

ENCLOSURE: R

<b>Date of meeting:</b>	30 October 2019
<b>Title of report:</b>	Marketing and Communications Strategy
<b>Purpose of report</b>	For Information
<b>Recommendation:</b>	To note contents of the strategy
<b>Written by:</b>	Vicky Brooke, Head of Marketing and Communications
<b>Presented by:</b>	Paul Cracknell, Deputy Chief Executive
<b>Relevant Trust Objective:</b>	Securing the Future
<b>Previous consideration by Committee or Executive:</b>	EDT 22.10.19
<b>Appendices:</b>	Appendix A: Marketing and Communications Strategy
<b>Implications considered for: Compliance with NHS Constitution, CQC registration, legal issues, equality &amp; diversity, environment, stakeholders, staff, patients &amp; public, risks &amp; benefits, value for money, governance and primary care.</b>	
<p><b>Executive summary</b></p> <p>The attached Communications and Marketing Strategy has been developed following collaboration with directorates and localities about how the communications and marketing team can strategically support the delivery of NCH&amp;C's vision and values through its communications and marketing.</p> <p>It covers our approach to communications across all channels to reach all of our identified audiences. This includes internal, external and digital communications to our staff, commissioners, patients, carers and families, members of the public, service providers, and other stakeholders including local authorities, universities, the media, MPs and councillors, influencers, other NHS trusts, partners, suppliers and third sector organisations.</p> <p>The strategy supports the ethos of the communications and marketing team that reputations are hard won and easily lost and that effective communication is built on a two way conversation that creates trust and accountability. It has been created in recognition of the importance of embedding planned and specialist communications in the heart of NCH&amp;C. The strategy outlines how we strive to deliver operational and strategic communications and marketing to the trust.</p>	



Norfolk Community  
Health and Care  
NHS Trust

# **Communications & Marketing Strategy 2019-20**

# Introduction

NCH&C's Communications and Marketing Strategy sets out the trust's approach to the delivery of its vision and strategy through how it communicates, engages and manages relationships with its stakeholders. These include staff, commissioners, patients, carers and families, members of the public, service providers and other stakeholders such as local authorities, universities, the media, MPs and councillors, influencers, other NHS trusts, partners, suppliers, and third sector organisations.

NCH&C provides community-based NHS health and care via more than 70 different service locations across Norfolk as well as providing a specialist Early Supported Discharge service to stroke patients in Norfolk and Suffolk. Serving a population of nearly 900,000 people, we deliver community dentistry, services for children, young people and families, therapies, community nursing, end of life care and specialist nursing.

NCH&C is proud to be the first standalone NHS community trust in the UK to have achieved an 'Outstanding' rating by the Care Quality Commission (CQC). Our focus is on continually improving the quality of care we offer to local people and on improving access to that care, helping people to move seamlessly from one service to another.

Reputations are hard won and easily lost. We recognise the importance of investing and embedding specialist communications skills and resources at the heart of the trust. Continuing to build and enhance our reputation as an outstanding provider of high quality, integrated community care will be a vital component of our success.

Communication with our stakeholders happens every day, by every individual in our organisation. *NCH&C has a small central Communications and Marketing department*, delivering both operational and strategic communications and marketing services to the trust. The team manages both internal and external

communications channels and supports services by creating communications and marketing strategies, developing marketing materials and undertaking communications for campaigns. It offers high level professional advice and supports the organisation in relation to organisational change, business development and reputation management. The team also manages core communications services, including regular staff communications channels, internal and external digital channels, media management, web development, brand strategy and management, and corporate publications and events.

The team's ethos is that reputation is built on effective two way communications that create trust and demonstrate accountability.

This strategy is based on principles which underpin our brand, creating clarity and consistency of approach across the organisation, whilst allowing flexibility to adapt and tailor messages for different audiences.

