NHS
Portsmouth Hospitals University
NHS Trust

Communications and Engagement Strategy 2022 - 2027

COMMUNICATIONS AND ENGAGEMENT STRATEGY 2022 -27

Contents

Part one – Setting the scene

Welcome from the Chief Executive – Penny Emerit

I am delighted to introduce Portsmouth Hospitals University NHS Trust's Communications and Engagement Strategy 2022 – 27 which sets out the strategic direction for communications and engagement activities undertaken by the Trust over the next five years. It explains what our patients, staff, visitors, volunteers and healthcare partners can expect from us.

Good communication and engagement is vital in enabling us to build links with our staff, patients, families and communities so we can listen and understand their views and support them to influence the care and services we provide.

The Trust Strategy 'Working Together' clearly highlights the importance of good communication and engagement in our daily business and this strategy will be a key enabler to help us deliver our aims by strengthening our relationships and encouraging us to live by our values.

We are an anchor organisation, caring for our communities, sharing our skills, providing a significant amount of local employment and working collaboratively. Our position in the city of Portsmouth and as part of the Hampshire and Isle of Wight ICS is a critical part of the future, successful delivery of our strategy. We must work closely with our patients, partners and the community to deliver the quality improvements, financial sustainability and health equity across all the communities we serve.

This strategy will help the public understand our vision and priorities. It will ensure people are informed about our services, explain our policies, encourage people to lead safe and healthy lives, counter misinformation and disinformation, and promote PHU's reputation through celebrating our successes. Communications and engagement is also a key plank in how we attract, recruit and retain our staff.

Timely and effective communications is fundamental to how we engage with all stakeholders and in particular, plays a vital role in improving both patient and staff experience. Similarly, communications that do not meet the needs of the audience, can have a detrimental impact on staff morale, public confidence and organisational reputation. We are committed to improving how we communicate and engage with all stakeholders and understand the importance of clear, timely, responsive, engaging and relevant communications and meaningful engagement.

This is an enabling strategy for Working Together and its intention is to empower and guide all of us who are part of the PHU family.

Introduction

This document outlines the Communications and Engagement Strategy for the next five years. It encompasses the approach, activity and evaluation needed to strengthen our relationships with our staff and communities to ultimately transform the way we listen, inform, shape and develop our services and the care we provide.

We will use this strategy to help us talk openly and honestly about the kind of organisation we aspire to be, the standards we set and hold ourselves accountable to, the changes we need to make and the challenges we face.

These activities will be aligned to and supportive of the aims and objectives of other key Trust strategies which are currently being delivered or in development.

Alongside this strategy, we are developing a dynamic implementation plan that will be regularly reviewed to demonstrate the Trust's ongoing commitment to effective communications and engagement with its staff, patients and stakeholders. In setting the context, it is also important to recognise the communities we serve so that we can tailor our communications service to their needs. We are cognisant of the diversity of the communities we serve and the unique needs this presents. We are also aware of the need to tackle health inequalities across Portsmouth and parts of South East Hampshire.

The strategy is owned by everyone in PHU. Every single person involved in the Trust must communicate and engage with people as part of their roles and therefore will influence how and what people think of PHU, the care we provide and our role as an employer. By working together with a key set of principles we can improve staff experience and patient care for the better.

How the strategy supports the Trust

This document supports our Trust Strategy – *Working Together* which clearly identifies numerous areas of development for relationship building across all our stakeholders. *Working Together* has provided the vision and ambition and this strategy gives us the detail of how communications and engagement supports the delivery of this.

Consistent, timely and relevant communications along with two-way engagement are the foundations on which the reputation of the Trust is built. They also support our ambitions to the be the best place to work, delivering the best care and experience for patients.

As well as a key enabler to the Trust Strategy, communications and engagement is particularly crucial for the delivery of these strategic aims:
- Fulfil our role for the communities we serve
- Support safe, high-quality patient-focused care.
- Invest in the capability of our people to deliver on our vision.

How the strategy has been developed

This strategy has been written by the Communications and Engagement Team in partnership with our patient and carer collaborative, staff engagement group and Trust Leadership Team.

It is based on several surveys and engagement exercises with staff and patients on our current state, areas for improvement and desired state.

A wider and on-going engagement piece will be taking place over the winter months to ensure our implementation plan is refined, relevant and responsive.

Why do we need a strategy?

Over the last two years the Trust has invested in the communications and engagement function and this has seen it move away from a predominantly reactive approach to a more planned and proactive way of communicating based around the Trust strategy.

