

Communications and Engagement Strategy 2015-19

1. About the Trust's Vision, Values and Aims

The Trust's Vision is to be the best integrated healthcare organisation of choice for our local communities and beyond.

Our strategic objectives are:



1. Patients will experience safe care
2. Partnership will be our strength
3. People will be proud to work for us
4. Performance matters

Our Values are:

- We treat people as we would like to be treated ourselves
- We work together to provide the best quality care
- We focus on individual and diverse needs

2. Executive Summary

The NHS Constitution states that staff and patients have a right to be kept informed and to be engaged with the NHS. This principle goes beyond regulatory requirements however and it is proven that effective communications and engagement with workforce and stakeholders is critical to a successful organisation. The NHS Outcomes Framework 2013-14 references the importance of a positive patient experience in its fourth key domain: 'Ensuring that people have a positive experience of care'.

The Trust's Five Year Strategy for 2015-19 and annual business plan reflect the direction and purpose of the Trust and it is essential that communications and engagement activities support and enable the delivery of the strategic objectives and organisational values.

The Trust's Vision, Values and Behaviours and Strategic Objectives are intrinsically linked to high performing communications and engagement. Our staff, our patients, our governors and membership, our community and our partners will be as informed, involved and engaged as possible in the work of the organisation, in the care and services we provide and in our ambitions and plans as laid out in the Five Year Strategy 2015-19. To support this, it is essential that effective and meaningful communications and engagement processes are embedded across the organisation.

Our stakeholders are our customers, whether users, providers or commissioners of our service, and it is vital that we communicate and engage appropriately to retain our core business. To do this we will commit to:

- Assure existing and attract new patients through best in class reputation promotion and management
- Attract new staff through an exciting employer brand and offer and reassure existing staff of the excellence of the organisation
- Work in partnership with our stakeholders to assure our commissioners and partners of our high quality service innovation and delivery

We will do this through a cycle of listening, learning and improving our services and the way in which we deliver them. It is only through effective communications and engagement that we can gain a genuine insight into the needs of our local communities and our partners to enable the Trust to appropriately redesign and deliver services that best meets the needs of local people.

We commit to being open, transparent and accountable and to harness the knowledge and experience of all of our staff, customers and stakeholders.

We commit to developing a customer driven, learning organisation, that reflects staff, user, partner and community input, becoming increasingly personalised as we achieve on our journey.

This Communication and Engagement Strategy sets out how we will achieve this over the next five years

3. Current State/Scope

To date the Trust has not had a Five Year Strategy, a Workforce Strategy or a Communications Strategy (although a 'framework' has been in place for a number of years). This is therefore a new strategy (for 2015-19) drawing on the key needs of our business:

- a. Financial Turnaround
- b. Service development
- c. Workforce engagement

4. Goals

- We will continually refine our communications and engagement plans and activity to ensure we are meeting our objectives; adapting our approach to include emerging media channels and ensure we provide the opportunity for as many of our stakeholders as possible are able to engage easily with us
- We will embed equality, diversity and accessibility in our communications and activities as possible to ensure that all groups have a voice and have the opportunity to be heard and help us shape our services
- We will continually work to ensure that our staff are kept fully informed of all developments and that meaningful engagement processes are embedded across the organisation.

Overarching Objectives

- We will build a recognisable and trusted healthcare brand for the staff and people of Barnsley and beyond, based on our vision and values
- We will strive for excellence in our communications and engagement planning, management and evaluation and will commit and demonstrate leadership in communications and engagement,
- We will commit to supporting communication as a core competency - embedding this at every level that communication is 'everybody's business'

5. Specific Objectives, Key Performance Indicators (KPIs) and Evaluation

The specific objectives are as below. These objectives are taken into an annual action plan and assigned SMART measures, progress on delivery of these SMART objectives is reportable to Trust Board on a quarterly basis.

1. Assure existing and attract new patients through best in class reputation promotion and management

- a. Delivery of a high quality, current website
- b. Delivery of high quality community communications (the Barnsley Hospital News quarterly)
- c. Delivery of positive news stories twice per month across our own media channels and working with local and regional press colleagues
- d. Delivery of current, active and interactive social media channels (Facebook, Twitter and YouTube) increasing reach and responding to feedback

2. Attract new staff through an exciting employer brand and offer

- a. Work with workforce colleagues to develop an exciting employer offer through market research and capturing our 'unique selling points'
- b. Involve a cross section of staff (from long service to students) in a 'What Makes you Proud?' engagement initiative to establish our 'USP'
- c. Encourage staff to come forward to be the 'face' of our employer offer by telling their own stories and becoming brand ambassadors
- d. Develop a set of communication materials and promotional support to embed this offer across the organisation, the community and beyond

3. Promote open, transparent communication, listening and learning culture

- a. Refine our communications toolkit to ensure that every employee has an opportunity to see
- b. Support line managers with coaching or learning in the successful and impactful delivery/cascade of Team Brief
- c. Create a range of communications tools and methods to support the Trust's subscription to Listening into Action
- d. Work with medical and nursing colleagues to capture and promote the quality and safety messages through monthly 'Quality Catch Up' and weekly 'Safety Bulletin'
- e. Support the Trust's preparation for the planned Care Quality Commission inspection through current and useful Share Point Site and signposting to information updates and developments

4. Work in partnership with our stakeholders to assure our patients, commissioners and partners of our high quality service innovation and delivery

- a. Establish open days for key departments and promote forthcoming activities for all patients, partners and membership
- b. Maintain our Trust membership through twice yearly recruitment drives working through our partner organisations, patient panel and advocacy groups
- c. Promote interest in and involvement of service users and their advocacy groups in the annual Governor elections to ensure we retain a well-represented governing body
- d. Develop specific stakeholder newsletters to support marketing initiatives, update and inform and encourage feedback and involvement of stakeholders such as Quality Matters GP Newsletter

