

BOARD OF DIRECTORS PAPER – COVER SHEET

Meeting Date: 27 May 2009

Agenda Item: 11

Paper No: H

Title:	MARKETING PLAN 2009-2010
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Purpose:	The Marketing Plan will enable Poole Hospital to clearly identify areas around which there is a marketing requirement and to prioritise activity. This will help to minimise the risk of spreading our marketing activity too thinly, resulting in limited success.
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Summary:	This is a high level plan which looks at the current market position of Poole Hospital and identifies the marketing objectives, customer base and key actions that need to be taken in order to promote Poole as the hospital of choice and to maintain/increase our market share. .
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Recommendation:	For discussion and approval
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Prepared by:	PAULINE MALINS Director of Communications and Marketing	Presented by:	PAULINE MALINS Director of Communications and Marketing
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This report covers: *(Please tick relevant box)*

Assurance Framework		Healthcare Standards: <i>Please specify which standard</i>	
Business Planning		Local Delivery Plan	
Complaints		Performance Management	
Finance		Strategic Development	
Foundation Trust Compliance		Financial implications	YES / NO
Other <i>(Please specify)</i>		Legal implications	YES / NO

POOLE HOSPITAL NHS FOUNDATION TRUST

Report to the Board of Directors – 27 May 2009

MARKETING PLAN 2009/10

1. PURPOSE

- 1.1 The purpose of this paper is to set out a marketing plan for Poole Hospital NHS Foundation Trust for 2009/10.
- 1.2 The Marketing Plan will enable Poole Hospital to clearly identify areas around which there is a marketing requirement and to prioritise activity. This will help to minimise the risk of spreading our marketing activity too thinly, resulting in limited success.

2. BACKGROUND

- 2.1 The plan builds on the values, aims and objectives contained within the Communications Strategy, approved by the Board of Directors in August 2008. Its development has been guided by recommendations and strategic priorities identified within our Annual Plan and in the Clinical Services Strategy. The Marketing Plan also takes account of market intelligence reporting by the Directorate of Strategy, which indicate Poole Hospital's market share.
- 2.2 In order to pull these strands together and assess where we are now, a marketing 'discovery' day was held on 31st March 2009. This event was attended by representatives from the Directorates of Communications and Marketing, Strategy and Operations, and facilitated by Merchant Creative, a specialist healthcare marketing agency:
- 2.3 The aim of the day was to gain a full understanding of the current status of the overall business of the Trust, to review and discuss current communications/marketing activities and to challenge and develop the strategic direction for Poole Hospital NHS Foundation Trust's marketing activity.

3. CURRENT MARKET POSITION

- 3.1 Poole Hospital provides a wide range of local, general and specialist acute services to people living in the Borough of Poole and the two district councils of Purbeck and East Dorset. We also provide general and specialist acute services including maternity, trauma, child health, ear, nose and throat (ENT), and emergency gynaecology services to the residents of Bournemouth and Christchurch.
- 3.2 In addition, Poole Hospital is the Cancer Centre for Dorset and provides some other county-wide specialist services, such as neurology and oral maxillofacial care. This brings our total catchment population to 701,900.
- 3.3 These populations account for approximately 96% of the patient flow to the hospital. The remaining 4% of patients come from the neighbouring areas of Hampshire and Wiltshire or are visitors/holidaymakers who require emergency care.
- 3.4 The Trust has two main commissioning bodies, NHS Bournemouth & Poole and NHS Dorset. NHS Bournemouth and Poole contract for approximately 71% of our services and NHS Dorset for approximately 28%.

- 3.5 Our main competitors for market share within the local health economy are the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust, Dorset County Hospital NHS Foundation Trust, Salisbury Hospital NHS Foundation Trust, the Primary Care Trust provider arms and some independent sector providers.
- 3.6 Poole is the major trauma centre for the East of Dorset, which means that 90% of our activity is unplanned. Competition for the remaining elective activity from local providers is mitigated by the existence of a formal agreement between Poole and our nearest competitor, the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust.
- 3.7 Planned future developments are a combination of our own ambitions regarding clinical services and those driven from the commissioning and health needs of the local population. These are set out in detail in the Clinical Services Strategy and in our Annual Plan.
- 3.8 The pattern of GP referrals to Poole Hospital indicates that we maintain a broadly consistent and stable market share. We regularly monitor market share using the Dr Fosters Hospital Marketing Module, so that fluctuations and trends can be picked up and addressed with GPs and practice based commissioning groups.
- 3.9 Poole Hospital enjoys a good reputation with the local community. Marketing activity to date has included proactive placement of news items and features in the local media, publicising service and quality developments through a range of 'house' publications, events and our website. However, the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust is more proactively marketing itself to the local population and there is a perception that, due to this more hard hitting marketing approach, Poole is currently lying in the shadow of Bournemouth.