During the Covid-19 pandemic communications played a vital role in responding to the pandemic not only through public health messaging, but through effective internal communications to ensure staff had the latest knowledge and information they needed. The pandemic has also helped to demonstrate the benefit and impact that good communications can have. We must continue to build on this and ensure PHU is an organisation where everyone sees communication and engagement as part of their role.

There has been a dramatic shift in how staff work, access information and provide feedback. We have seen a transformation in the way we use video conferencing, social media and information videos. Increasing familiarity with social media (and improved Wi-Fi access in our hospitals) has empowered patients, visitors, staff and volunteers to share their stories, in real time, on their experiences of being cared for or working in our hospitals, for better or worse.

The rise of citizen journalists, bloggers and other opinion formers operating outside the framework of 'traditional' media activity has added a further element of complexity in an already high profile, politically sensitive and volatile environment.

At the same time, the NHS locally and nationally faces significant operational and financial challenges, driven by shifting demographics, innovative treatments, growing demand, recruitment and retention challenges and ongoing financial constraints.

The opportunities this brings for communication and engagement teams are many and varied, but it is important for us to a planned and consistent approach using some key channels.

Working with our partners

The Trust's strategy is clear that maintaining positive relationships across the local health and social care economy is key to the delivery of our business. The NHS Long Term Plan and the new Integrated Care Systems all demonstrate that working in partnerships needs to be a fundamental part of how we operate.

Due to the scale of the challenges facing NHS Communicators we will only be able to succeed by working in collaboration with our partners to deliver our aims. We share best practice, resources, capacity in both proactive campaigns and times of crisis.

We use our combined audiences, reach and engagement to share information, run campaigns to ensure people can be good health citizens and provide a platform to share successes for our services.

We also play an active role in partnership networks including the HIOW Communications weekly meetings, Communications Vaccination group, HIOW Communications and Engagement network and Health and Care Portsmouth, Portsmouth and South East Hampshire Communications Group and national NHS forums.

Part two – our current state

Our current performance

The Communications and Engagement team has a strong track record of delivering professional corporate communications to audiences ranging from staff and patients to the media and stakeholders. However, we know our communications and engagement activity is not reaching all parts of the organisation and our community and is not accessible to everyone.

We are using data to help us shape, refine and plan our communications activity and this can be seen, for example, in the latest #KnowWhereToGo campaign. The campaign has been designed around ED attendance data and so far has reached over one million people in the first 10 weeks since launch.

A number of internal surveys have been carried out on internal communications, channels and the confidence in communicating and engaging with external stakeholders.

These highlight:

- Internal comms channels are well read and useful for providing information to staff
- The intranet is an issue and out of date
- Face to face communications is a preferred method for many staff
- Time and access to computers are barriers for clinical staff
- Many staff do not feel confident communicating with external audiences or see this as their role.
- Many staff believe face to face engagement with external audiences is the best way to hear people and communicate with them.
- Two-way feedback is not common. It is much more information sharing than feedback gathering.

Digitally we can track our performance using our social media management software and analytics for the public website. This broadly shows:

- Facebook is our furthest reaching channel, providing a trusted source of information for staff, patients and the local community.
- Content featuring staff or patients are much more popular and attract higher engagement rates.
- Our audiences are primarily women between the ages of 25 – 44, which is what we would expect as they have an invested interest in health and are often decision makers for the rest of their families regarding health.
- Twitter is used by staff to spread good news and celebrate success and has become a great source of positive staff morale. Our staff Facebook Group is growing and being used to positive effect.
- The website sees consistent weekly traffic with an average of 50,000 visitors per week, which is largely fed by search engine and social media pages.

We have a solid foundation for our digital output which will only become stronger with regular reporting, split testing and collection of data which will drive informed decisions and ultimately grow our audiences in each digital space we choose to. There is much opportunity

to build upon our digital footprint and enhance our already successful channels to reach even more people and target different areas and demographics of our community.

Swot analysis

This analysis identities what we are doing well, our areas for improvement and opportunities to explore.

