aims:
- increase the number of people with whom we engage within those organisations with whom we are already engaged; and
- increase the range of organisations and individuals with whom we engage, going beyond the normal NHS 'family' to engage people in their wider lives and activities.

The fourth part of this approach is a determination to deliver the highest quality and most modern communications possible. We do this by deploying best of breed' tools, infrastructure and capabilities, by introducing new surveys and focus groups to test our delivery and performance, by increasing the quality and efficiency of our digital estate and setting ourselves an ambitious goal of becoming the very best at NHS social media.

The fifth part of this approach is a greater emphasis and activity in stakeholder management and public affairs. We do this by developing a Stakeholder Map and Listening Landscape and then delivering a public affairs strategy to support our strategic aims.

Updated SWOT Analysis

The agreed Trust Communication Strategy 2016 identified 5 barriers to success, 9 weaknesses and 5 threats.

Appendix C sets out each 2016 barrier to success, weakness and threat, state what progress we have made during 2017 to overcome and address them and explain how the Delivery Plan 2018-20 builds on 2017 progress.

We have updated the SWOT analysis to reflect our position at the start of 2018. The updated analysis is set out below:

Strengths	Weaknesses
Good relationships with local media and respond well to media enquiries	Public Affairs aspect of communications and engagement needs strengthening and more senior time devoted to it
Some well-received publications, including CEO blog and Newsround	Capacity to deliver fully populated, modern Intranet is stretched
Positive local sentiment towards North Staffs Combined Health	Capacity to generate content for increasing range of channels and platforms is stretched
In house team with specialist skills recruited	Procurements for new web front end, Intranet and data management back-end have taken longer than anticipated, impacting on capabilities of comms operations and outputs
Industry standard Adobe Creative Cloud licensed and all design assets brought in house	
Key Annual deliverables (e.g Annual Report, Quality Account, REACH Awards) brought in house delivering improved quality at lower cost	
Significant improvement in relationships and reputation with Comms teams in central STP, NHS region and senior leadership in national NHS England	
Strong relationships built with Stoke City Council comms team and BBC Radio Stoke	
Comms role within Northern Alliance confirmed	
Internal recognition building of Comms support available to teams, projects and directorates	

Opportunities	Threats
Further utilise and deepen tools introduced in 2017 as well as new front-end and back-end infrastructure and tools to facilitate two-way communication to generate valuable feedback for stakeholders	Increased level of demand from Trust projects and teams for Comms support could outstrip Comms Team's capacity to deliver
Utilise digital marketing tools to improve the quality of information for service users and reduce costs	
Potential to sell Comms services and products to other clients and organisations	
Potential to build support offerings for internal teams	
New web front end will enable us to deliver websites for teams across the Trust	
New back-end infrastructure will enable us to build business mapping, analysis and reporting tools for teams across the Trust	
New Podcast will build our public profile across social media	
Potential to train teams and clients to become self-sufficient and proficient in creating online and social content.	
New CQC ratings will offer opportunity to refine overall Trust branding	

Building on the 2016 Communications Strategy and 2017 progress

The Communications Delivery Plan 2018-20 builds on the foundations laid in our original Communications Strategy 2016 and our activity during 2017 to deliver that strategy. It continues the overall direction and provides a step-change in the scale of our ambition and the quality of our delivery.

The following table sets out each agreed 2016 Trust Strategy Communications Objective, what progress we have made during 2017 to implement the objective and how the Communications Delivery Plan 2018-20 continues implementation and builds on 2017 progress.

2016 Strategy Communications Objective	Implementation during 2017	Continued implementation through 2018-20 Plan Outcomes
1. Raise the quality of communications and engagement channels to match the Trust's ambitions set out in its vision and objectives - thereby raising its reputation, aiding staff retention and attracting the best staff	Significantly improved website Implemented Adobe Creative Cloud to bring our design and print quality up to industry standard. Migrated core comms outputs from e-mail to modern industry-standard e-newsletter capability via Campaign Monitor - including CEO Blog, all-staff e-mails, Newsround, ROSE newsletter, CQC Update, Combined Catch-Up, Recruited modern skills to the in-house team to be able to harness improved tools, and deliver higher quality content and outputs Introduced new improved formats for Quality Account and Annual Report. Introduced greater use of social media images, tweets, FB posts, videos, animated GIFs, slideshows, live broadcasts Introduced Tweetdeck to better manage and drive Twitter activity	4. Expand range and capabilities of e-newsletters. Introduce new Podcast channel 5. Introduce new Adobe Interactive audio and video versions of Quality Account and Annual Report 6. Introduce new, free subscriber services via new integrated website, Intranet and associated web presences

2016 Strategy Communications Objective	Implementation during 2017	Continued implementation through 2018-20 Plan Outcomes
2. Build and promote a strong profile of the Trust locally and nationally through a new distinctive design style within the NHS brand and compelling narrative to create greater awareness, confidence and relationship with stakeholders particularly people who need the Trust's services	Updated corporate branding to remain compliant with updated 2017 NHS branding guideline - whilst retaining SPAR colour palette across website, social media and physical estate to reflect revised "Towards Outstanding" vision Created and deployed Quality Account, Annual Report, posters, pop-ups, banners, videos, social media and external display reflecting new brand and core supportive text	9. Increase our public profile and reputation with regional and national organisations and opinion formers - through the introduction of Listening and Engagement Active Partnerships with the communications teams in key national organisations in areas relevant to our services and service users
3. Improve the reputation of the organisation locally, regionally and nationally	Significantly increased coverage across social media and significantly improved website Improved relationships and partnership with BBC Radio Stoke Lead communications roles in STP workstreams and as part of STP Commns network Comms support for the NSGP Federation and North Staffs and Stoke on Trent Alliance Comms support for STP OD Accelerated Design Events, Neuropsychiatry Conference, Symphony of Hidden Voices, AHP Conference, Service User Open Spaces Event, Stoke Pride, Leading with Compassion Scheme Developed partnerships and co-operative working with Stoke City Council on Meir Hub, MCP and recruitment activity	1. Increase the number of organisations and people with whom we communicate by at least 25% 9. Widen the range of voices and perspectives which we hear, by introducing Listening and Engagement Active Partnerships 10. Increase by 25% the number of high quality entries the Trust makes to national and regional Awards 13. Protect and promote the Trust's external reputation and strategic effectiveness in influencing - through increased proactivity and effectiveness in stakeholder management and public affairs 14. Contribute to effective mitigation of key Trust risks - for example in recruitment and retention, through active liaison with the Trust risk management personnel, senior leadership team and Executive Directors

2016 Strategy Communications Objective	Implementation during 2017	Continued implementation through 2018-20 Plan Outcomes	2016 Strategy Communications Objective	Implementation during 2017	Continued implementation through 2018-20 Plan Outcomes
4. Support the Trust to become a national leader in digital technology and for all the stakeholders to understand the benefits and be engaged	Significantly improved website