# NCH&C's communications seek to be:

- **Open, honest and accountable:** so that people trust what we say and recognise that we learn from mistakes and say sorry when we get it wrong. But that we also celebrate when we get it right
- **Inclusive:** engaging staff, partners and people that use our services in decision making and service development through two way communication that gains their commitment, support and understanding. We do this through YVOF, patient and staff reader's panels and collaborative working with other comms teams within the STP. We will also set up a staff Communication Collaboration Panel to involve staff with shaping communications
- **Timely and relevant:** up to date information is provided by the most appropriate person (eg Executive Directors as spokespeople with communications team support, managers cascading information to staff and making relevant to that specific group), ensuring wherever possible that staff hear first and can act as ambassadors
- **Accurate:** the correct information, facts and figures are provided and inaccurate information or coverage is rebutted, including where it has the potential to damage our reputation
- **Accessible:** delivered in a format best suited to individuals' needs, using plain language and avoiding jargon
- **Consistent:** in whatever medium they are delivered, communications always adhere to corporate identity and branding
- **Commitment from everyone:** staff throughout the organisation have a responsibility to ensure communications are effective and contribute towards achieving our strategic objectives



## Our brand

NCH&C's 'brand' positioning is led by our Vision, Strategic Objectives, and our Values, all interlocking under the umbrella of our commitment to 'Looking after you locally...'



## Our Vision:

"To improve the quality of people's lives, in their homes and community, by providing the best in integrated health and social care...."

# Our Strategic Objectives:



## Improving our quality

- Ensuring safe, effective and compassionate care
- Keeping patients at the centre of their care and involving them, their families and their communities, so that our care is as individual and as good as it can be
- Providing excellent patient experience
- Promoting continuous learning and celebrating success
- Championing prevention, self management and proactive care



## Enabling our people

- Inspiring and engaging with staff
- Empowering staff to speak out and put things right
- Ensuring the right staff, with the right skills
- Working as one with social and primary care and having effective partnerships with other organisations
- Transforming services and demonstrating effective leadership



## Securing the future

- Meeting the needs of our local health and care system
- Delivering clinically and financially sustainable services
- Getting the most out of our resources
- Nurturing innovation and developing new ways of working
- Contributing fully to the Sustainability and Transformation Partnership as an important partner

# Our Values:

Our emerging values will form a behavioural framework for our staff in how they treat our patients and each other, and are the foundation to our delivering our strategic objectives.

These Values will underpin all communication principles for our Trust, forming the backbone of our key messages. Everything we communicate will have a clear association with one or more of our Values.



## Community

- As one trust, we enhance the lives of our patients through our commitment, support and education
- We are proud to serve our local community by providing integrated, quality services with our partner organisations
- We respect and value the trust we are given to enter our patients' homes and lives

## Compassion

- We provide compassionate, coordinated and personalised quality care that is safe and effective
- We empower and educate our patients and their carers in the effective delivery and management of their own independence, health and wellbeing
- We are dedicated to holistic, compassionate care and demonstrate this through our commitment to our personal and professional development

## Creativity

- Our expertise, commitment and creativity are key to the successful delivery of our services
- We are always open to new ideas that support us in delivering effective, compassionate care to our patients
- We continuously innovate and implement efficient delivery of care

There are five key elements of our Communications and Marketing strategy:

- 1 Brand management
- 2 Internal communications and engagement
- 3 External communications
- 4 Public relations, crisis and reputation management
- 5 Delivering quality services and value for money

Each theme is supported by objectives and goals which will measure the effectiveness of the implementation of our strategy.

**To fully support our Vision, Objectives and Values, the aims of our Communications and Marketing Strategy are:**

- To further raise awareness of NCH&C's reputation as an Outstanding NHS Trust
- To raise awareness of and educate people about community health and care and the vital role we play in delivering NHS services
- To positively promote the work we do
- To build our reputation for quality, expertise and innovation, and as a trust which offers joined up care, tailored to the individual patient's needs, where they most need it
- To strengthen our communications with GPs and Clinical Commissioning Groups (CCGs)
- To strengthen our influence within the STP
- To establish our essential role within the local health economy as a provider with the will, focus and expertise to meet the NHS 'care closer to home' agenda

# 1. Brand Management

Having a strong and recognisable brand can support our vision and values and deliver against the strategic themes. Our brand is not just a logo and strapline; it encapsulates our organisational culture; our vision, strategy, objectives and values; what we stand for, believe in and are passionate about. In effect, our branding is our 'promise' to those that fund, use and deliver our services, visually represented through our logo, strapline and corporate templates.