Strengths	Weaknesses
- Strong, multi-skilled and experienced in-house team - Board Level communications and engagement lead - Good partnership links and relationships with local Portsmouth and South East Hampshire system - Established social media channels with a broad reach and good engagement levels - Working with and promoting an established brand - Delivery of successful campaigns. - Track record of cultivating and maintaining excellent internal relationships.	- Capacity pressures on the team due to the rapid growth in demand for support - Reputational challenges from urgent care and capacity issues - Minimal non-pay budget impacts on production of printed/display materials and other marketing collateral - IT constraints – bandwidth, outdated web browsers, access to PCs, access to social media in the workplace, restricted access to some software/channels, outdated content management systems (in particular for intranet)
Opportunities	**Threats**
- All activity clearly aligned with the delivery of the Trust strategy and strategic initiatives - Creation of a social movement across the organisation with comms and engagement advocates and champions - Provide the tools and knowledge so everyone can share our ambitions, and the values and supporting behaviours are lived. - Bring the strategy to life for colleagues, patients, the community and our stakeholders through increased storytelling. - Maximising opportunities to work collaboratively across the system and demonstrate the impact that comms and engagement has on delivery, experience and outcomes for patients. - Development of a consistent approach to patient and community engagement and involvement.	- Increasing demand for dedicated corporate comms supports impacts on our ability to deliver and the reputation of the function. - Excessive short notice demand for highly skilled support (e.g., advanced design or video production) leads to inability to deliver. - Sudden high profile media issues causing capacity drain which impacts on business as usual. - Challenge of timely and appropriate response to social media activity specifically the number and variety of queries and concerns coming through corporate channels. This impacts on our reputation.

Part three – our vision

"Communications is a powerful force for good in public service, when practised effectively it can help save, improve and enhance lives" – Government Communication Service

There is a clear link between the quality of communications and the quality of patients' experience and outcomes. Evidence shows that staff who are more involved, informed and empowered deliver better, safer, care.

Good communications can be defined as:
- Clear, timely, accurate and accountable
- Two-way
- Open and honest
- Targeted and relevant
- Inclusive and accessible.

Our vision is to provide robust, fit for purpose communications and engagement activity, channels and resources which enable our patients, communities and staff to be engaged, inspired and have confidence in our Trust as a place to receive care, learn and work.

We want to become renowned for the excellence with which we communicate and engage by embedding it as a core business function at every level of the Trust and providing everyone with the tools and support they need to communicate and engage well with patients, the community and all partners and stakeholders.

The role of the team is to champion best practice communications standards ensuring patients, visitors and partners know what to expect from us, and for our staff and volunteers to know how the Trust expects them to communicate as they fulfil their roles. Delivery of this strategy will show the following outcomes:

For patients, carers and families:
- You will have an improved experience through information that is clear, relevant, accessible and meets your needs.
- You will be meaningfully involved in our communications and engagement activity.
- You will be proactively asked to be involved in shaping our services and have platforms to express your views, share ideas and talk about your experience.
- You will know how you can become active health citizens, better able to use services effectively and make positive choices about your health and healthcare.

For staff:
- You will have easy access to regular, clear and relevant information that will help you do your job.
- You will be celebrated and rewarded for the work you to and you will be able to take part in recognising the good work of your colleagues.
- You will be able to share learning, good and bad, to ensure you can continuously improve the work you do.
- You will have a variety of feedback mechanisms which listen to your voice and result in change for the better.
- You will have the tools and support to deliver localised communications and engagement to your colleagues and team.

For our partners:

- You will see a demonstrably improved reputation and profile for our hospitals, our services and our Trust.
- You will be clear about our vision, values and aims, including our plans to deliver sustainable long-term improvements in quality, safety and efficiency.
- You will know about our performance and challenges and use this to help to shape perceptions of our Trust.
- You will be part of a strategic programme of engagement that will allow you to talk to us about our performance, achievements and challenges in an open and honest way.
- You will be involved in the design, shape and development of our services and the care we provide.

Guiding principles to underpin all communications and engagement activity

Every single communication from every member of staff contributes to our reputation. The principles below will help us under pin the work of the team, give staff guidance and applied to all activity:

- **Clear, timely, accurate and accountable**

    We will use clear language (avoiding jargon and acronyms) and be concise.

    Language must be easy to understand, direct, yet friendly and approachable

    Written communication should be capable of being spoken out loud and sound as if it is being addressed to an individual.

    We will respond to requests for information promptly and fully.

    We will check our data using credible sources.

    We will have a corporate brand that is easily recognisable and sits alongside the NHS logo.

    We will follow best practice and evidence.

- **Open and honest**

    We will communicate openly, authentically and honestly at all times.
    When communicating about difficult subjects, the tone will communicate genuine understanding and respect.

- **Two-way**

    We will listen to feedback and continuously make improvements

    We will aim for the reader or listener to feel empowered and informed.

    We will give you opportunities to provide feedback through easy to access platforms and networks.