Comms support for introduction of ROSE electronic patient record | 4. Introduce new Podcast. Introduce new, free subscriber services via website

5. Introduce Easy Read and multi-language versions of our website

6. Increase the quality and efficiency of the digital estate through the implementation of a new combined Internet, Intranet and other web presences

7. Make our social media the best in the NHS through benchmarking and Social Media Optimisation Plan

12. Support key aspects of Trust operations - including finance, performance, governance and digital teams - through introduction of new data management, analysis and reporting tools | 6. Raise awareness of the Trust's services and how to improve wellbeing across online and offline channels with increasing use of digital media | Promotion of new mental health wellbeing strategy launched as part of partnership between North Staffordshire Combined Healthcare NHS Trust and schools across Stoke-on-Trent

Comms support for Recovery Conference at Port Vale Football Club, delivered in partnership with local voluntary sector organisations and service users and carers and open to service users, carers, volunteers trust staff and the public - including Twitter support during the day and YouTube film | 8. Increase the proportion of our communications activity related to providing advice, signposts and support -including support for wellbeing advice and services

7. (i) Develop a Stakeholder Map or Listening Landscape. For each stakeholder organisations, identify whether the stakeholder has a Twitter account and, if so, whether our main Twitter account follows them and/or they follow us.

7.(ii) Fully integrate our stakeholders into our Twitter strategy using Tweetdeck.

7. (iii) Identify any crucial gaps in our Twitter followers and close our gaps.

7. (iv) Use "Windows on the World" to view and engage with content and conversations happening right now across social media in our own particular context

15. Support the Trust's organisational and business development strategies - by mapping new organisational structures and activities against business development goals and developing bespoke communications and marketing materials and strategies for each area of activity |
| 5. Strengthen relationships with partners (particularly primary care) and collaborate on promotion of joint developments in integrated care. | Comms support for the NSGP Federation and North Staffs and Stoke on Trent Alliance

Developed partnerships and co-operative working with Stoke City Council on Meir Hub, MCP and recruitment activity

Recruited Band 6 post to the Comms Team with specific remit to build partnerships and relationships | 4. Produce regular podcasts on items of interest plus material produced by our stakeholders and broadcast by us

7. Make our social media the best in the NHS through benchmarking and Social Media Optimisation Plan

9. Increase our public profile and reputation with regional and national organisations and opinion formers - through the introduction of Listening and Engagement Active Partnerships with the communications teams in key national organisations in areas relevant to our services and service users | | | |

2016 Strategy Communications Objective	Implementation during 2017	Continued implementation through 2018-20 Plan Outcomes	2016 Strategy Communications Objective	Implementation during 2017	Continued implementation through 2018-20 Plan Outcomes
7. Involve and inform staff in the vision and direction of the organisation enabling them to contribute to and understand how their roles support the success of the Trust and the impact on our patients	2016 NHS Staff Survey showed significant improvement in over 20% of indicators with none in significant decline. Above average scores against comparator NHS organisations in a third of areas. Full comms support for Towards Outstanding Engagement, Behaviours Framework, Leadership Academy, Team Brief sessions, NHS Staff Survey, Newsround. BAME Network, Diversity and Inclusion initiatives, Fab Change Week, Flu campaign. Weekly CEO Blog distributed via Campaign Monitor and on physical display stands in reception at Lawton House, Harplands Hospital and Dragon Square. Towards Outstanding branding - including Annual Report and Quality Account - putting frontline staff at centre of messaging and promotion across video, posters and pop-ups. Much greater use of social media to celebrate staff involvement and achievements. Open Space event held at Port Vale, inviting staff and service users to contribute to deciding service priorities, and questionnaire issued inviting staff and service users to be involved in engagement activities. Discussion of draft Comms Strategy with SLT.	3. (i) Introduction of Annual Communications Satisfaction survey and insights from focus groups involving both a wide range internal and external audiences. 4. (i) Promote new Podcast with all staff including producing material with frontline staff and teams. 9 (i) Introduction of Listening and Engagement Active Partnership with staff side. 10. Actively support our Directorates, via the Clinical Director and Head of Directorate, with the aim of increasing by 25% the number of high quality entries the Trust makes to national and regional Awards. 11. Increase the immediacy and impact of our direct communications to staff - through the introduction of new capabilities to centrally manage and disseminate key messages via screensavers and desktop wallpaper to staff devices. 6. (i) Implementation of new combined Internet, Intranet and other web presences, including web presences for frontline teams. 7. (i) Introduce Social Media training and support	8. Aim to raise the Trust's staff engagement score year on year by ensuring their views are heard, seeking their feedback, listening, empowering and responding to make a difference to their working life	2016 NHS Staff Survey showed significant improvement in over 20% of indicators with none in significant decline. Above average scores against comparator NHS organisations in a third of areas.	3. (i) Introduction of Annual Communications Satisfaction survey and insights from focus groups involving both a wide range internal and external audiences.
			9. Ensure users of our services are involved in the design and development of external communications	Open Space event held at Port Vale, inviting staff and service users to contribute to deciding service priorities, and questionnaire issued inviting staff and service users to be involved in engagement activities. Discussion of draft Comms Strategy with SLT. Close working with Diversity and Inclusion and Veronica Emlyn and team in designing and delivering events and outputs	1. Increase the number of organisations and people with whom we communicate by at least 25% using a baseline including social media reach and subscribers to e-newsletters; 2. Widen the range of voices and perspectives which we hear 3(i) Introduction of Annual Communications Satisfaction survey and insights from focus groups involving both a wide range internal and external audiences. 7. Make our social media the best in the NHS through benchmarking and Social Media Optimisation Plan 9. (i) Introduction of Listening and Engagement Active Partnership with Healthwatch, VAST, SUCC, Youth Council and other service user organisations.
			10. Evaluate and measure communication performance	BAF measures included on Intranet delivery and social media	3.(i) Introduction of an Annual Communications Satisfaction survey and insights from focus groups involving both a wide range internal and external audiences;

Delivery Plan Approach - Active Listening and Communications

At the heart of our Plan 2018-20 approach is **Active Listening and Communications**. This can also be described as "listening and communicating for a purpose". This includes continuing to build on how we listen to the views of and communicate with:
- our service users and their carers and families
- our own staff;
- local NHS and care partners, including via initiatives such as the North Staffs GP Federation and the North Staffordshire and Stoke-on-Trent Alliance;
- our partners across the local Staffordshire and Stoke-on-Trent Sustainability and Transformation Partnership, including our local government colleagues;
- local voluntary and third sectors;
- print and broadcast media
- local businesses and employers;
- local decision makers, elected representatives and opinion formers; and
- audiences and communities active on social media.

It means having a continual awareness that we don't just listen and communicate for the sake of it or as an end in itself, but in order to deliver - and be seen to deliver - concrete outcomes and improvements in our strategies and the recovery-focussed services we seek to deliver for local people, incorporating their views, insights and preferences. It also includes providing advice and information, signposts and support to enable people to look after their own health and well-being and that of the people they care for.