Whilst the Communications and Marketing team is responsible for managing and protecting the brand, it is the responsibility of all staff to ensure it's used correctly. Our team can provide strategic and tactical advice and support to services in the application of the brand and appropriate language to be used for stakeholders.

## We will:

- ensure consistent use of our brand and ensure that branded material is developed, archived and approved in an appropriate and timely manner, adhering to quality and governance requirements
- develop appropriate material to support business development activities



## 2. Internal communications and engagement

Effective internal communications and engagement ensures that all staff know what they need to know to do their job, understand what is happening across NCH&C now and in the future, and how they fit into and can contribute to the organisation.

Staff are most definitely our most powerful ambassadors, both inside and outside the work place. They care for the people of Norfolk every day of the year, communicating and engaging with thousands of patients daily, getting first hand feedback on the services we provide. They can also be highly influential to the views of other staff, the public, patients and families, and partners through their verbal, written or face-to-face interactions. At the other end of the scale, disengaged or disaffected staff can have a potentially negative impact on the trust's reputation.

It's important that staff recognise and understand our strategic direction as well as well as what is happening within their own service. They need to be able to access the right information and tools to help them communicate effectively. Staff need to feel listened to, responded to and that their feedback is shared as necessary and appropriate.

Corporate functions will play a vital role in engaging with frontline staff, to ensure that they are equipped with the key information required to enable them to deliver services. Staff and managers have a responsibility to keep themselves informed and facilitate and participate in two way communication.

The aim of internal communications and engagement is to maintain a two-way flow of key information to encourage high-quality services, teamwork, trust and

loyalty, and to help make staff feel valued, motivated and empowered to carry out their jobs to the best of their ability.

Our approach to engaging, involving and valuing our staff is vital to our success. Fundamentally, this requires recognition throughout the organisation that communication is 'everyone's business'.

### Good internal communication will:

- enable staff to do their job to the best of their abilities
- help develop and sustain support for NCH&C's aims and objectives
- show how internal stakeholders help us achieve our aims and objectives
- show internal stakeholders that the trust values their role and contribution
- contribute to closer understanding, respect and integration
- promote the involvement of staff in the business of the trust and increase understanding of organisational plans now and in the future
- help develop and maintain a strong corporate reputation
- celebrate our successes and account for our difficulties
- ensure internal stakeholders know what is expected of them

Internal stakeholders can be segmented in many ways based on hierarchy, role or location. A range of communications and engagement channels need to be maintained to communicate with each group appropriately. The trust must also promote engagement feedback and actions in an open and honest way to demonstrate

effective consultation and that action is taken as a result of engagement activity.

The role of the Communications and Marketing Team in internal communications is to develop, manage and maintain a variety of internal communication processes and channels to facilitate communication with staff and to support the internal communication work of colleagues.

### Leader and manager responsibilities

Communication and engagement is an integral part of all leader and manager roles.

Directors and Non-Executive Directors are responsible for providing clear leadership in communications and engagement. They will set the tone, style and expected behaviours, and ensure communication and engagement is clear, meaningful and two-way.

Managers are frequently the main conduit of information to staff, responsible for making key messages relevant to their team.

*Managers are responsible for reinforcing and cascading the trust's communication and engagement behaviours, and for keeping their staff informed by utilising all the communications channels available to ensure information is cascaded to their team in an engaging and timely manner.*

### The role of staff

It is the responsibility of all staff to keep themselves informed of the activities of the wider trust as well local issues within their team. This helps to create a culture of understanding across the trust and can ensure that staff have a wider awareness should stakeholder questions be raised at any point.