    We will seek to build relationships and work together with our audiences.

- **Targeted and relevant**

    Information will be sent to specific audiences and tailored to their needs.

    Information will only be shared if it is relevant to the audience.

- **Inclusive and accessible**

    Video, photography and graphics will be used to aid accessibility and reinforce and translate the meaning of our messages where appropriate.

    We will seek to involve and be relevant to our diverse workforce and the communities we serve.

We will ensure our communications are available and accessible to all our audiences.

Roles and responsibilities
Every member of staff has a part to play in supporting the delivery of effective communication, ensuring it takes place internally, engaging with partners and the public and by helping the Trust to celebrate, share good news and developments.

Communications and Engagement team
- Plan and co-ordinate communications activities across the organisation
- Ensure there are channels in place to communicate and translate key messages to teams, engage and feed information for ward to Board
- Own and develop online and digital capability and infrastructure
- Provide advice and support to colleagues
- Liaise with the media on a proactive and reactive basis
- Take the lead on promoting a positive reputation for the Trust
- Train and skill up other Trust staff to carry out and own departmental communications.

Board Members and Trust Leadership Team members:
- Provide information about possible opportunities to celebrate success
- Provide advance warning on any issues with a reputational risk and assist in the development of plans to manage the issues
- Lead engagement with key stakeholders and maintain relationships.
- Be available and accessible to journalists, often at short notice, in order to deliver our key messages to our target audience.
- Undertake regular media training.

Care groups, ward leaders and corporate team leaders:
- Ensure there are divisional and team channels in place to communicate and translate key messages to staff, engage and allow feedback
- Work with colleagues and managers to ensure that information is shared and colleagues are listened to.
- Report good news stories and raise issues and potential issues with the Team.
- Own stakeholder relationships and ensure Trust information is provided to them in line with the principles in this strategy.

Staff members
- Read, attend and participate in communications and engagement activity
- Provide constructive feedback on our channels, campaigns and engagement events
- Use the principles in this strategy when communicating with patients, colleagues and the public.
- Report good news stories and raise issues and potential issues with the Team.

Training and support

To support the delivery of this strategy a range of training and toolkits will be developed.

Although the majority of staff with be very adept with social media and digital communications in their own lives, this will need to be harnessed and refined for use of these mediums whilst at work.

The focus of this training and toolkits will be how to apply the main principles of the strategy into their everyday work and as such maintaining the reputation of the Trust and allowing two-way feedback with our stakeholders.

We want to increase people's confidence in communicating and engaging with our stakeholder and feel confident in spreading good news and celebrating successes. We know it can be difficult for clinical staff to take time away from their roles and we will be looking at solutions which are ward based, or through the provision of a simple toolkit.

Part Four - Delivering the strategy

The Trust has a set of strategic aims with outline the key priorities for the organisation. Appendix one details the work will be doing over the next two years to ensure the delivery of these aims.

The following section includes an overview of six key areas of activity that are the essential foundations for the delivery our Communications and Engagement Strategy.

Branding and identity

A clear, consistent brand identity is important. It affects how people think and feel about us; how they talk to others about us; and ultimately our reputation in the minds of those we want to help and those we collaborate with.

Our brand is more than just a logo. It's our image as a whole. It's how we interact with others on a daily basis; how we sound in emails; how we look in photographs or magazines. A consistent, appropriate tone and presentation builds familiarity, trust and confidence. Every conversation, email, leaflet or presentation is an opportunity to demonstrate our values and empower our audiences through the language and tone we use.

An updated Brand Guidelines document will be created to ensure everyone in the Trust produces materials which have the same look and feel – this includes fonts, sizes, colours, style of photographs, presentations, printed materials, social media posts and tone of voice. We will take guidance from the Plain English Campaign on writing clear, concise public information.

Internal communications and engagement

It is key for internal communications and staff engagement not to be seen as solely the role of the Communications and Engagement team. We can have the best social media tools, the best recognition programmes and award-winning road shows, but employees really feel engaged when their manager remembers the personal touches.

Each leader should be telling the organisational story, supported by the Communications and Engagement team who will provide structure, advice and channels to deliver the messages. We want to ensure:

- staff feel **listened** to and can raise concerns comfortable in the knowledge they will be acted upon with no reprise.
- the establishment of a good level of **trust** between the senior management team and staff so they are inspired by the organisation's vision and values.
- staff feel **recognised** and valued by the Trust for the work they do.
- staff know that good communication is everyone's responsibility.