We look to continue the implementation of the 2016 Trust Communications Strategy through:
- **Listening and Engaging Active Partnerships (LEAPS)** with key stakeholders and partners;
- a review and refresh of our **membership scheme**;
- strengthening and deepening our ties and planned activities with local **Healthwatch and the voluntary sector**;
- strengthening our drive to engage **seldom heard groups** and ensuring that their voice is heard and acted upon;
- reaching out beyond our immediate and familiar networks in health and social care to embrace and engage with organisations and individuals involved in **complementary networks and interests** - for example in environmental, sporting, cultural and educational spheres;
- developing our relationships and joint working with communications team in **local government;**
- strengthening our partnerships and relationships with **local print and broadcast media,** including BBC Radio Stoke, Signal Radio and the Stoke Sentinel;
- increasing our profile and activities with **local businesses and employers**, helping provide advice and signposts to their own employees on how to access and use our services for themselves and their families.

"We come to you"

The Delivery Plan 2018-20 approach includes a determination to ensure that people shouldn't be forced to come to us to find out information, give their views and opinions, nor to make their voice heard. Instead, we will make strong efforts to go to them and enable them to proactively receive communications from us. We will do this by:
- **introducing a new facility** via our website to allow users to receive automatic alerts of material on our website, comment on any item on our website and get involved in threaded discussions and questions and answers;
- **increasing our use of social media** in ways that go beyond merely using it as another publishing channel. Rather than using social media simply to tell the NHS, social care and the wider world what we are doing and what we are thinking, we will look to use social media to give frontline staff, carers, patients and families their voice and their spaces to interact with us and each other;
- **increasing our use of e-newsletters** to which anyone can subscribe and automatically receive. Increased use of this channel will also enable us to track how many recipients read the content and/or activate links to material contained therein;
- **creating a new podcast channel "Combined Connect"** via iTunes and Podbean containing audio and video news items from the Trust plus background films introducing our people and partners and explaining what we do. Always available to anyone and always free, any episode will be capable of being watched online or downloaded without subscribing. Subscribers will automatically receive new episodes to their computer or mobile device. We intend to produce regular podcasts on items of interest plus material produced by our stakeholders and broadcast by us. We will work with them to agree what topics they would most like us to produce with them or what programmes and material they would like to see
- **identify and approach followers of Twitter accounts** that demonstrate a relevance to our target areas but do currently follow our own Twitter account @ CombinedNHS. This will enable us to engage via Twitter with audiences who would not normally feature on our radar or whom may not be aware of what we do and/or hear messages and information from us that would be of use and help.

'Best of breed' tools, infrastructure and capabilities

Over the course of 2017, we supported the implementation of the 2016 Trust Communications Strategy Objectives through the first of a two-stage introduction of a series of 'best of breed' industry-standard tools, infrastructure and capabilities. This included:

- a significantly **improved public website**, offering fully responsive and mobile-friendly content;
- introduction of **Adobe Creative Cloud** to bring our digital and film capabilities in-house;
- migration of core communications e-mail campaigns to **Campaign Monitor**, allowing us to develop and performance manage our e-newsletters;
- Successful recruitment of **new skills and experience** to the in-house team.

The development of these in-house capabilities has enabled us to improve the quality and impact of our key communications outputs throughout 2016, whilst delivering them at reduced overall cost to the Trust. This includes:

- new formats for our **Annual Report and Quality Account** - welcomed by service users and the Health and Overview Scrutiny Committee;
- greater use of **film and video** - with the majority produced in house, for the first time;
- biggest ever annual staff **REACH Awards.**

The Delivery Plan 2018-20 continues this implementation by moving to a second stage. This comprises:

- a new **combined web infrastructure**, bringing together our Internet, Intranet and other web presences;
- an expanded range of social media channels, in particular making greater use of **LinkedIn** for profile raising and recruitment;
- a new Podcast channel - **"Combined Connect"** - available via Podbean and iTunes;
- **Hootsuite** - to enable us to better plan and schedule in advance our social media messages;
- new backend infrastructure, to deliver improved d**ata management, analysis and reporting tools**,
- new tools to deliver **centrally managed messages and information** direct to staff desktops and devices at log-in

Increasing our reach

The main components of our reach hitherto has been built on the following main strands:

- a **membership database**, initially created with the help of an external supplier - recently brought in house
- a **stakeholder list** made up of 254 key stakeholders mainly from NHS organisations across the local health economy, refreshed and confirmed by the Communications Team during 2017
- our **staff list** held by HR and updated to Comms Team monthly for distribution of the CEO blog, Newsround and staff notifications;
- our **Service User and Carer Council**;
- **attendee invites** to various annual, engagement and/or Open Space events;
- individual and/or **ad hoc lists** held by directorates or teams across the Trust

As part of The Delivery Plan 2018-20 approach, we want to increase both the depth and the width of our engagement reach. In particular, we have two aims:

- increase the number of people with whom we engage within those organisations with whom we area already engaged; and
- increase the range of organisations and individuals with whom we engage, in particular going beyond the normal NHS 'family' to engage people in their wider lives and activities.

Increasing the numbers

To help us achieve our first aim, we will carry out an **audit and integrate** the management and operation of the hitherto separate externally hosted databases underpinning our membership scheme and our service user and stakeholder groups. We will also carry out a thorough **data-cleansing exercise** as a pre-cursor to introducing a new facility allowing members and stakeholders to update their details online. Bringing these databases in-house will give us greater ability to track and understand how many people we know about within each organisation with whom we engage.

We will systematically work through our records of stakeholder organisations, using the named contact or generic e-mail account as a **bridgehead into the organisation's wider membership**, offering them the opportunity to engage with us direct.

We will also strengthen our drive to **engage seldom heard groups** and ensuring that their voice is heard and acted upon. Some of these groups may well prefer us to engage with a single named contact and to give us their views and experiences via face-to-face activities. The important thing is for us to consciously be aware of and document these preferences, so we can ensure we are really meeting people's preferred options.

We have set ourselves a target of increasing by 25% the total number of organisations and people with whom we engage.

Increasing the range

Like most NHS organisations, the vast majority of our engagement takes place with people within the context of our day-to-day business or their own direct recent experience of care

This is - and should remain - the core of our listening and engagement activity. It enables us to understand the views and experiences of those currently using and experiencing our services. And it forms a vital part of our quality strategy.

Our work with organisations representing seldom heard groups will help us increase the range of those whose voices and opinions we hear, by taking advice from them on the optimum way to engage with their members and communities.

However, the people and organisations directly engaged through these activities during any particular period are only a sub-set of the local population we serve.

Our communication and engagement aims are not just to deal with the here and now, but to engage and plan for the medium and longer terms. So everyone in our area has an interest in what we do and what we plan to do.

But there are plenty of people who neither participate nor wish to participate in organisations or existing formal structures with which we currently engage. We have been looking at how we can reach beyond our day-to-day NHS operational contexts to encompass a wider cross-section of our population.