A variety of communication channels will be used to inform, advise and engage with staff. Some are issued direct from the central team and are used as regular communication channel (eg The Exchange, Weekly Messages) but a direct centrally driven approach may also be used to direct

messages to all staff across the trust (eg all staff emails and Snap Comms) for when messages need to be circulated quickly.

Staff are also encouraged to participate actively in two-way communication utilising channels such as Your Voice Our Future and the communications inbox. Constructive challenges around improvement to the information or the channels will be regularly sought (either individually, through forums and meetings or via internal audits).

**The following objectives will be supported by a detailed Communications Marketing and Engagement Implementation plan:**

### We will:

- develop and manage a range of *internal communication channels* to ensure effective, targeted and timely communication to staff across the trust (segmenting the audience as appropriate)
- continuously re-evaluate communications channels and techniques to ensure they are effective and relevant. We will look to the future in terms of new ways to communicate and engage staff
- promote staff engagement and celebrate staff success

## 3. External communications

The aim of external communications is to effectively manage the flow of information between NCH&C and our stakeholders; to build meaningful relationships with them and ensure that they are appropriately informed around the activities and aspirations of the trust and can contribute to its on-going development.

### External communications will include:

- external stakeholder mapping and management
- public relations and reputation management
- promotional marketing

We will only achieve our strategic objectives by engaging and working in partnership with our key stakeholders, and managing our external communication and engagement channels effectively. Stakeholders vary greatly and many can have multiple relationships with us. All have the opportunity to influence the trust directly or indirectly. They can have a positive and negative impact on our reputation; therefore our communication approach must be co-ordinated, timely and consistent.

Our external communications will promote the unique nature of our services and all that we have to be proud of in terms of improving the quality of life and beneficial outcomes for those that use our services. We will continue to use a range of communications methods to maintain good relations with our various audiences, tailoring the methods and messages appropriately.

Engagement with stakeholders has the possibility of securing a wide range of benefits for NCH&C, including protecting the trust's current interests and future sustainability. If done effectively it can lead to the development of new opportunities. However, if poorly managed, it has the potential to undermine stakeholder relations,

resulting in mistrust and tension, as well as making future relations much more difficult. Some stakeholders can also have a very powerful impact on influencing others (eg staff and the media).

Managing these relationships can be extremely powerful if the correct methods of communication and engagement are used and the correct governance is put in place.

### Leaders, managers and staff as ambassadors

Executive Directors, Non-Executive Directors and senior managers all have key roles in developing strategic relationships with current and potential commissioners, partner organisations and other key strategic partners.

Staff interact every day with health and social care colleagues, patients, carers, families and the wider general public. All NCH&C staff, regardless of role or pay band, have a responsibility to act as an ambassador for the trust, to uphold its values and leadership behaviours and promote a positive reputation. All staff must understand their individual responsibility around stakeholder management.

### Stakeholders can be defined as:

- anyone who can affect, or is affected by the trust
- groups or persons who have a stake, a claim or an interest in the decisions of the trust
- those who supply resources that are critical to the success of the trust
- those who have 'sufficient power' to affect the performance and future of the trust, either favourably or unfavourably

### NCH&C's stakeholder and audiences are:

#### Political/ campaigning:

- Members of Parliament of all parties
- Prospective parliamentary candidates
- Local councillors: cabinet members responsible for public health and/or social care
- Local councillors: leadership of all political groups
- Local councillors: scrutiny committee members with oversight of health
- Local councillors: all elected members, including district or parish as relevant
- Other campaigners with an active interest in health and care services

#### Health and care system leaders:

- Health and wellbeing board members
- Trust governors/ non-executive directors
- CCG lay members
- Wider leadership team across your constituent organisations
- Clinical cabinet members
- Academic health science network

#### Wider health and care leadership and delivery (if not covered within above):

- Other health and care providers in the region
- Other community health and care providers across the UK
- Local authority directors of public health
- Local authority directors of adult social care
- Local authority directors of children's services
- Care home and home care providers
- Hospices
- Schools and colleges
- Leisure centres
- Housing Associations
- Youth workers

- Community centres
- Emergency services: fire, police etc.