There are four key areas to concentrate on:

Strategic narrative – This is visible, empowering leadership which provides a strong strategic narrative about the organisation, where it's come from and where it's going. This

must be updated regularly and be talked about consistently throughout all our corporate and divisional communications.

Key messages – These are the regular messages we want staff to know and hear. There will be corporate messages that affect staff Trust-wide and then there will be bespoke messages which will be relevant to each division/service/team. It is important that messaging is consistent throughout all our channels.

Engagement – This is where the employee voice is heard throughout the organisation. It includes developing managers who are engaging, who focus on their people and give them scope. Although this is not in the power of the Communications and Engagement team it is key to the success of communication flows. We will work in partnership with the Organisational Development team to deliver enhanced engagement.

Channels – These are how our staff hear our messages and provide their feedback. It is commonly believed by the marketing and advertising industry and customers need to see a message seven times before it makes an impact or has any recognition. We need to refine our suite of channels so they target different audience preferences such as paper format, regular emails, videos and web-based solutions. The crucial part is the messages must be consistent throughout; staff have an input in their creation and know how to access them. Details of survey outcome on our channels can be found in appendix 2.

Digital communications
The way we communicate has changed significantly over the last 10 years and we must ensure we evolve methods to ensure we can share information, tell our story, and listen to people in the most effective ways possible. Today:
- 94% of households have access to the internet and on average adults spend six hours a day online.
- 95.8% of people own a smart phone and spend around 2.5 hours on the internet on their phone.
- 67% of adults visit NHS websites and WhatsApp and Facebook are utilised by more than 80% of adults.

Social media - We have four prominent social media channels; Facebook, Instagram, Twitter and LinkedIn with consistently growing audiences. (Please see Appendix 2 for more information on these.) We want to continue this growth and further improve engagement with our audiences to impact the amount of people who are seeing and interacting with our messaging – ensuring its relevant to them and supports the strategic aims of the Trust.

Website - Our website is a window into the organisation for our community and our stakeholder groups. We have a good foundation in our current website and are looking to revamp the content and style of the site. We want to enhance the user experience by improving the navigation across the website utilising key tools such as heatmap software, enhanced use of keywords and tagging and working to improve the search function. This would be further enhanced by procuring an alternative Content Management System and website provider. This would be co-produced with staff and people that use our services and delivered in partnership with our digital team.

Digital engagement - Increasing two-way conversation with our audiences by utilising more features such polls, lives, takeovers, community spaces etc will allow us to gain feedback from our existing audiences that will influence future content, and decision making. Digital versions of feedback forms have been developed and are working well and we want to build

upon this work to enable the website to become a strong resource for feedback and engagement.

Digital software - Installing design and video production software in the team will allow us to enhance the high-quality content the team produces. It will enable us to increase our video output and showcase our staff and patients at the forefront of our stories, taking a creative approach to content that will enable us to share Trust messaging in a way our audiences want to see it.

External communications

External communications are a key part of ensuring the Trust protects and enhances its reputation. It provides patients, families and carers the tools and information to make informed choices, become a good health citizen and feel confidence in the care provided. External communications also affect the Trust's relationship with key stakeholders and plays a part in many people's first impression of the organisation.

We will proactively engage with the media through a consistent flow of news releases which are relevant, timely and share the story under the themes of our key strategic objectives. They will include stories with a focus on real, local people – human interest stories, with a voice from PHU – in the agreed tone of voice and messaging.

The Communications Calendar will map out stories in support of the agreed strategic narrative. Themes and campaigns will be created to proactively support the strategic aims.

Relationships should be further developed with local community media networks, especially those with audiences in diverse communities, to ensure our reach through the media includes a wide range of people from all communities in the Portsmouth and South East Hampshire area.

Thought leadership helps the Trust to be seen as an expert in its field. More work needs to be carried out to pitch our experts (doctors, surgeons, researchers etc) for comment in trader journals, podcasts, radio interviews and national print. We will create opportunities for leaders to talk on topics which relate to key messaging and topical issues in the national media.

Our stakeholders

Establishing and maintaining positive relationships with key stakeholders is a fundamental part of delivering our business. All leaders within the Trust have a role to play in building and maintaining these relationships. The Trust's strategy is clear that maintaining positive relationships across the local health and social care economy is key to the delivery of our business.

The NHS Long Term Plan and the new Integrated Care Systems all demonstrate that stakeholder engagement needs to be a fundamental part of how we operate.

We have not adopted a systematic approach to stakeholder management and although activity has taken place it hasn't been co-ordinated or possible to measure its impact.