We have been developing a valued partnership with our **colleagues in local government communications teams** and will look to deepen this over the coming period.

Over the coming period, we will look to be even more imaginative about the channels through which we communicate - for example by **linking up with major sporting, cultural, environmental or tourism events** across North Staffordshire and Stoke-on-Trent. We will contact organisations organising such events to see what opportunities exist.

We also believe that **social media can play a significant role** in this regard. Millions of people across the UK use social media daily to find and interact with like-minded people and organisations who share their interests, concerns and priorities - for example young mums and dads, people interested in mental health issues, maybe even people interested in diet or alternative therapies.

Often, these people do not naturally come into contact with our organisation, but their voices matter. We believe we can identify and reach out to these people using social media.

For example, an insight into their interests can sometimes by gleaned the organisations and accounts whom they choose to follow on Twitter.

We will identify and approach followers of Twitter accounts that demonstrate a relevance to our target areas but do currently follow our own Twitter account @CombinedNHS.

This will enable us to engage via Twitter with audiences who would not normally feature on our radar or whom may not be aware of what we do and/or hear messages and information from us that would be of use and help.

We will also cross-reference and identify particular groups or individuals who are not currently engaged around a particular strategy, but whose profile or existing patterns of interest in a particular condition would suggest that they would naturally have an interest therein.

Patient Stories

Patient stories are becoming an integral part of our public Board meetings. We will continue to use patient stories to drive changes and influence service provision through discussions in these meetings. A large part of the power of Patient Stories derives from them being the authentic voice of real people captured on video or in person talking about real life experiences and real examples in their own terms and their own language.

We will, only where we have patient consent, make these patient stories available via our website and social media.

"Combined Connect"

We will significantly expand our capacity for capturing real voices through video and film. This will be done through a **new Podcast service** we will introduce called Combined Connect.

Combined Connect will contain video news items from the Trust plus background films introducing our people and explaining what we do. It will always be available, any time of the day or night. And it will always be free to watch, download or subscribe via Podbean or iTunes. It will be capable of being downloaded or delivered by subscription to PCs, Macs, laptops, and Apple and Android mobile devices.

We will also produce **regular podcasts on items of interest plus material produced by our stakeholders and broadcast by us**. Crucially, when we work with stakeholders to produce material giving their own views and those of their members, prime editorial direction will be with the stakeholder, not ourselves (subject of course to normal legislative standards). In this way, we can ensure the patient and stakeholder voice remains vibrant and genuine.

Increasing the quality of our communications

We wish to ensure that we deliver maximum quality in our communications outputs and activities, **the experience** of those with whom we communicate and our **ability** to deliver communications which **better meet the diverse needs and preferences** of all service users and stakeholders.

Rather than leave this to chance, or rely on ad hoc feedback, we will introduce an **Annual Communications Satisfaction survey.** Invites to take part in this survey will be sent to:
- all staff;
- service users;
- stakeholders
- MyCombined members; and
- social media followers.

All respondents will have the option of giving us their name, so we can provide feedback, or remain anonymous. This survey will ask such questions as:
- how long have we been communicating or engaging with you?
- how often do you communicate or engage with us?
- which of our communications and engagement channels do you use?
- how do you rate overall the quality/usefulness of each channel?
- how do you rate overall your experience of our communications and/or engagement with you?
- how do we rate in comparison with other NHS organisations with which you communicate or engage?
- how could we improve our communications and engagement with you?
- what channels or techniques do we not currently offer that you believe would improve how we communicate and/or engage with you or people like you?

We will combine the results of our Annual Communications Satisfaction survey **with insights from focus groups** we will carry out involving both a wide range internal and external audiences.

Increasing the quality and efficiency of the digital estate

Early in 2017, we introduced a new and improved website. This has been received very well. However, we wish to go further. We will do this through the implementation of a **new combined Internet, Intranet and other web presences.**

The intention to do so comes as a result of an independent evaluation we commissioned from external experts. The project to deliver this will be led by the Communications Team, using in-house specialist knowledge and resources wherever possible. It will cover:
- migrating our existing multi-platform architecture into a single Wordpress multi-site installation;
- extending our existing suite of social media channels and maximising their contribution and integration with our web and Intranet presences;
- fully responsive web presences across all mobile platforms and devices;
- increased outreach and interaction with our local communities and stakeholders, including identifying and reaching out to 'seldom heard' groups;
- harnessing and integrating the extended capabilities of Campaign Monitor into our communications operations;
- improved content management;
- increased accessibility of the material delivered via our website and Intranet, including for those with difficulty working with large amounts of text or less than simple English;
- creation and management of microsites and/or nesting of existing external web presences;
- management and control of access and role-based permissions;
- single sign-on to different websites or sub-sections of these sites for internal staff dependent on their agreed level of access;
- ability of individuals to (i) register interest in events, roles and programmes, (ii) see and update their own details (iii) download relevant documents and artefacts, (iv) submit comments and questions and (v) participate in blogs and forums;
- ability to send alerts, reminders, invitations to participate in engagement activities (online and offline,) e-mails and eventually push notifications to individuals and organisations dependent on their registered interests and preferred method of contact;
- web-enabled capability for individuals, organisations and stakeholders to submit comments, questions and feedback to us – ideally incorporating the ability to do so via audio and video material, as well as text based.

The very best at NHS Social Media

An ambition to be the very best at NHS Social Media is a key part of our Communications Strategy. Our Associate Director of Communications has been the Social Media Course Tutor for the NHS Leadership Academy Nye Bevan Programme since its inception and has an unrivalled track record in NHS Social Media.

We will optimise our social media through a six step programme:

Step One - Benchmark our Social Media Capability and Maturity against the NHS. We will objectively assess our current social media capability, set goals for improvement and develop and manage implementation of a tightly outcomes-focussed Improvement Actions Plan.

We will objectively assesses our current social media capability across four Dimensions:
- Channels and Communities;
- Content;
- Leadership and Policy; and
- Organisation and Culture.

Step Two - Use the benchmarking results to develop a tightly focussed Social Media Optimisation Plan. We will use the results of the Capability Assessment to agree a tightly outcomes-focussed Social Media Optimisation Plan. It will be used initially to benchmark the organisation against the NHS average. It will then be used as a tracking tool to reassess capability after the implementation of agreed improvement actions

Step Three - Develop a Stakeholder Map or Listening Landscape. We will begin by constructing a Stakeholder Map or Listening Landscape. The Map will show the Trust's Stakeholders and Groups under five sectors:
- Patients, Families and Community;
- Staff and Professions;
- Media and Commentators;
- Politicians; and
- Executive and Oversight.

For each stakeholder organisations, we will identify whether the stakeholder has a Twitter account and, if so, whether our main Twitter account follows them and/or they follow us.