#### Staff voice:

- Whole staff at NCH&C
- Trade unions
- Regional coordinators at medical royal colleges

#### Community and patient voice:

- Local Healthwatch network
- Other patient reference groups/ involvement networks
- Leagues of friends for constituent organisations
- Walking clubs, memory cafés and other voluntary associations with a remit related to healthy living and/or care provision
- Health and care charities (including those unique to the area as well as local branches of national charities such as the MS Society or Mind)
- Youth Parliaments and other organisations representing or advocating for children and young people
- Age UK and other organisations representing or advocating for older people
- Organisations representing or advocating for people with disabilities, including learning disabilities
- Organisations representing or advocating for homeless people
- LGBT+ coalitions
- Race equality and minority ethnic community advocacy organisations
- Religious and faith groups
- Volunteer bureaux and time banks
- Residents' associations
- Rural community councils
- Local and regional coalitions of charities including NCVO and NAVCA



**Public debate:**

- Whole public
- Interested and active local academics

**We will:**

- actively map and manage our internal and external stakeholders in order to deliver effective and consistent communications appropriate to the audience and the message being delivered
- regularly review and map our key stakeholders, in line with maintaining core services. The stakeholder engagement plan will be the vehicle for this, and will be reviewed quarterly. This will include the identification of clear leads responsible for maintaining or developing relationships, and objectives to reflect this.
- promote and manage corporate events to enhance positive messages and engagement with key stakeholders (AGM, Reach)
- develop corporate literature to meet the reputational and promotional needs of the trust and materials to support business development and maximise service opportunities

**Collective communications**

The team plays an active role in communications across the system as part of the Norfolk and Waveney STP, supporting communications campaigns within the workstreams and raising awareness and building the reputation of the STP's work.

**Promotional marketing**

The Communications and Marketing team will employ a range of promotional marketing methods to support the delivery of NCH&C's strategic objectives. These will include:

- working with teams and services to develop promotional and information literature
- advertising campaigns
- working with teams to produce communications and marketing material to support events
- devising and advising on social marketing campaigns (aimed at changing specific behaviours within a specific target audience)
- developing and maintaining trust social media accounts, advising teams and services on using social media themselves

There is no central marketing and advertising budget to support individual teams and service marketing. Design, advertising and promotional marketing costs must be built into individual service/team budgets. The Communications and Marketing team will work with teams and services to ascertain the best prices for design and production of material using our [preferred supplier roster](#).

The Communications and Marketing Team is involved in the development of bids, from the initial tender process right through to the establishment of the product or service. This includes promotion, advertising and branding.

NCH&C's professional Communications and Marketing Team can provide most of the services previously outsourced to agencies, providing a more cost-effective and flexible model. Where this is not possible, we will work with teams to procure external support at the best price from our roster of preferred suppliers.

## 4. Public relations, crisis and reputation management

Public relations and reputation management can have a positive or negative influence on the trust and our ability to achieve our vision and values. Traditional and digital media can be extremely influential in informing other stakeholders and reinforcing and spreading a message – sometimes irrespective of its accuracy or authenticity.

Digital media is a valuable channel for certain messages to certain stakeholders, and for self-managing public relations and reputation. Traditional public relations channels also have digital media channels, meaning that the response to a story can be immediate as print deadlines become increasingly irrelevant. Digital media can have a significant influence on an organisation's reputation, and can be very destructive as messages can achieve wide coverage rapidly even with no basis in fact. Recent legal cases have reinforced the importance of recognising that power of digital media and that it is covered by libel law and new legislation.

NCH&C works to maintain positive relations with local media channels to facilitate dissemination of health messages to a wide audience and also to develop a relationship of trust and understanding.