4. MARKETING GOALS

- 4.1 If, as a Foundation Trust, we are to preserve and increase our market share, it is important that we actively promote our services and achievements to local people and stakeholders, particularly to GPs.
- 4.2 Our marketing goals for 2009/10 are to:
- i) maintain and increase our market share in key strategic areas outlined in (iii) below;
 - ii) promote the quality of care, based on first class achievements in safety, cleanliness and patient experience;
 - iii) promote service developments based on the five key priority service areas for developments (East Dorset Trauma Centre, Local General Emergency Centre, East Dorset Women' and Children's Centre, Dorset Cancer Centre, Local Acute Elective Centre);
 - iv) promote Poole Hospital as a model employer so that we continue to employ a highly motivated workforce, delivering excellent clinical services.

5. CUSTOMER BASE

- 5.1 Poole Hospital NHS Foundation Trust has a wide range of audiences (in marketing terms, our customers). These are fully identified in the Communications Strategy and include:
- General public

- Patients
- GPs
- FT members/governors
- Staff/volunteers
- Monitor and other regulatory bodies such as the Care Quality Commission
- PCTs
- Partners (e.g. local authorities)
- SHA
- Media
- Bournemouth University
- MPs

5.2 If we are to successfully promote Poole as the hospital of choice, it is important that we focus time and attention on understanding what our patients and stakeholders want and respond to their demands. We need to understand more about our key audiences and the way they think, feel and react. This will help us communicate key messages in such a way that will have maximum impact on the intended audience. In order to achieve this goal we will need to undertake some market research with key groups, for example, through questionnaires, surveys, focus groups and interviews.

6. MESSAGING

- 6.1 Poole Hospital has a number of key successes and developments on which it can build strong marketing messages. These include being named the safest hospital in the UK; strong performance in a number of areas including the quality of care, infection control, diagnostics, and waiting time targets as well as areas of clinical excellence.
- 6.2 We should identify the key messages that need to be communicated to each of the hospital's audiences. However, we would be challenged to market to each of our identified audiences over the next 12 months within current budgetary and capacity constraints. We will, therefore, define some common key messages that are relevant to a number of audiences, so that we can condense the marketing and communication activity required and deliver it within existing resources. Once these areas have been identified they need to be prioritised, to avoid spreading marketing activity too thinly, resulting in limited success.
- 6.3 An effective way forward would be to prioritise audiences and maximise effort over the next 12 months. For example, if we regard GPs as the most influential audience to target, we will invest most of our activity in this particular market segment:

	April 2009 to August 2009	September 2009 to March 2010
GPs	80%	40%
Patients	10%	40%
Staff	10%	20%

7. MARKETING RECOMMENDATIONS

- 7.1 In order to make effective use of available resources, we must clearly identify measurable marketing objectives for the next 12 months based on the Hospital's priority messages.

We need to:

- identify the areas around which there is a marketing requirement e.g. quality of care, patient safety, accessibility and our clinical strategic priorities;
- set measurable marketing objectives;
- identify and prioritise the key messaging;
- define the audiences for major concentration of effort over the next 12 months.

7.2 Actions required to deliver the marketing Plan are set out in Appendix A and are summarised below:

- select a theme for each month of the marketing plan;
- initiate a key facts campaign;
- research GPs' main areas of interest;
- develop a creative direct mail campaign communicating key relevant facts about Poole Hospital to GPs;
- develop and distribute consultant directory/directory of services;
- re-develop the public website.

8. CONCLUSION.

The Board of Directors is invited to discuss and approve the Marketing Plan for 2009-10.

PAULINE MALINS
Director of Communications and Marketing
May 2009

**POOLE HOSPITAL NHS FOUNDATION TRUST
MARKETING PLAN 2009-10**

Marketing recommendation	Objective	Action	LED BY	DATE
Identify the areas around which there is a marketing requirement e.g. quality of care, patient safety, accessibility and our clinical strategic priorities	Promote Poole as the hospital of choice for local people Maintain and increase our market share	Initiate a key facts campaign Re-develop the public website.	Directorate of Communications and Marketing Media and Communications Manger	June 2009 Scoping exercise by September 2009 Public website re-launched by March 2010
Define the audiences for major concentration of effort over the next 12 months.	Maintain and increase our market share	Concentrate major marketing activity on GPs for the first six months of 2009-2010 Research GPs' main areas of interest Develop a creative direct mail campaign communicating key relevant facts about Poole Hospital to GPs Develop and distribute a consultant directory/directory of services	Directorate of Communications and Marketing with Directorate of Strategy and Medical Director	September 2009 July 2009 September 2009 September 2009
Identify and prioritise the key messaging	Promote Poole as the hospital of choice for local people	Select key messages based on quality of care achievements and service development priorities	Directorate of Communications and Marketing with Directorates of Strategy and Operations	July 2009

Marketing recommendation	Objective	Action	LED BY	DATE
	Maintain and increase our market share	Match messages to key audiences Identify common themes Select a theme for each month of the marketing plan		Monthly