Step Four - Once the Stakeholder Map has been produced, we will fully integrate our stakeholders into our Twitter strategy using Tweetdeck. TweetDeck is a social media dashboard application for management of Twitter accounts. Like other Twitter applications it interfaces with the Twitter API to allow users to send and receive tweets and view profiles. It is the most popular Twitter application of its kind. TweetDeck consists of a series of customisable columns, which can be set up to display an organisation's own Twitter timeline, mentions, direct messages, lists, trends, favourites, search results, hashtags, or all tweets by or to a single user. We will configure Tweetdeck to show a series of columns containing tweets and activity by the Twitter accounts of key stakeholders identified in the Listening Landscape. The content of these columns is updated in real-time. This means that we will be able easily to see what our main stakeholders are saying on social media, respond and interact with them.

Step Five - Identify any crucial gaps in our Twitter followers and close our gaps. If there are significant gaps in the followers of our Twitter accounts - for example, a key local stakeholder organisation or patient group - then they and their followers will not see any of the content that the organisation puts out. If our followers are solely drawn from amongst the NHS 'family' and those already familiar with how the NHS works and following NHS-related accounts, we could be missing out on engaging with thousands of people and organisations who need it most. We will identify where those gaps might exist and close the gaps.

Step Six - Use "Windows on the World" to view and engage with content and conversations happening right now in our own particular context. Windows on the World are an innovative web-based tool that provides real time access to content and conversations happening on social media;
- configured to analyse results of any combination of social media accounts and/or particular topics;
- creates and presents the results on the web as interactive 'word clouds', grouping and analysing key words and phrases;
- can be embedded into an NHS organisation's own website or accessed as a standalone service;
- allows users to 'drill down' into any word or phrase to refine and hone in on the analysis; and
- provides a live direct link to the underlying content and accounts creating it.
-

We created our first Window on the World during 2017 to underpin our Symphony of Hidden Voices. Moving forward into 2017-18, we will significantly increase their number and range

Increase the proportion of our communications activity related to providing advice, signposts and support

A key feature of The Delivery Plan 2018-20 is a development of the Communications Team's role from simply being an internal provider of content to being a provider of advice, signposts and support - both across the Trust and beyond.

We will do so by:
- reviewing and, where necessary, updating or adding to the Trust's existing policies on all aspects of communications and social media;
- using our new backend infrastructure for combined Internet, Intranet and other web presences to allow other parts of the Trust to create their own distinct web presences (either on the Intranet or public website), but centrally managed in terms of their branding, look and feel to retain a cohesive brand and Trust family visual identity;
- creating a full range of support toolkits, training videos, templates and other resources to enable our staff and stakeholders to develop their own material and content.

As part and parcel of this, we will **support key aspects of Trust operations** - including finance, performance, governance and digital teams - in conjunction with our digital and IT teams through **introduction of new data management, analysis and reporting tools**

In the medium term, as we develop our internal capacity for delivering the highest possible quality communications outputs, content and service, we will begin to explore opportunities to offer these talents, skills and capabilities as an external revenue-raising service.

Increase proactivity and effectiveness in stakeholder management and public affairs

During 2016, we recruited specific skills to our expanded in-house team that included stakeholder management and public affairs experience, as well as communications skills. This has enabled us to provide additional support and input into our partnerships and activities with stakeholders across our local system, including support for the North Staffordshire and Stoke-on-Trent Alliance and increasing our role within - and contribution to - the Staffordshire STP.

We will continue this trajectory by further increasing our proactivity and effectiveness in stakeholder management and public affairs. We will look to further support the delivery of the STP, for example through our leadership roles in workstreams such as Organisational Development, Digital and Mental Health. We will also look to build and extend our partnership working with colleagues in local government, social care and primary care. This will include our role leading the system-wide response to the CQC Local System Review of North Staffordshire and Stoke-on-Trent

Contribute to effective mitigation of key Trust risks

During 2016, we looked to provide comms support for activities to mitigate key Trust risks - for example, increased investment in communications and marketing collateral to boost recruitment. We will work with the Trust risk management personnel, senior leadership team and Executive Directors to confirm where and how we can best apply communications and marketing support to help mitigate the Trust's key risks during 2018-20.

Appendix A: Alignment with SPAR, Proud to CARE and Trust Objectives

2018-20 Goal/Outcome	SPAR Quality Priorities	Proud to CARE Values	Key Trust Objectives
1 Increase the number of organisations and people with whom we communicate by at least 25% using a baseline including social media reach and subscribers to e-newsletters;	Personalised Accessible	Approachable Excellent	Attract and Inspire Partnership working Service User and Carer Involvement
2. Widen the range of voices and perspectives which we hear, in particular going beyond the normal NHS and social care 'family' to engage people in their wider lives and activities - including those in seldom and/or less heard groups - by adding at least 2 new organisations in each identified category	Safe Personalised Accessible Recovery-focussed	Compassionate Approachable Excellent	Quality Services Learning Culture Attract and Inspire Partnership working Service User and Carer Involvement

2018-20 Goal/Outcome	SPAR Quality Priorities	Proud to CARE Values	Key Trust Objectives
3. Increase the quality of our communications outputs and activities, the experience of those with whom we communicate and our ability to deliver communications which better meet the diverse needs and preferences of all service users and stakeholders - through the introduction of an Annual Communications Satisfaction survey and insights from focus groups involving both a wide range internal and external audiences	Safe Personalised Accessible Recovery-focussed	Compassionate Approachable Excellent	Quality Services Learning Culture Attract and Inspire Use of resources Partnership working Service User and Carer Involvement
4. Increase the ease with which people can receive communications from us and communicate with us - through the introduction of new, free subscriber services via our website, expanded e-newsletters and new Podcast channel	Safe Personalised Accessible Recovery-focussed	Approachable Excellent	Quality Services Learning Culture Attract and Inspire Use of resources Partnership working Service User and Carer Involvement
5. Increase the accessibility of our communications outputs through new Easy Read and multi-language versions of our website and key Reports, plus new interactive audio and video versions of their content	Safe Personalised Accessible Recovery-focussed	Compassionate Approachable Excellent	Quality Services Learning Culture Attract and Inspire Partnership working Service User and Carer Involvement
6. Increase the quality and efficiency of the digital estate through the implementation of a new combined Internet, Intranet and other web presences	Safe Personalised Accessible	Compassionate Approachable Excellent	Quality Services Use of resources Attract and Inspire Partnership working Service User and Carer Involvement
7. Make our social media the best in the NHS through benchmarking and development of a Social Media Optimisation Plan	Safe Personalised Accessible Recovery-focussed	Compassionate Approachable Responsible Excellent	Quality Services Learning Culture Research and Innovation Use of resources Attract and Inspire Partnership working Service User and Carer Involvement