**We will:**

- raise the profile of the trust with the local population, promoting services and enhancing our reputation as a provider of quality services and as an employer of choice
- raise the profile of the trust within the wider health sector, focusing on trade publications and trade media, highlighting the delivery of services, the quality, value and expertise of the organisation and our staff
- provide support and guidance on identifying and maximising proactive opportunities for positive media coverage
- develop core messages in line with the organisational strategy and specific campaigns will be implemented and used throughout all communications where appropriate
- support NCH&C in managing its reputation, ensuring that media coverage is accurate, fair, balanced and where possible positive
- monitor traditional and digital media channels, maximising opportunities for PR and acting promptly to address any negative coverage
- provide the Executive team with insight into external / local issues affecting the trust
- provide leadership for any reactive issues advising the executive leadership team and board as appropriate and work with NHS England, the CQC and other NHS bodies as appropriate on any serious issues, especially negative ones that may be covered in the local or national press



### Crisis and incident communication

Good communication and reputation management will not negate the need for crisis and incident communications. Properly managed and with a robust reputation, the impact of this type of communications on the organisation can be minimised.

Communications to stakeholders in a crisis or incident needs to happen in a timely and consistent manner. The trust has a series of **business continuity plans** to manage our services during periods of increased demand, reduced capacity or both. These plans can be called into operation at any time throughout the year. In addition, the trust is an integral part of regional and national NHS incident plans which include providing accurate, timely and consistent local information to the media on both a proactive and reactive basis.

#### We will:

- advise and support the executive directors and senior leadership teams during any incident by developing key messages and communicating with stakeholders as appropriate
- identify **key spokespeople** across the trust and ensure they have received media training and are supported and briefed in the event of a PR incident
- contribute to the on-going development of trust emergency and business continuity plans and participate in any incident planning activities
- promote, follow and implement incident plans from the trust and other NHS or emergency organisations as required
- Consider target audiences when publishing materials (including staff, public and other agencies) and ensure correct channel and tone is used for each segmented audience
- Communicate with the public to encourage and empower the community to help themselves in an emergency
- Set up protocols with the media for warning and informing and have emergency communications response arrangements in place
- Have an agreed media strategy which identifies and trains key staff in dealing with the media including nominating spokespeople and 'talking heads'

## 5. Delivering quality services and value for money

Delivering quality and value for money is at the heart of what we do. They are essential to deliver maximum efficiency for commissioners and to ensure we continue to deliver our financial commitments.

The Communications and Marketing team will promote quality throughout the organisation and ensure that services represent NCH&C appropriately.

### Delivering quality

NCH&C is focussed on delivering high quality services to our patients and service users. The communications and marketing team can help to contribute to that through the provision of good quality, fit for purpose materials.

Effective communication between our services and our patients ensures that patients know what to expect during any interaction, procedures can be explained in an appropriate manner and they know how to progress complaints and comments.

The Communications and Marketing and the Quality Directorate teams work closely together to promote messages internally and externally through a variety of communications channels (**website, intranet, Quality Account** etc) and ensure that messages about our performance are appropriately communicated. This close association helps to ensure that material is professionally developed whilst maintaining the clinical and governance rigour required by external regulators.

#### We will:

- Question format: can it be made electronic or standardised to be used across more than one service?
- Is the information available from a credible third party – do we need to produce our own version? Could we share best practice?
- Is its production required for commercial or governance reasons?
- What quantities are required?
- Who is the information targeted at and how long are they likely to keep it (ie cost per use)?
- How will the services use them (postage affects envelope size and cost, local black and white printing templates etc)?
- Can we get better economies of scale by working with other NHS trusts to produce material?

Print and production, design, photography and other bought in marketing and communications support across the trust will be reviewed to ensure value for money through the procurement process.

### Quality services and value for money objectives

- Work with the Quality team to produce annual Quality Accounts and summary plus other material to support the work of this team
- review production costs to ensure best VFM, whilst delivering quality communications (advising managers where changes should be implemented)