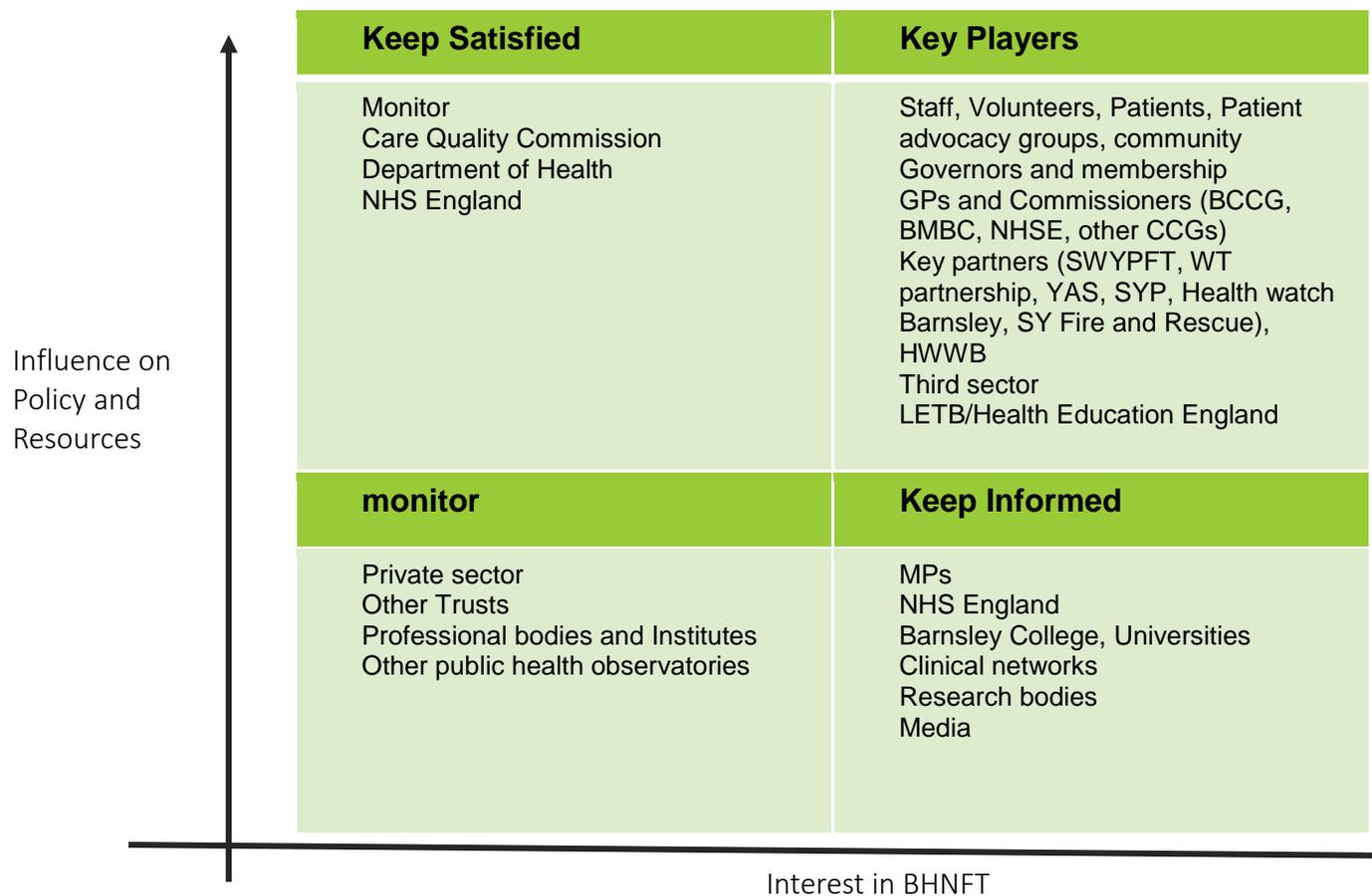
The key performance indicators of this strategy are organised into the following four themes:

- a) How we are perceived by our staff, stakeholders and the wider community
- b) How we engage and involve our staff, stakeholders and our community in setting, delivering and reviewing our strategy
- c) How we capture insights into our stakeholders' experiences
- d) How we plan, deliver and evaluate our communications and engagement activity

We will use the following parameters to evaluate the achievement of our KPIs

- a) Staff Survey results
- b) Outcomes of Listening into Action work streams
- c) Internal communications audits
- d) Inpatient and Outpatient Survey results
- e) Anecdotal feedback from stakeholders via corporate communication channels
- f) Followers, feedback and research via social media channels
- g) Brand recognition
- h) Regular measure of positive media coverage
- i) Regular measure of negative media coverage
- j) Analysis of percentage of stories deflected, managed out of the media arena or reduced in terms of potential reputational damage.
- k) Website user statistics

6. Target Audience



7. Advantage and Benefits

This strategy has been developed to align with the Trust's Five Year Strategy and to support and enable its successful delivery. The advantage and benefits of its successful delivery are:

- IMPROVED reputation, legitimacy and credibility
- INFORMED business decisions, senior managers and good stakeholder relations
- BRAND VALUE: Staff and services uphold and demonstrate brand values and are informed by the needs of service users and supported by stakeholders
- EFFECTIVE communication function which operates in a focused and informed organisation
- INDIVIDUAL: good communication ensuring all staff feel that they are kept informed, know where to go to find information, have a voice that is valued and have the opportunity to influence planning and decision making around service development

The further benefits will ensure that the following are embedded across the organisation:

- Equality and Diversity; Accessibility
- Sustainability of Communications and Engagement practices
- Knowledge transfer and empowerment of managers and individuals
- Seeking and sharing best practice to strive for excellence making efficient use of limited resources
- Succession Planning to enable us to 'home grow' our own talent for the future

8. Resources and Dependencies

Due to the broad remit of the Communications and Engagement function, this strategy is linked to, dependent on and supported by the following functions and documents:

- a. Five Year Strategy 2015-19
- b. Workforce Strategy 2015-19
- c. Membership and Engagement Strategy
- d. Patient Engagement plans
- e. Patient Information Strategy (*Note: this is currently being revised*)
- f. Staff Engagement Programme 2015-16 'Listening into Action'
- g. Vision and Values Statement

9. Risk management

See appendix 4

10. Key milestones, review and Reporting

- a) The Communications and Engagement Strategy is valid 2015-19, reviewable annually.
- b) The delivery of this strategy is through an Annual Communications and Engagement Action Plan 2015-16
- c) Progress of the Annual Communications and Engagement Action Plan is reviewed quarterly by Trust Board in relation to the organisation's strategic risk: damage to the Trust's reputation.