2018-20 Goal/Outcome	SPAR Quality Priorities	Proud to CARE Values	Key Trust Objectives
8. Increase the proportion of our communications activity related to providing advice, signposts and support - by creating support materials and resources available via our website and distributed to local organisations and companies	Safe Recovery Focussed	Responsible Excellent	Quality Services Partnership working Service User and Carer Involvement
9. Increase our public profile and reputation with regional and national organisations and opinion formers - through the introduction of Listening and Engagement Active Partnerships with the communications teams in key national organisations in areas relevant to our services and service users	Safe Personalised Accessible Recovery-focussed	Approachable Excellent	Learning Culture Research and Innovation Attract and Inspire Partnership working Service User and Carer Involvement
10. Actively support promotion of our Directorates and/or Locality Teams with the aim of increasing by 25% the number of high quality entries the Trust makes to national and regional Awards	Personalised Recovery-focussed	Excellent	Learning Culture Research and Innovation Attract and Inspire Partnership working Service User and Carer Involvement
11. Increase the immediacy and impact of our direct communications to staff - through the introduction of new capabilities to centrally manage and disseminate key messages via screensavers, remotely managed TVs located in business locations and desktop wallpaper to staff devices	Safe Personalised Accessible Recovery-focussed	Approachable Responsible Excellent	Quality Services Learning Culture Research and Innovation Use of resources Attract and Inspire Partnership working Service User and Carer Involvement
12. Support key aspects of Trust operations - including finance, performance, governance and digital teams - through introduction of new data management, analysis and reporting tools	Safe Personalised	Responsible Excellent	Quality Services Learning Culture Research and Innovation Use of resources

2018-20 Goal/Outcome	SPAR Quality Priorities	Proud to CARE Values	Key Trust Objectives
13. Protect and promote the Trust's external reputation and strategic effectiveness in influencing - through increased proactivity and effectiveness in stakeholder management and public affairs	Safe Personalised Accessible Recovery-focussed	Compassionate Approachable Responsible Excellent	Quality Services Learning Culture Research and Innovation Use of resources Attract and Inspire Partnership working Service User and Carer Involvement
14. Contribute to effective mitigation of key Trust risks - for example in recruitment and retention, through active liaison with the Trust risk management personnel, senior leadership team and Executive Directors	Safe Personalised Accessible Recovery-focussed	Compassionate Approachable Responsible Excellent	Quality Services Learning Culture Research and Innovation Use of resources Attract and Inspire Partnership working Service User and Carer Involvement
15. Support the Trust's organisational and business development strategies - by mapping new organisational structures and activities against business development goals and developing bespoke communications and marketing materials and strategies for each area of activity	Safe Personalised Accessible Recovery-focussed	Compassionate Approachable Responsible Excellent	Quality Services Learning Culture Research and Innovation Use of resources Attract and Inspire Partnership working Service User and Carer Involvement

Appendix B: How the Communications Delivery Plan 2018-20 helps mitigate our key risks

The Delivery Plan 2018-20 includes a specific outcome to "contribute to effective mitigation of key Trust risks - for example in recruitment and retention, through active liaison with the Trust risk management personnel, senior leadership team and Executive Directors."

Combined Healthcare assesses and manages risks at a number of levels
- BAF Strategic Risks
- Trust wide risks (16+ score) and (12+) score

The following table sets out relevant risks at each level, what progress we have made during 2017 to help mitigate the risk and how the Strategic Plan 2018-20 builds on 2017 progress.

Risk	Support for mitigation during 2017	How the Plan 2018-20 builds on 2017 progress
BAF Strategic Risk 1 - The Trust fails to listen and act upon service user and carer involvement resulting in an inability to deliver responsive services BAF Strategic Risk 7 - The Trust fails to engage its partners resulting in fragmented patient pathways and doesn't align with STP sustainability and transformation plans Trust-wide risk (16+) - There is a risk to the sustainability of New Care Models due to insufficient capacity for change, particularly within the clinical and operational teams with a consequence of not fully contributing to the new care models and therefore not realising the full potential of integration	Comms support for Neuropsychiatry Conference, Symphony of Hidden Voices, AHP Conference, Service User Open Spaces Event, Stoke Pride, Leading with Compassion Scheme. Open Space event held at Port Vale, inviting staff and service users to contribute to deciding service priorities, and questionnaire issued inviting staff and service users to be involved in engagement activities. Discussion of draft Comms Strategy with SLT. Close working with Diversity and Inclusion and Veronica Emlyn and team in designing and delivering events and outputs Support for developing and promoting the Trust's vision, values and behaviours framework Recruitment to expanded in house team of role specifically to expand stakeholder engagement Introduced Patient Stories at Board Comms provider for the North Staffordshire and Stoke-on-Trent Alliance Board Strong role within the STP Comms Network	Increase the number of organisations and people with whom we communicate by at least 25% Widen the range of voices and perspectives which we hear, in particular going beyond the normal NHS and social care 'family' to engage people in their wider lives and activities. Introduce Listening and Engagement Active Partnerships Develop a Stakeholder Map or Listening Landscape Produce regular podcasts on items of interest plus material produced by our stakeholders and broadcast by us. Further develop Patient Stories at Board As part of new back-end infrastructure, deliver expanded capacity to track and report upon responses to feedback Map new organisational structures and activities against business development goals Further develop role and activity in comms support for the Alliance Further build role and influence within the STP Comms Network

Risk	Support for mitigation during 2017	How the Plan 2018-20 builds on 2017 progress
BAF Strategic Risk 3 - The Trust fails to exploit its potential in research and innovation, losing credibility and reputation and under-achieving in delivering evidence based care	Promoting the work of our Research and Innovation Team via our main comms channels and outputs, including website, Intranet, CEO Blog, Newsround, Team Brief, social media. Supported the in-house team to re-brand their own Twitter account to be part of Combined 'family' - and promoted its content via our own Twitter and Facebook accounts Supported the Research and Innovation Team to use in-house comms team's newly acquired industry standard communications tools - Adobe Creative Cloud and Adobe Stock.	Increase the ease with which people can receive communications from - and communicate with the Research and Innovation Team - through the introduction of new, free subscriber services via our website, expanded e-newsletters and new Podcast channel - including material produced by the team itself. Increase the proportion of our communications activity related to providing advice, signposts and support to teams like the Research Team. Actively support the Research and Innovation Team as part of our aim to increase by 25% the number of high quality entries the Trust makes to national and regional Awards. Include support for Research and Innovation social media in our Social Media Optimisation Plan
BAF Strategic Risk 4 - The Trust fails to optimise its resources resulting in an inability to be sustainable and increased regulatory scrutiny Trust-wide risk (16+) - There is a risk that 2017/18 recurrent CIP will not be delivered having an impact on the Trust's ability to deliver financial obligations in 2018-19	Initial investment in in-house tools and infrastructure combined with bringing in house most production previously outsourced enabled the Trust to deliver higher quality outputs at lower overall cost, including Quality Account, Annual Report, REACH Awards and events delivery. Comms support for Valuemakers initiative, including upgraded website, posters, banners, leaflets, insert into payslips and metallic badge	Completing the deployment of best of breed infrastructure and tools. Build back-end tool to analyse, track and produce management reporting on adoption of Valuemaker ideas Deploying the specialist skills of the Comms Team to deliver maximum value from the investment made in people and tools.