We will move to a proactive management approach including:

- Undertaking a regular 'mapping exercise' of stakeholders and their influence/interest.

- Regular updates to stakeholders through a bimonthly newsletter and ad hoc updates as required.
- Proactively manage and where necessary improve our relationships
- Provide a means of recording engagement and sharing insights gained
- Enable and inform discussion with key stakeholder on strategic issues.

Patient and Public Engagement

PHU and the QA Hospital is at the heart of the local community and it is fundamental that we provide opportunities to hear community feedback, actively listen to the views and take action to respond.

We must use the actions and principles in this strategy to inform them, listen to them and allow them to shape the services we provide so we can provide the best care and experience. It needs to part of what we do every day and involves every member of staff.

Levels of Engagement

There are several ways that people can participate in the work of the Trust:

Inform – People are informed of the work of the Trust but their views are not actively sought.

Engage – People are broadly asked for their views on a range of topics to help inform decision making.

Involve – People have an active role in influencing opinions and outcomes but the final decision making remains with the Trust.

Co-production – People have an equal and two-way partnership with our services and directly work with us to design, deliver and evaluate change in the Trust.

Our aim in the next two years is to build upon the inform and engage stage of this and expand into the involve and co-production elements working with people to improve the care we provide. To do this we will work alongside the Patient Experience Team, Senior Nursing Team, Patient Collaborative, Organisational development, EDI and Research teams to design and spread best practice in these areas, making every member of staff confident to engage, involve, and co-produce with the people that use our services.

We will also work with our health and care partners and other key anchor institutions such as the University of Portsmouth and the military to engage across our communities.

We will tailor our communications to meet the health literacy needs of the people who access our services. Health literacy refers to the ability an individual has to access, understand, process and use information and services needed to make decisions about health. This ability may be affected by the individual's personal characteristics, such as their skills, knowledge and confidence, or by external factors such as how easy signage is to understand in a hospital.

We will test our communications with our patients, carers and families to ensure they are easy to access and understand. We will make sure they are available in a range of different formats and meet our accessibility criteria.

A separate engagement plan will be developed and delivered by the Patient, Public and Staff Engagement Group.

Measuring success

Evaluation is an integral and continuous stage in the communications process and is vital if we are to understand what works and what doesn't and whether our messages are reaching the right audiences. Evaluation also helps to:

- focus effort; keeping the important in perspective.
- demonstrates effectiveness; showing the value of good communications.
- ensures efficiency; so investment is used where needed.
- enables continuous improvement; helping us become better communicators.

This evaluation is also key to planning activities and prioritising the workload of the small communications team in future years and assessing what resources are needed to meet the needs of the organisation.

We will do this by measuring and gathering:

- annual comms survey and audit to be completed with our staff, patients and stakeholders
- feedback from patients
- feedback from staff and stakeholders
- social media reach and engagement
- thought leadership appearances
- media reach and audience demographics
- Sentiment
- Open rates and click through rates on stakeholder newsletters
- Open rate and click through rates on internal emails
- Engagement rates on our Staff Facebook Group
- The team will collect data on the website using Google Analytics which indicate user patterns, traffic and sources which will give us insight into how our audiences interact with our website and influence how we improve the platform.
- The new intranet site will provide analytics and will be the first time the Trust are able to collect data on how our staff teams use the intranet. The insight allows us to understand what works and what doesn't and can quickly make changes to support staff and maintain a cutting-edge internal platform.
- Tracking the engagement score and key metrics in the annual NHS staff survey.

The feedback and evaluation will be used to ensure that the activity delivered meets the needs of the organisation and its key aims.

This will be reported quarterly to the Trust Leadership Team and the board.

Conclusion

This communications and engagement strategy describes how the communications team working in partnership with Trust colleagues will continue to build on established activities and sustain, extend and grow the communications and engagement channels used to continue to raise the profile of PHU and grow our reputation.

This strategy provides a solid foundation of communications and engagement activity and allows the Trust to be flexible and responsive in what is a changeable and challenging environment.

Appendix 1 – **Supporting the Trust Strategy**

Our vision and principles reflect the main aims and values of the Trust. The table below shows how we will use good communications and engagement to help the organisation deliver the vision 'Working together to drive excellence in care for our patients and communities.'

The strategic aims are also being used to prioritise communications and engagement activity and all activity must help support the delivery of a strategic aim or one of the Trust's strategic initiatives.