11. Budget

The Budget for the Communications Team is £104K for 2015-16 which includes pay and non-pay items as follows:

Pay

- 0.5 WTE Commercial and Marketing Manager Band 7
- 1.0 WTE Communications Specialist Band 6
- 1.0 WTE Communications and Marketing Assistant Band 3

Non- Pay

- Production of the Barnsley Hospital News x 4 per year
- Membership recruitment drive
- Sponsorship of the Pride of Barnsley Hospital Hero Award (contra deal with Barnsley Chronicle)
- Subscription to Capita membership database
- Miscellaneous design projects

12. Appendices

1. Communications and Engagement Framework
2. Communications Vehicles and Work Programme 2015-16
3. Communications Action Plan 2015-16 (in development)
4. Stakeholder Communications and Engagement Risk Assessment

APPENDIX 1: COMMUNICATIONS AND ENGAGEMENT FRAMEWORK

1. National Context

The NHS Constitution states that staff and patients have a right to be kept informed and to be engaged with the NHS. This principle goes beyond regulatory requirements however and it is widely acknowledged that effective communications and engagement with workforce and stakeholders are core to a successful organisation.

The NHS Outcomes Framework 2013-14 references the importance of a positive patient experience in its fourth key domain: 'Ensuring that people have a positive experience of care'.

The Francis Report, published in February 2013, found that the Board of Mid Staffordshire NHS Foundation Trust was disconnected from events within the Hospital, choosing to rely on external performance reports rather than internal assessment and feedback from staff and patients. The Francis Report concluded with a message that 'people must always come before numbers. Individual patients and their treatment are what really matters. Statistics, benchmarks and action plans are tools not ends in themselves. They should not come before patients and their experiences'.

This sentiment is echoed in the Keogh Review, published in July 2013, which is underpinned by the following principles of effective communication and engagement:

- Patient and public participation
- Listening to views of staff
- Openness and transparency
- Co-operation between organisations

Finally, the Berwick Review, published in August 2013, recommends the importance of the NHS becoming a learning organisation, advocating transparent communicated information.

This range of national review clearly demonstrates the commitment at the highest level to improve the way the NHS communicates and engages with its patients, its staff and other stakeholders. Furthermore, the Health and Social Care Act 2012 introduced the concept of 'any qualified provider', essentially opening up the NHS market place to competition from other NHS organisations and from private sector healthcare providers.

Now more than ever before, it is imperative that all internal and external stakeholders of an NHS organisation are engaged with in an open, transparent and effective manner, enabling a cycle of two-way communication, feedback and learning.

2. Local Context

Barnsley Hospital NHS Foundation Trust district general hospital, built in the 1970s and serving a population of approximately a quarter of a million people within the boundaries served by Barnsley Metropolitan Borough Council.

The Trust occupies a single site covering an area of approximately 8.2 hectares, with circa 380 beds and current annual income of £165 million.

The Trust's principal commissioner is Barnsley Clinical Commissioning Group which is responsible for commissioning health services for the population of Barnsley. During 2013/14, the Trust cared for 426,950 patients (418,712 in 2012/13), saw 216,771 clinic appointments (211,467 in 2012/13) and treated 79,681 patients in the Emergency Department (79,953 in 2012/13).

In 2005 the hospital gained Foundation Trust status and today provides a full range of district hospital services to the local community and surrounding area. These acute hospital services include emergency and intensive care, medical and surgical care, elderly care, paediatric and maternity, along with diagnostic and clinical support. The Trust also provides a number of specialised services, such as cancer and surgical services in partnership with Sheffield Teaching Hospitals NHS Foundation Trust.

Significant investment has been made in the estate. In recent years the Trust has successfully completed an £8m development of the Imaging Department, a £1m refurbishment of the Acute Medical Unit, creation of the Barnsley Birthing Unit and £2m on the Emergency Department Clinical Decision Unit (CDU) and Resuscitation Unit.

Our 2,578 WTE employees (December 2014) are supported by a Health and Wellbeing strategy and team who look after the physical health and emotional wellbeing of staff as well as an extensive learning and development programme and a fully equipped Education Centre.

Operationally, there are six Clinical Business Units (CBUs). Each CBU is led by a team made up of a Clinical Director, a Head of Nursing and a General Manager, who are supported by a Matron and Service Manager together with HR, finance and data analyst teams.

3. Vision for Communications and Engagement in Barnsley

The Trust's vision of 'providing the best healthcare for all' and the Trust Values and Behaviours are intrinsically linked to communications and engagement. It is a core principle of Barnsley Hospital NHS Foundation Trust that our staff, our patients, our Governors and membership, our community and our partners will be the most informed, involved and engaged as possible in both the nature of the organisation and in the care and services we provide. To support this, it is essential that effective and meaningful communications and engagement processes are firmly embedded across the organisation.

Our stakeholders are our customers, whether users, providers or commissioners of our service, therefore it is vital that we communicate appropriately with them in order to both retain our core business, to attract new patients through reputation management and to ensure a cycle of listening, learning and improving our services and the way in which we deliver them through creative and innovative working.

It is only through effective communications and engagement that we can gain a genuine insight into the needs of our local communities and that of our partners to enable the Trust to redesign and deliver services that best meets the needs of local people.

We wish to be open and accountable and to harness the knowledge and experience of all of our customers and stakeholders, to develop a customer driven, learning organisation, that reflects their input and is increasingly personalised. The Trust will move beyond traditional communications and engagement methods, innovating and challenging to develop the best possible insights to inform strategic planning and the development and implementation of our services.