Risk	Support for mitigation during 2017	How the Plan 2018-20 builds on 2017 progress
BAF Strategic Risk 5 - the Trust fails to support its workforce to continually learn and develop resulting in poor staff experience	2016 NHS Staff Survey showed significant improvement in over 20% of indicators with none in significant decline. Above average scores against comparator NHS organisations in a third of areas. Full comms support for Towards Outstanding Engagement, Behaviours Framework, Leadership Academy, Team Brief sessions, NHS Staff Survey, Newsround. BAME Network, Diversity and Inclusion initiatives, Fab Change Week, Flu campaign. Weekly CEO Blog distributed via Campaign Monitor and on physical display stands in reception at Lawton House, Harplands Hospital and Dragon Square. Towards Outstanding branding - including Annual Report and Quality Account - putting frontline staff at centre of messaging and promotion across video, posters and pop-ups. Much greater use of social media to celebrate staff involvement and achievements. Open Space event held at Port Vale, inviting staff and service users to contribute to deciding service priorities, and questionnaire issued inviting staff and service users to be involved in engagement activities. Discussion of draft Comms Strategy with SLT.	Introduction of Annual Communications Satisfaction survey and insights from focus groups involving both a wide range internal and external audiences. Increase the immediacy and impact of our direct communications to staff - through the introduction of new capabilities to centrally manage and disseminate key messages via screensavers and desktop wallpaper to staff devices. Introduction of Listening and Engagement Active Partnership with staff side. Actively support our Directorates, via the Clinical Director and Head of Directorate, with the aim of increasing by 25% the number of high quality entries the Trust makes to national and regional Awards. Promote new Podcast with all staff including producing material with frontline staff and teams. Implementation of new combined Internet, Intranet and other web presences, including web presences for frontline teams. Introduce Social Media training and support

Risk	Support for mitigation during 2017	How the Plan 2018-20 builds on 2017 progress
BAF Strategic Risk 6 - the Trust fails to attract and retain talented people resulting in reduced quality and increased cost of services	Comms support given to expanded recruitment drive, including updated posters, banners, leaflets and social media. Specific promoted social media on Twitter and Facebook. Updated and actively managed 'Discover your Future' website Support for one-stop shop recruitment events. Radio and regional media advertising campaign. Specific recruitment collateral produced to attract people moving to the area Discussions commenced with local authority colleagues on accessing council comms channels to distribute and promote recruitment messages and collateral. Liaison commenced with medical teams to identify key audiences/messages/channels to attract medical recruits	Produce and deploy series of targeted recruitment collateral, including videos, aimed at specific key target audiences - beginning with medics, followed by AHPs, nursing staff and general recruitment. Deploy recruitment collateral and messages into widened range of voices and perspectives which we hear and attract via social media and offline channels. Include specific strand on recruitment aims in Social Media Optimisation Plan Promote new Podcast including producing material with frontline staff and teams, stressing positive messages on why Combined is a great place to work. Develop bespoke communications and marketing materials and strategies for each area of Trust activity

Appendix C- Addressing the barriers to success, weaknesses and threats identified in the 2016 Communications Strategy

The Communications Strategy 2016 identified 5 barriers to success, 9 weaknesses and 5 threats. The following tables set out each 2016 barrier to success, weakness and threat, states what progress we have made during 2017 to overcome and address them and explains how The Delivery Plan 2018-20 builds on 2017 progress.

2016 Barrier to success	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
Lack of capacity within the communications function	Recruited an expanded in-house team with the necessary experience and specialist skills to deliver the Trust's communications vision. Recruitment completed in late Summer 2017 Initial investment delivered in in-house tools, infrastructure and brought in house most production previously outsourced.	All Comms Team members have agreed PDRs incorporating specific responsibilities, roles, aims and outcomes aligned to the goals of the Strategic Plan 2017-19
Skills gap within the communications team in certain specialist areas	Recruitment to expanded in house team specifically targeted on specialist skills in design, digital and stakeholder communications.	The Strategic Plan 2017-19 is specifically designed around harnessing and deploying these skills in specialist areas
Limited resources	Additional investment was deployed to recruit expanded in-house team. Initial investment in in-house tools and infrastructure combined with bringing in house most production previously outsourced enabled the Trust to deliver higher quality outputs at lower overall cost, including Quality Account, Annual Report, REACH Awards and events delivery.	Completing the deployment of best of breed infrastructure and tools. Deploying the specialist skills of the Comms Team to deliver maximum value from the investment made in people and tools.

2016 Barrier to success	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
Cultural change required both within the communications team and across the organisation	Newly expanded comms team have brought different cultural approaches and experience to bear in the deployment of Trust communications activities and outcomes. Support for the Trust vision, values and behaviours framework has begun to translate these changed cultural approaches into frontline activities and teams	The Strategic Plan 2017-19 continues the process of promoting and embedding cultural change through new approaches, new techniques, new audiences and new activities. A specific goal of the Strategic Plan 2017-19 is to increase the proportion of our communications activity related to providing advice, signposts and support - by creating support materials and resources available via our website and distributed to local organisations and companies. This will enable us to raise overall understanding and adoption of new approaches across the organisation Support key aspects of Trust operations - including finance, performance, governance and digital teams - through introduction of new data management, analysis and reporting tools
Out of date technology	Initial investment delivered in in-house tools, infrastructure and brought in house most production previously outsourced	Completing the deployment of best of breed infrastructure and tools Increase the immediacy and impact of our direct communications to staff - through the introduction of new capabilities to centrally manage and disseminate key messages via screensavers, remotely managed TVs located in business locations and desktop wallpaper to staff devices

2016 Weakness	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
Ineffective website	Initial new website delivered. Design completed of strategy for new integrated Intranet, Website and associated web presences	Deliver the new integrated Intranet, Website and associated web presences as part of best of breed infrastructure and tools
Communications is largely reactive	Much greater use of social media as part of proactive approach. Much greater proactivity in approaching frontline staff to get involved in communications activities and outputs. Proactive engagement made with Comms colleagues across the region in NHS and local government	The Strategic Plan 2017-19 built upon "Active Listening" and "We come to you". Protect and promote the Trust's external reputation and strategic effectiveness in influencing - through increased proactivity and effectiveness in stakeholder management and public affairs Support the Trust's organisational and business development strategies - by mapping new organisational structures and activities against business development goals and developing bespoke communications and marketing materials and strategies for each area of activity
Inconsistent application of branding	Updated corporate branding to remain compliant with updated 2017 NHS branding guideline - whilst retaining SPAR colour palette across website, social media and physical estate to reflect revised "Towards Outstanding" vision Created and deployed Quality Account, Annual Report, posters, pop-ups, banners, videos, social media and external display reflecting new brand and core supportive text Greater in-house support for frontline teams for events, marketing collateral and outputs	Deliver the new integrated Intranet, Website and associated web presences as part of best of breed infrastructure and tools. Introduce light touch central management of brand palette and brand guidelines, supporting frontline teams to produce their own materials, whilst ensuring consistency with corporate brand. Work with Estates Team to ensure updated corporate brand is deployed across all locations. Update Trust policies to ensure consistent application of brand.