Strategic aim	How we will enable	Communications and Engagement activity
Fulfil our role for the communities we serve.	• Run multi-media campaigns in partnership with our system colleagues to ensure people know where to get the right treatment • Raise awareness of early diagnosis and support public health campaigns • Support patient discharges through clear and concise information to patients and their families.	• Build and develop #KnowWhereToGo campaign in collaboration with our system partners • Engage and involve people in the development of the new ED • Support and promote initiatives such as Community Diagnostic Centres • Support public health campaign such as Targeted Lung Health Check programmes.
Take responsibility for the delivery of care now and in the future	• Reduce waste and inefficiencies associated with communications • Ensure communications activity focused on areas that will make the biggest impact • evaluate communications to understand effectiveness and continuously improve • increase awareness and engagement on initiatives to improve financial position.	• Ensure staff and stakeholders are aware of our financial pressures • Implement a number of new systems to gather data from our activities and use this to improve communications and channels • Support initiatives such as the Green Plan, travel and transport, and the financial plan.
Build the foundations on which our team can best deliver care.	• Increase engagement and collaboration in change programmes • Share impact and benefits of transformation programmes • Increase understanding of rationale for change and build support • Minimise delays, opposition and anxiety associated with change	• Work alongside the DE team to promote and explain DEED methodology • Use case studies and patient feedback to promote the benefits of change and improvement • Weave the DE messaging into all communications and channels to ensure it is familiar and easily recognisable with staff.

Support safe, high-quality patient-focused care	• Increase staff awareness on the causes of avoidable harm • Improve access to data to support solutions and stimulate discussion and drivers for change. • Improve outcomes through better information and communications. • Build confidence and involvement in services • Improve access, experience and outcomes through better information and communication. • Develop communications skills to improve interactions with patients and families.	• Promote information in internal channels to raise awareness and stimulate conversation • Promote externally enabling patients, carers and families to be aware of the issues and what can be done to prevent this. • Involve people in the work to ensure it meets the needs of our patients and staff. • We will ensure all information is accessible, available in a variety of formats and channels and reflects the diversity of our population. • When visiting our services, sites are easy to find, access and wayfinding maps are available to all. • We will develop our channels to ensure information is available to all and frequently seek feedback on the reach and engagement to improve. • We will build a programme of engagement to ensure people are involved in shaping our services and strategy in the future. • We will engage and communicate the key programmes of work surrounding the campus transformation strategy to ensure people are treated in the best possible environment.
Invest in the capability of our people to deliver on our vision.	• Increase staff awareness, engagement and empowerment • Improve recruitment and retention • Improve advocacy for the Trust • Improve staff health and wellbeing	• We will work collaboratively with the HR and OD teams to ensure that staff are engaged and empowered. • We will work alongside the Recruitment Team to ensure the PHU brand is strong and recruitment campaigns attract the right candidates. • Internal channels with be reviewed and refocused to provide targeted information to internal audiences • Staff will be encouraged to submit award nominations for national recognition schemes, strengthening the PHU brand and celebrating staff. • We will work with our OD colleagues on providing a comprehensive reward and recognition schemes.

Appendix 2 – Our channels

Internal communications

Trust Talk – a weekly email newsletter that is sent to all PHU and Equans staff. The newsletter contains a range of information from strategic updates, information on key initiatives and campaigns, success stories, sharing best practice, courses, events and opportunities to provide feedback. At the moment we have no data analytics on this newsletter. We have procured new software which will enable us to provide a benchmark and a goal for open rates. An average open rate for the NHS organisation is around 20%. In the recent survey the feedback on the newsletter was largely positive. There were suggestions for tweaks to the layout or content but most staff identified it as a way of finding out the latest PHU news.

CEO Message – a weekly personal message from the CEO. The note is sent at the end of the week to give an update on the key activity and events that week. The survey feedback showed this message is widely known, read and a trusted source of information.

Team Brief – monthly virtual events held on MS Teams for all staff. The events are hosted by the CEO or a member of the Executive Team. They cover our latest news, divisional updates, reward and recognition round up and a focus on a particular topic. Attendance at these events varies between 150 – 300 members of staff. Mainly corporate staff and managers attend the brief. It is recorded and shared on alternative channels. In the survey three quarters of respondents said they had not attended the events although staff that attended found them useful.

Leadership brief – monthly virtual events held on MS Teams for all managers and leaders hosted by the CEO or a member of the Executive Team. The events are more discussion based and don't predominately have a slide pack. The attendance for these is around 100 people. The effectiveness of these briefings will be measured.