4. Scope

This Strategic Framework builds on and replaces the Communications Strategy July 2011. It sets out an integrated strategic approach to communications and engagement. It describes the issues, challenges and opportunities we face, the policy context in which we operate and how we will build and maintain confidence in the Trust to ensure that local people and stakeholders are informed, engaged and empowered and hold in high regard their local hospital services.

Furthermore, this document sets out detailed information regarding the means by which we will deliver corporate communications and stakeholder engagement activity, together with a year one action plan attached as Appendix 3.

Due to the wide remit of the Communications and Engagement function, the Strategic Framework is links closely with the following functions and documents:

- Membership and Engagement Strategy
- Patient Engagement plans
- Patient Information Strategy
- Organisation Development Framework
- Staff Engagement Plan
- Vision and Values Statement

The success of this Strategic Framework is not solely dependent upon the Communications and Engagement function. Day-to-day communication and engagement with our customers and stakeholders – whether patients, carers, partner organisations or the general public – creates a lasting impression about the organisation. All staff share the responsibility for ensuring that the impression they leave with is a good one and that they in turn listen to our stakeholders and customers and respond appropriately.

5. Communication and Engagement Principles

The following principles will be adopted throughout the Trust's communications and engagement activity:

- **Open and accountable** – our communications will articulate our messages in a clear, concise and timely manner in alignment with our values. Communications will be accurate and appropriate to the audience, adopting a Plain English methodology and avoiding unnecessary jargon. Opportunities for listening and feedback will underpin our communications.
- **Engagement will be at the heart of everything we do** – we will develop a wide ranging programme of meaningful engagement, which enacts change where necessary to ensure that the Trust listens and responds, impacting on Commissioner Intentions and

positioning us as a leader in this field. Targeting hard to reach groups will be a core segment of this.

- **Partnership and collaboration** – partnership approaches will be used to tackle health priority issues in a local, regional or national setting as appropriate and to develop new ways of working which facilitate the delivery of shared visions and goals as well as wider NHS reputation management.
- **Inclusive and respectful** – our communications and engagement activity will be inclusive, recognising equality and diversity and challenging exclusion. They will respect dignity, privacy and cultural diversity, championing the vulnerable through equity and fairness
- **Innovation in communications** – we will adopt an innovative approach to communications, ensuring adoption of new technologies where appropriate in order to maximise engagement opportunities with internal and external stakeholders.

6. Stakeholder Mapping and Analysis

Stakeholders are people, groups or organisations that have an interest in or can be affected by our work. By communicating and engaging effectively and acting on our understanding of stakeholder's needs and wants we can achieve:

- Better partnership working
- More informed decision making
- More personalised services
- Shared ownership
- Trust and openness
- Change through patient experience
- Better outcomes

Our stakeholders can be grouped as follows:

- Customers – patients, carers
- The public
- Our staff and volunteers
- Governors and wider Trust membership
- Government and regulatory
- Political – MPs, councillors,
- Partners – local authorities
- Commissioning
- The media

Before we can communicate and engage with our stakeholders we need to understand their needs and interests. A full list of stakeholders can be found as Appendix 4, which includes an analysis of each group, their interests and needs, an assessment of the potential benefits of effective engagement and communications and the risk of not doing so.

We will be clear and consistent in how we communicate and engage with our stakeholders but will also assess each engagement in context to ensure relevance and effectiveness.

7. Strategic Communications and Engagement

Whilst we take every opportunity for matrix working between communications and engagement, it is possible to set out some specific plans against each area.

7.1 Corporate Communications

Communications has a key role to play in guiding staff, patients and the public and in supporting the development of the required culture within an organisation in order to achieve successful delivery of the vision and objectives. In the simplest terms, the Corporate Communications function is responsible for:

- Internal communications – staff communications, Board briefings, communications inside the Hospital setting (notice boards and display boards)
- External communications – media relationships, brand and reputational management, relationship management with commissioners, politicians and other external individuals and organisations, events support, stakeholder and public engagement, marketing communications, membership and the Governors and also the stakeholders of Barnsley Hospital Charity.

We maximise our efficiencies by linking closely with the following areas:

- Human Resources and Learning and Development
- Patient Experience
- Organisational Development
- Information Technology
- Barnsley Hospital Charity
- Information Governance

The Director of Marketing & Communications will be responsible for producing an annual Corporate Communications Plan to deliver the Strategic Framework.

7.2 Overarching Corporate Messages

Clarity and consistency of message is vital to effective communications. The Trust's messages must reflect and support organisational vision and values. To ensure this, a series of broad overarching messages about the organisation will be developed, maintained and reflected in Trust communications across all audiences.

7.3 Customer Focus

Corporate communications will support the Trust to be a learning and customer focused organisation. It will seek out and highlight examples of excellent engagement, involvement, insight and customer focus for both internal and external communications. Service experience and listening to patients and staff are core themes of the Francis Report and thus communications will reflect and support this.

7.4 Communications Planning

In a complex and changing operating environment there is a clear need for early identification of potential opportunities and issues from a whole organisation perspective.

Environmental horizon scanning and planning will be undertaken to ensure timely support for positive outcomes for the Trust and to ensure reactive matters are dealt with in a considered and planned manner whenever possible.

This approach will strengthen the Trust's reputation, enabling the delivery of planned positive messages to provide balance when it may be necessary to recover from a negative media situation.

7.5 Support for Programmes and Departments within the Trust

Robust, tailored Communications Plans will be developed for corporate programmes as required. To ensure consistency of message and clarity for audiences, media, communications and marketing activity undertaken by the Trust or by providers of the Trust will be managed and approved by Corporate Communications in liaison with the relevant organisational lead.

7.6 Internal Communications

The Trust strives to be a good employer. Effective internal communication at all levels supports good staff morale, motivation and productivity and empowerment in staff. In turn this has a proven impact on patient care and experience.

An informed and engaged workforce is an important factor in creating an ambassadorial workforce, thus supporting the organisation's reputation. Our internal communications and the medium via which they are delivered will be based upon sound insight of their needs and wants as a core audience.