2016 Weakness	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
Limited digital communications e.g. social media AND Communication is largely one way with infrequent opportunities for meaningful engagement	Much greater use of social media as part of proactive and two-way approach. Support for events such as Open Space event and Symphony of Hidden Voices to deliver value-added two-way engagement Introduced greater use of social media images, tweets, FB posts, videos, animated GIFs, slideshows, live broadcasts Introduced Tweetdeck to better manage and drive Twitter activity Over-performed on delivery against BAF objectives for social media impact	Increase the number of organisations and people with whom we communicate by at least 25% using a baseline including social media reach and subscribers to e-newsletters; Widen the range of voices and perspectives which we hear, in particular going beyond the normal NHS and social care 'family' to engage people in their wider lives and activities - including those in seldom and/or less heard groups Promote new Podcast with all staff including producing material with frontline staff and teams. Implementation of new combined Internet, Intranet and other web presences, including web presences for frontline teams. Introduce Social Media training and support Use "Windows on the World" to view and engage with content and conversations happening right now across social media in our own particular context

2016 Weakness	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress	2016 Weakness	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
Insufficient focus on marketing and the promotion of specific services	Greater in-house support for frontline teams for events, marketing collateral and outputs Specific marketing collateral produced for frontline teams and corporate campaigns and activities,e.g. Edward Myers Unit, ROSE, Valuemakers	Introduce light touch central management of brand palette and brand guidelines, supporting frontline teams to produce their own materials, whilst ensuring consistency with corporate brand. Increase the proportion of our communications activity related to providing advice, signposts and support - by creating support materials and resources available via our website and distributed to local organisations and companies Support the Trust's organisational and business development strategies - by mapping new organisational structures and activities against business development goals and developing bespoke communications and marketing materials and strategies for each area of activity	Not enough is being done to build strong relationship with GPs	Comms support for the North Staffordshire and Stoke-on-Trent Alliance	Build comms support for Alliance and for the North Staffs GP Federation Include GPs and GP organisations in Stakeholder Map or Listening Landscape Fully integrate our GP stakeholders and partners into our Twitter strategy using Tweetdeck Increase the number of GP organisations and GPs with whom we communicate, including social media reach and subscribers to e-newsletters Use "Windows on the World" to view and engage with content and conversations happening right now across social media in audiences and channels heavily used by GPs - nationally, regionally and locally

2016 Weakness	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
Existing communications activity is arguably too 'safe'	Much greater use of social media as part of proactive approach.

Introduction of initial Windows on the World

Creation and promotion of the Symphony of Hidden Voices | Introduce new Podcast producing material with frontline staff and teams, as well as external stakeholders.

Implementation of new combined Internet, Intranet and other web presences, including web presences for frontline teams.

Make our social media the best in the NHS

Support key aspects of Trust operations - including finance, performance, governance and digital teams - through introduction of new data management, analysis and reporting tools |

2016 Threats	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
Failure to keep pace could see the Trust fall behind	Significantly improved website

Implemented Adobe Creative Cloud to bring our design and print quality up to industry standard.

Migrated core comms outputs from e-mail to modern industry-standard e-newsletter capability via Campaign Monitor - including CEO Blog, all-staff e-mails, Newsround, ROSE newsletter, CQC Update, Combined Catch-Up,

Recruited modern skills to the in-house team to be able to harness improved tools, and deliver higher quality content and outputs

Introduced new improved formats for Quality Account and Annual Report.

Introduced greater use of social media images, tweets, FB posts, videos, animated GIFs, slideshows, live broadcasts

Introduced Tweetdeck to better manage and drive Twitter activity | Deliver the new integrated Intranet, Website and associated web presences as part of best of breed infrastructure and tools.

Introduce new Adobe Interactive audio and video versions of Quality Account and Annual Report

Introduce new, free subscriber services via new integrated website, Intranet and associated web presences

Expand range and capabilities of e-newsletters

Introduce new Podcast channel.

Support key aspects of Trust operations - including finance, performance, governance and digital teams - through introduction of new data management, analysis and reporting tools

Increase the immediacy and impact of our direct communications to staff - through the introduction of new capabilities to centrally manage and disseminate key messages via screensavers, remotely managed TVs located in business locations and desktop wallpaper to staff devices |

2016 Threats	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress	2016 Threats	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
If patients do not receive the information they need, they may look elsewhere	Much greater use of social media as part of proactive approach. Comms support for Recovery Conference at Port Vale Football Club, delivered in partnership with local voluntary sector organisations and service users and carers and open to service users, carers, volunteers trust staff and the public - including Twitter support during the day and YouTube film Open Space event held at Port Vale, inviting staff and service users to contribute to deciding service priorities, and questionnaire issued inviting staff and service users to be involved in engagement activities.	Introduction of Annual Communications Satisfaction survey and insights from focus groups involving both a wide range internal and external audiences. Introduction of Listening and Engagement Active Partnership with Healthwatch, VAST, SUCC, Youth Council and other service user organisations. Increase the number of organisations and people with whom we communicate by at least 25% using a baseline including social media reach and subscribers to e-newsletters; Widen the range of voices and perspectives which we hear, in particular going beyond the normal NHS and social care 'family' to engage people in their wider lives and activities - including those in seldom and/or less heard groups - by adding at least 2 new organisations in each identified category. Make our social media the best in the NHS through benchmarking and Social Media Optimisation Plan	There is limited capacity to implement required changes AND the existing communications budget is insufficient to fund large projects e.g. a new website	Additional investment was deployed to recruit expanded in-house team. Recruited modern skills to the in-house team to be able to harness improved tools, and deliver higher quality content and outputs Initial investment in in-house tools and infrastructure combined with bringing in house most production previously outsourced enabled the Trust to deliver higher quality outputs at lower overall cost, including Quality Account, Annual Report, REACH Awards and events delivery. Initial new website delivered. Design completed of strategy for new integrated Intranet, Website and associated web presences	Increase the quality and efficiency of the digital estate through the implementation of a new combined Internet, Intranet and other web presences Support key aspects of Trust operations - including finance, performance, governance and digital teams - through introduction of new data management, analysis and reporting tools

2016 Threats	Progress during 2017	How The Delivery Plan 2018-20 builds on 2017 progress
Insufficient focus on marketing and the promotion of specific services	Greater in-house support for frontline teams for events, marketing collateral and outputs Specific marketing collateral produced for frontline teams and corporate campaigns and activities,e.g. Edward Myers Unit, ROSE, Valuemakers	Introduce light touch central management of brand palette and brand guidelines, supporting frontline teams to produce their own materials, whilst ensuring consistency with corporate brand. Increase the proportion of our communications activity related to providing advice, signposts and support - by creating support materials and resources available via our website and distributed to local organisations and companies Support the Trust's organisational and business development strategies - by mapping new organisational structures and activities against business development goals and developing bespoke communications and marketing materials and strategies for each area of activity