Staff Facebook Group – A closed Facebook Group for all staff. The group was established in April and now has over 500 members of staff. There is a set of group rules which are based on Trust policies that every member of staff has to sign up to, to join. The posts are moderated by the Communications and Engagement Team. Engagement levels are rising and more staff are posting and sharing their news and questions. In July 2022 we had 59 posts with 400 reactions and 52 comments.

Computer Pop ups – short messages that appear on your screen when you log into a Trust device. These are used to reinforce existing messages in other channels or share important, time sensitive information.

Intranet - the new intranet, hosted on SharePoint Online, will be launched at the end of September 2022 and will be an integral platform in supporting the strategic aims of the Trust. The intranet will help to provoke a thriving community amongst our staff, be utilised as a communications tool and provide opportunity for feedback and engagement with our staff teams. Teams will also have access to their own content to ensure it is kept up to date and relevant.

Along with this information being up to date, it will be accessible at any time, on any device in a safe and secure way, making it easier for colleagues to access information they need

and providing a better user experience for them. We will also enable audience targeting, providing tailored communications for our staff which will streamline messaging and enhance experience

External communications

Media – the Trust has a good relationship with The Portsmouth News. There are regular features, front page articles and stories about the information we have shared. Most stories are balanced and fairly presented. In recent months we have started to expand our coverage to local radio stations such as Express FM and BBC Radio Solent. We have also started to share our news with other local papers such as the Petersfield post. Broadcast media is used for our larger pieces and we are establishing good relationships with BBC South and Meridian. National coverage is limited at the moment and an area that need to be looked at going forward. From May – July 2022 we received over 2800 mentions in the media which is up 58% on the first three months of the year.

Social media - We have a strong following on Facebook and it's our biggest platform. We need to maintain this and continue to produce high quality content to steadily increase our audience. We are currently ranked third most popular in comparison to our local competitors, only beaten by the main NHS and NHS England and NHS Improvement Facebook pages.

We have launched a new Instagram page in response to local demand and will monitor through analytics the success of content so we have a steer of what to do more of.

We will explore how to capitalise on the increase in our local community using WhatsApp and how to best use the platform to deliver tailored messaging for our community.

With Twitter falling in popularity in 2022 figures, we will maintain the channel but will pull some resource into other areas to reflect how our community are consuming social media.

There is opportunity to increase the scope and utilisation of our YouTube channel due to new video editing and subtitling software.

Website - Trends are showing the majority of users accessing the internet and social media platforms via mobile devices which will influence the type and style of content we produce. To compliment this growth in mobile devices, we will assess how mobile responsive our website is and what enhancements we can make to provide the best user experience. Our website is the window to our organisation and is our most important tool in brand consistency and reputation management. The team have maintained the website over the pandemic and are now looking to invest more resource into enhancing it further, with accessibility and navigation at the forefront. Investment
in a new CMS system and website provider would help to enable this and produce the best platform for the Trust and our community.

We will measure, test, and report on our channels meaningful engagement metrics so we are using data to influence decision making, resulting in growth across all social channels. We have begun using a reporting dashboard across our channels which gives the team an indication of how our channels are performing. We will enhance this piece of work by using the insights from these reports to understand what works our audiences and what could be amended, ultimately resulting in continuous improvement and growth across all four.

Appendix 3 - Audiences

Internal audiences	Patients, families and carers
- Registered staff - Support workers - Corporate staff - Medical staff - Equans - Executives - Trust Leadership Team - JCNC (Joint Consultative Negotiating Committee) - DDNC (Doctors and Dentists Negotiating Committee) - Staff networks - Senior leaders' network - Volunteers - Portsmouth Hospital Charity	- Inpatients - Outpatients - Community patients - Visitors - Families - Carers - Patient and carer collaborative
Political stakeholders	**Community**
- MPs - Local councils - Local councillors - Secretary of state for Health	- Schools and colleges - Universities - Seldom heard groups - Religious leaders
System partners	**Regulators**
- Health and Care Portsmouth - GPs and Primary Care Networks - Hampshire and Isle of Wight Integrated Care Board - NHS Providers (IOWT, SHFT, Solent, UHS, HHFT) - Hampshire County Council (Social Care and Public Health) - Portsmouth City Council (Social Care and Public Health) - Hampshire Constabulary - Hampshire Fire Service - Health Education Wessex	- CQC - Overview and scrutiny committees - NHS England - Health and wellbeing boards - Healthwatch - Professional bodies such as RCN, RCM and GMC
Other	
- National and local charities - Voluntary sector leads - Local media - Trade media - National media	