7.7 External Communications

Good external communication at all levels is fundamental to the effective management of the organisation's reputation. It strengthens community information, organisational accountability, involvement and empowerment. Done effectively, external communications have the ability to improve public perceptions and awareness of the Trust and the wider NHS, together with recognition of the health challenges faced by the local community and the achievements and positive developments undertaken every day.

External communications also has a key role to play in supporting the continued focus on patient choice. Communications must be effective to ensure patients are fully informed and their expectations are well managed, therefore playing a key role in supporting good levels of patient satisfaction and attracting new patients.

Managing the external communications requires consistency of messages and clarity of ownership. To establish this all communications with the media, design agencies and with printers will be approved and managed by the Communications and Engagement function.

The suite of external communications and channels is provided as Appendix 2.

8 Strategic Engagement Activity

Engaging and involving our stakeholders in health and hospital issues is a fundamental part of our business.

A series of national reports and reviews into NHS organisations have stressed the importance of open and honest engagement, transparency, listening and responding to feedback from staff, patients and other stakeholders. In this context, this framework binds together a range of recommendations from policies, legal requirements, national guidance, local strategic direction and Barnsley's commitment to meaningful engagement in supporting this agenda. It sets out a wider framework for discussions when considering the engagement of patients, public and wider stakeholders for the next three years and the basis for more detailed planning with regard to engagement.

The Director of Marketing & Communications will support the Trust to listen to its customer groups, to reflect on their views and provide a revised and evidenced response which, alongside data and other forms of insight, helps meet local needs as holistically as possible.

This focus on effective engagement will enable a full system approach, which is shared, owned and delivered as part of 'everyone's business' and which maximises synergies between Learning and Development, Patient Experience and other key departments. Through this, we aim for:

- Excellence in engagement, contributing to a successful organisation, enhanced reputation and improvements in healthcare.
- Improved planning and decision-making by incorporating different perspectives and establishing common ground.
- More accessible and responsive and targeted services based on local experience and needs leading to better outcomes and service experience.
- A consistent standard and recognised approach for engagement.

For the purposes of this Strategic Framework, we make a distinction between the three main types of engagement activity undertaken by the Trust:

- Stakeholder engagement
- Staff engagement
- Patients, public and community engagement

8.1 Stakeholder Engagement

The Trust will ensure effective engagement of all stakeholder organisations and individuals with an interest in health and who can play a role in improving health in Barnsley. Stakeholder engagement can be undertaken at a corporate, programme, project or individual level and is a fundamental part of the day-to-day business of the Trust, managing our relationships with a myriad of stakeholders with whom we do, or wish to do business, with the objective of ensuring that we can make the most of these relationships.

Every contact with stakeholders can impact the effectiveness of stakeholder engagement, emphasising the importance of robust internal communications and engagement and a shared purpose throughout the Trust.

Stakeholder engagement is also a fundamental part of reputation management and as such impacts on the key functions of corporate communications. Stakeholder lists will be regularly reviewed and the Trust will develop a system of ensuring feedback is captured and reviewed centrally in order to effectively manage external relationships.

A stakeholder analysis is provided as Appendix 4.

8.2 Staff Engagement

The Trust has a robust Organisational Development Framework in place which represents the Trust's approach to developing the organisation to ensure we create a culture where compassion, care and safety of our patients are at the centre of all we do. The Framework outlines the following key areas of organisational development activity and focus:

- Developing high performing teams
- Developing behaviours that support the Trust's values
- Developing leadership and change competence
- Developing coaching, both team and individual

Supporting this is a Staff Engagement Plan, led by the Learning and Development function. The Trust recognises the strong linkages with this and with internal staff communication and thus the Communications and Engagement function will work in partnership with Learning and Development to support the delivery of this agenda, with a specific focus on the following areas:

- Together We Will Make It Better Programme
- Top Leader Development and Visibility
- Values and Behaviours
- 'Join the Conversation' staff engagement road shows
- Business Planning and Corporate Strategy

8.3 Patient and Public Engagement

The Patient Experience Team comprises Complaints & PALS Teams, the Voluntary Services Team and Patient Experience Engagement & Involvement activity. Together, this team works to deliver key objectives as defined in our Improving Patient Experience strategy, constantly reviewing how best to use patient feedback to improve and inform how we care for patients.

Their work links to National and Trust priorities and objectives as follows:

- Implementation of the NHS Friends & Family Test (CQUIN)
- Development of wider patient feedback systems
- Improving the experience of patients/carers who have dementia
- Learning Disability Awareness activities
- Improved complaints assessment and investigation
- Recruitment and engagement of volunteers to support patient feedback
- King's Fund Patient & Family Care Centred Programme – Pathway of Care for Frail Elderly Patients

The Trust also has a robust Patient Information Policy in place which aims to provide a clear framework to guide the formulation of high quality patient information, including a commitment to achieving the Information Standard for patient information, ensuring patient and public involvement in the production of patient information and an annual audit of processes and procedures.

The Communications and Engagement function will work in partnership with the Patient Experience Team to support the delivery of this agenda, ensuring communications activity supports feedback from patients and communicates actions taken by the Trust as a result of this feedback.

9 Media Relationships

As a very large public organisation within Barnsley we have a responsibility to be open and transparent with our stakeholders and our relationship with all media is part of this.

We will seek to ensure the maximum positive news coverage of the Trust and to ensure balanced reporting where there is a debate or doubt surrounding an issue. Where inaccurate, misleading or untrue material is published in the media we will seek appropriate correction and rebuttal proportional to the circumstances. The table below illustrates the news media channels that the Trust may encounter:

Type	Title	Coverage
Local	Barnsley Chronicle	Online and weekly printed publication
	Barnsley Independent	Online and weekly printed publication, linked to the Chronicle
	We Are Barnsley	Online website, linked to the Chronicle
	Barnsley News and Sport	Independent local website
	Dearne FM	Local Radio Station
Sub-Regional	The Sheffield Star	Online and daily print publication
	Hallam FM	Radio and online
Regional	BBC Yorkshire	TV, radio and online
	ITV Granada Television	TV and online
	The Yorkshire Post	Printed daily and online publication
National	BBC National	TV, radio and online
	ITN	TV and online
	Sky News	TV and online
	Broadsheets	Online and print
	Tabloids	Online and print
Trade Press	Health Press – HSJ, Nursing Times, Nursing Standards Health Journals Specialist publications	Online and printed publications

For clarity and consistency, a limited number of spokespeople will be used for media interview, focusing most commonly on the Chief Executive, Chief Operating Officer, Medical Director, Director of Quality and Nursing and specialists in a particular area.

The Chairman is reserved only for rare and appropriate interviews however will be regularly quoted in the print media. Individuals are photographed, interviewed or quoted only when specific individual contribution is made rather than to comment on key issues.

Wherever possible, case studies will be sought to deliver human interest angles that increase the likelihood of coverage.

10 Crisis Communications Management

The Civil Contingencies Act (2004) sets out a responsibility to warn and inform the public around a major incident of emergency situation. The Trust has a Resilience Framework, which the Communications and Engagement function is linked with to ensure that appropriate actions are taken in the event of a major incident or matter requiring business continuity. The Communications and Engagement function will actively participate in both Gold and Silver command as required.

11 Brand Guardianship and Reputation Management

The Trust's brand is about much more than a visual identity and a logo, although they are important to communicating it and representing it. Rather it is about who we are and how we wish to be seen.

The Barnsley Hospital NHS Foundation Trust brand is reflected in our vision and values and our organisational culture. It is reflected back to us by our stakeholders and staff, with whom we wish to have a shared understanding of the organisation.

Effective external communications and engagement are a key part of brand management, reflecting and supporting corporate vision and values and delivering regular, practical information regarding the work of the Hospital that supports our key strategic objectives and helping to manage expectations.

Effective internal communications are equally as important to brand management and our aim is to support our engaged and informed workforce, Governors and volunteers to act as brand ambassadors.

In order to ensure a controlled and consistent application and use of the brand, the Communications and Engagement function will act as guardian of the brand and its formal communication, including use of logos, imagery, key messages and application as well as lead the activity necessary to support all colleagues and stakeholders to understand and support the brand and our reputation.

12 Governors and Membership Communications and Engagement

The Trust has a membership of c9500 external and c3,000 staff members, with a Governor count of 29. The Communications and Engagement function will expand in 2013 to incorporate communications and engagement activity with the Trust's membership, both public and staff. This will encompass working with and supporting Governors to engage with their relevant constituencies on an individual level and ensuring support to membership engagement events throughout the calendar year.

13 Freedom of Information (Fol)

Although FOI requests do not come to the Communications and Engagement function as standard, the Information Governance Team send notification of all FOI requests from an identifiable media source in order that Communications can both have sight of the response and ensure awareness should this then turn into a media matter.

14 Evaluation and Reporting

This Strategic Framework will be implemented over a three year period. Supporting this, an annual action plan will meet the specific needs of both this framework and of the Trust as the NHS landscape evolves. Actions within the plan will form the basis of individual objectives for each of the Communications and Engagement function team members, progress against which will be monitored at monthly one-to-one sessions.

The Director of Marketing & Communications will report progress to the Board of Directors on a quarterly basis, inviting feedback and challenge to ensure objectives are being not only met but opportunities maximised. The Strategic Framework will be reviewed every three years and adapted to meet new challenges and opportunities facing the Trust. The following tools will be used to measure and evaluate success:

- Staff Survey results
- Outcomes of Together We Will make It Better work streams
- Internal communications audits
- External communications audits
- Inpatient Survey results
- Outpatient Survey results
- Anecdotal feedback from stakeholders via corporate communication channels
- Followers, feedback and research via social media channels
- Brand recognition
- Regular measure of positive media coverage, combined with opportunities to view positive information about the Trust
- Regular measure of negative media coverage, combined with opportunities to view figures
- Analysis of percentage of stories deflected, managed out of the media arena or reduced in terms of potential reputational damage.
- Website user statistics

APPENDIX 2 COMMUNICATIONS VEHICLES AND WORK PROGRAMME 2015-16

Staff will be invited to feedback their needs and wants on a regular basis and a robust framework of internal communication channels will be put into place across the Trust as follows:

- **CEO 'Join the Conversation'** – this monthly communication will be developed to deliver and reinforce the core messages to be conveyed to and engage the workforce. The opportunity to feedback will be invited on each communication in line with the principle of openness and accountability.
- **Team (Core) Brief** - the monthly briefing process will be developed to include a summary of matters presented at the Board of Directors, together with relevant and timely key corporate messages. The process of briefing will commence each month directly from the Chief Executive, who will begin the cascade process throughout the organisation. The Communications function will seek to ensure copies are available to staff on all Wards and other clinical and non-clinical environments and audit the success of the briefing process. Team Brief will include a feedback mechanism, enabling staff to feedback on the briefing itself and ask questions to be answered in the following month's brief.
- **Weekly e-Newsletter** - the weekly e-newsletter 'The Barnsley Buzz' will be distributed to all staff by email each Friday morning. The content will be structured in groupings linked to our strategic objectives. A feedback link will be provided as standard on every e-newsletter.
- **Weekly Patient Safety Bulletin:** Prepared by the Clinical Governance Team and Patient Safety Nurse this weekly one page bulletin will be authored by the Medical Director and Director of Nursing and Quality. This pdf document will be sent to 'all users' every Tuesday; ward and department heads are to print and place on bulletin board or communications book within the ward/department.
- **Monthly 'Quality Catch Up' Bulletin:** Led by the clinical governance team this monthly bulletin will follow the format of the weekly patient safety bulletin but authored by the Director of Nursing and Quality and focusing specifically on our quality priorities, indicators and objectives.
- **The Intranet** - the intranet will be regularly updated and includes relevant corporate information about the Trust, its policies, procedures and other matters of interest to staff. All staff can contribute information to be included on the Intranet site. Focus will increasingly be placed on the 'backroom' of the intranet 'Share Point' allowing the intranet to be phased out once the newest version of Share Point is procured creating an 'extranet' and improving accessibility to all staff.
- **Global Emails** – 'global' all user emails are sent out across the Trust to all staff by either the Chief Executive or Communications team. The CEO will use this medium to pen 'in-person' communications to all staff as a 'from my desk update'. In all other

circumstances this medium may only be used for urgent or business critical circumstances to preserve the integrity of this channel. In these circumstances, the Director of Marketing & Communications will review the appropriateness of the message for all staff, issuing via the most appropriate channel for the message.

- **Staff Communication Events** - The Education Centre provides an onsite location to deliver events designed to raise awareness of and engage staff in key issues. The Communications and Engagement function will work closely with the Trust's Learning and Development function to design, deliver and respond to such events.
- **Staff Notice Boards** – notice boards across the Trust provide a valuable source of information. The Communications and Engagement function will link closely with the Nursing Directorate to conduct a regular audit of content on Wards and clinical areas in order to ensure key communications and appropriate core messages are available for those staff that may not regularly have access to a computer terminal. The Communications Team will support this work across non-clinical environments, the last notice board audit was conducted in March 2015 and this will be refreshed annually.
- **Annual Business Plan Launch** - The Communications and Engagement function will work with the business planning function to ensure that the annual plan is launched and communicated in a manner that translates the core messages into meaningful information to all staff groups and allows appraisals to be linked directly to the Trust's strategic objectives and values.
- **Staff Awards** – The Trust will continue to recognise and celebrate staff, particularly those who 'go the extra mile', delivering outstanding levels of care and attention in their working practice. The monthly BRILLIANT Awards and annual HEART Awards will continue to be promoted in order to highlight good practice.

The above communication channels will be subject to continued review and development in order to ensure not only are the necessary corporate messages reaching our workforce but that there continues to be a wide range of opportunities for staff to contribute and feedback their views and ideas. Other internal communications channels will be developed as the organisation requires.

A suite of external communications channels will be delivered as follows:

- **Barnsley Hospital News** - a quarterly newspaper distributed with the Barnsley Chronicle newspaper, placed in 20 community supermarkets and placed in Beckett's hospital restaurant; the pdf will also be emailed to all staff and placed on the intranet. In addition to a dedicated Governor page in each issue, staff are encouraged to submit articles for publication about relevant and interesting aspects of their work or achievements and successes. The publication includes a mixture of light hearted and human interest pieces alongside corporate news and Trust developments.
- **Distribution lists** will be continually reviewed to ensure this key communication reaches as wide an audience as possible. Alternative, more cost efficient distribution mechanisms will be considered and progressed, such as email and PDF format, in support of the Trust's efficiency drive and the ambition to become paperless.

- **Stakeholder Briefings** - the Trust will deliver specific briefings for external stakeholders. These will contain audience specific information and will be developed in line with stakeholder needs and wants, ensuring effective engagement and communication of key information about the Trust and its services.
- **Trust Website** – the site continues to develop and provides a good basis for the dissemination of positive and core messages. The site will continue to be maximised to ensure users can access content that is relevant, timely and up-to-date through an easy to use navigation system.
- **Social Media** - the Trust has an active presence on Facebook, Twitter and on You Tube. Such channels are used to disseminate key information about the Trust, events, our successes and our work. The Communications function will focus on developing audiences for all social media channels, with a focus on two-way interaction and engagement. The Trust will develop opportunities to maximise engagement with these audiences, inviting opinion and feedback on a range of matters.

The Trust will continue to develop online links with partner organisations, supporting and promoting their social media communications when appropriate, with the aim of ensuring positive relationships and like for like promotional support from our partners.

Social media will be utilised as a source of patient feedback, constantly monitoring social media sites using appropriate software for references to the Hospital and providing such feedback to the Patient Experience Team for action where appropriate.

- **Content on NHS Choices Website** - The Communications and engagement function will work with the Patient Experience Team to ensure that patient feedback on the NHS Choices website is responded to in a timely and appropriate manner.
- **Annual Report** - As a Foundation Trust, the Hospital is required to produce an annual report, adhering to strict regulatory content and publishing guidelines. The Communications function will lead on the production and delivery of this statutory communication, ensuring linkages and support from key areas of the organisation in relation to specific content.
- **MP and Parliamentary Briefings** - the Trust benefits from strong relationships with local MPs. As the political landscape inevitably changes over time, we will continue to strengthen these relationships, inviting MPs to take an active interest in the activities of the Hospital. Quarterly MP meetings with the Chief Executive, the Chair and the Director of Marketing & Communications will continue to provide a forum to develop relationships, to communicate relevant information and to discuss challenges and opportunities that arise. To supplement these face-to-face meetings, the Trust will work with MPs to ensure appropriate methods are in place for communications and engagement outside of the quarterly agenda.
- **External Industry Awards** - The NHS has a wealth of high profile local, national and regional awards in its annual calendar. Shortlisted nominations and winning such awards enhance the Trust's reputation and provide a source of positive media coverage. The Communications function will develop and proactively manage an annual awards calendar, ensuring notification of relevant awards are communicated throughout the

organisation, encouraging submissions, advising on how to write entries and working to maximise success.

- **Annual General / Public Members Meeting** - the Trust is required to hold an annual public general meeting. The Communications function will work in partnership with the Chairman and the Board Secretary to deliver a professional and high quality event, that delivers the statutory requirements and is well-attended by stakeholders.
- **External Trust Events** - Every year the Trust hosts a variety of external events, all of which impact upon its reputation. The Communications function will provide advice and support to the delivery of such events to ensure they are perceived as successful by stakeholders and compliment the Trust's reputation.

2015-16 Communications and Engagement Annual Plan (in development)

The plan reflects the objectives of the communications and engagement function. Success will be measured using one of more of the following evaluation methods:

- Staff Survey results
- Outcomes of Together We Will Make It Better work streams
- Internal communications and engagement audits
- External communications, brand and engagement audits
- Inpatient and Outpatient Survey results
- Anecdotal feedback from stakeholders via corporate communication channels
- Followers, feedback and research via social media channels
- Regular measure of positive media coverage, combined with opportunities to view positive information about the Trust
- Regular measure of negative media coverage, combined with opportunities to view figures
- Analysis of percentage of stories deflected, managed out of the media arena or reduced in terms of potential reputational damage.
- Website user statistics

Strategic Actions:

Action	Target	Outcome	Owner	Timescale

Tactical Actions:

Action	Target	Outcome	Owner	Timescale

Appendix 4 – STAKEHOLDER COMMUNICATIONS AND ENGAGEMENT RISK ASSESSMENT

- **Characteristics:** An overview of the characteristics, roles and responsibilities
- **Need and interest:** what are their information needs and areas of interest?
- **Potential:** the benefits of engaging and communicating effectively
- **Risk:** the impact of ineffective engagement and communication and missed opportunities

Stakeholder group	Characteristics	Needs and Interest	Potential	Risk
<ul style="list-style-type: none"> - Patients - Carers - Family members (this may be members of staff) - General public - Trust Members 	<p>Central to everything we do</p> <p>Receiving a service – personally or family member</p> <p>Tax payer</p> <p>Have a wide and varied influence</p> <p>Have increased patient choice</p> <p>Have a wide and varied opinion of the Trust</p>	<p>A positive experience</p> <p>Good customer care</p> <p>Information and a potentially vulnerable time</p> <p>Information to make better informed decisions</p> <p>Knowledge about where and how to access services and support</p> <p>Assurance that they will get the care they deserve when they need it</p> <p>To understand what is expected of them,</p> <p>To understand how the money is being spent</p> <p>Opportunity to feedback and feel valued</p> <p>Opportunity to influence and contribute</p>	<p>Help us to achieve our vision</p> <p>Provide invaluable feedback from which to learn</p> <p>Ambassadors – share good experiences</p> <p>Help to shape services</p>	<p>Failure to achieve our vision</p> <p>Customers and commissioners lose faith in services we provide</p> <p>Negative public perception</p> <p>Increase in complaints and negative feedback through MPs and alternative routes</p> <p>We don't improve our services or learn as we're not listening effectively</p> <p>Perception of wasting public funding</p> <p>Disengaging from health and wellbeing services</p>
<ul style="list-style-type: none"> Staff Volunteers Governors 	<p>Deliver our services</p> <p>Can be the biggest ambassadors or critics of the NHS</p> <p>Have wide and varied influence of other groups, including patients</p>	<p>Regular information to enable them to do their job effectively</p> <p>Understand how they fit into the bigger picture</p> <p>Understand what is expected from them</p> <p>Understand what they can expect from the Trust</p> <p>How we are improving patient care</p> <p>How they can get involved and influence</p> <p>What do changes mean to them</p>	<p>Ambassadors for the Trust</p> <p>Commitment to achieving the vision</p> <p>Valued and understand their role</p> <p>Increased motivation and sense of pride</p> <p>Can contribute to improvements and new ways of working</p>	<p>Demotivated and feeling undervalued</p> <p>Loss of pride in the services they deliver</p> <p>Critical of the Trust in public</p> <p>Prevent the Trust achieving its vision</p> <p>Disengagement and failure to feedback</p>

		Want to be involved and not 'done to' Need to feel valued and listened to Need to express concerns and feedback innovation / ideas	Low levels of turnover and sickness	
Government and regulatory	Set policy and drivers Set performance targets and standards National NHS media coverage often relates to this political activities - reviews etc. Can use the NHS as a political 'tool' i.e. elections	Assurance of improvement Assurance of targets and legislation To know when things are causing concern	Support and flexibility in making things work Sharing best practice Championing innovative work Light touch approach	Concern over lack of assurance results in more in-depth intervention Raise concerns in public arena Put intervention measures in place Demand more assurance
Political	Protecting the interests of constituents Striving to see improvements Key opinion formers Highly influential Close partners Supporting political beliefs	Understanding of the strategic direction Regular updates and briefings on hot topics and key issues Involvement in issues and hot topics at an early stage Assurance around improvement Assurance around patient experience Assurance that responds to constituents issues and concerns Awareness and involvement in achievements	Ability to influence publicly Ability to influence politically Frequent contact with constituents and the media – act as ambassadors in some key areas if they are up-to-date An independent spokesperson Can contribute to discussions and developments from a wide breadth of knowledge	Very high profile if not engaged or informed Ability to raise issues in Parliament and the media First port of call for the media for comment on issues and challenges Ability to refer to review panels and delay process
Partners	Commission services Provide services Work alongside to deliver services Support initiatives	To know our strategic direction To understand their contribution to the strategic direction To have an understanding of our challenges and priorities To understand our position/opinions on specific issues that impact them e.g. GP opening hours and Urgent Care To understand our short, medium and long-term aspirations and intentions	Supportive direction of travel makes it easier to move forward More co-ordinated approach – patients only see one NHS Facilities joint partnership working and problem solved Better proposals with more contributions from frontline staff and patients	May pursue conflicting direction of travel Mixed messages for staff, patients and the public Less partnership working Potential to block proposals Silo working

		To influence our direction of travel with specific knowledge and experience		
Media	<p>Present a high profile view of issues in the interest of local population</p> <p>Can be seen to dwell on negative issues to make a good story</p> <p>Excellent mechanism for communicating key messages to general public and patients</p> <p>An important source of information</p> <p>Believed by people in general, regardless of media bad practice coverage in 2012/13</p> <p>BBC has public service responsibility</p>	<p>'hard news' – negatives make for better stories</p> <p>Human interest stories</p> <p>Information about things that improve things for local people</p> <p>New information that has not been covered elsewhere</p> <p>Contact with 'real' people – staff and patients to support national stories at a local level</p>	<p>Excellent opportunity for communicating key messages to stakeholders</p> <p>Recognition for staff and patients</p> <p>Enhanced reputation</p> <p>Reputation management in the event of negative coverage</p> <p>Ability to generate discussions and present a balanced argument</p> <p>Accurate, timely information leads to better coverage</p>	<p>Will run one-sided stories if no communication with the Trust</p> <p>May get information from inappropriate source</p> <p>Story blows up out of proportion if left unmanaged</p>