

East Kent Hospitals' Communication and Engagement Strategy 2021-2025

Refresh January 2023



About East Kent Hospitals University NHS Trust

East Kent Hospitals is a large acute Trust, covering a largely remote and rural geography where more of the population is classified as deprived than the rest of the county.

The Trust has more than one million patient contacts a year. Around 6,500 families use our maternity service each year.

In comparison to England, east Kent has more 50 - 69 year olds and more older people particularly over 70. There is a high prevalence of co-morbidities in the local population. Canterbury has a larger proportion of BAME residents compared with the Kent average.

The Trust has more than 9,300 staff, with a wholly-owned subsidiary, 2gether Support Solutions, and a strong volunteer base.

It has more than 10,000 foundation trust members.

The Trust has a quality improvement approach called We care which uses an internationally-recognised programme to focus on the areas that will make the biggest difference to our patients and staff.

We work with our NHS and social care partners develop ways of using our five hospitals at Canterbury, Margate, Ashford, Dover and Folkestone, in ways which deliver care and treatment in the best ways possible, including to residents outside of east Kent

This Communication and Engagement Strategy sets out how we will listen to, communicate and engage with our patients, staff, local communities and key stakeholders over the next five years, to make sure people feel cared for, safe, respected and confident that we're making a difference to their health and wellbeing.



Our Communications and Engagement Strategy on a page

Our mission: Improve Health and Wellbeing				
Our vision: Great healthcare from great people				
Our strategic objectives:				
Our patients	Our quality and safety	Our people	Our future	Our sustainability
Our communication and engagement objectives				
Keep patients informed throughout their health journey with us, be open, listen, involve them in decisions and use their feedback to improve their experience		Our staff are listened to, informed and engaged , and feel valued and able to make a difference	Our stakeholders are informed about the Trust’s performance and feel involved so they can support their communities and hold us to account	
What success will look like				
<ul style="list-style-type: none">▪ People will feel we are open, transparent, we listen to them and they are involved in decisions about their own treatment and care.▪ People will feel they are engaged and confident their feedback makes a difference.▪ People will feel we work with them and use their feedback to make changes to services and re-design care pathways.▪ People will feel the decisions we make about the future respond to the needs of our communities.	<ul style="list-style-type: none">▪ Our staff will feel they work in a culture which allows them to be open, honest about mistakes and confident to raise concerns▪ Our staff will understand how their roles contribute to the purpose and values of the Trust, their teams and departments.▪ Staff will have lots of ways to give feedback and ideas, raise questions and concerns.▪ Staff will experience our values through the way we communicate with and about them, and engage them.▪ Leaders and managers will feel supported and able to listen to, communicate with and engage their teams.	<ul style="list-style-type: none">▪ Our stakeholders will have regular information about the performance and plans of the Trust and will feel informed.▪ Our stakeholders will feel engaged and will have regular opportunities to engage with us and provide feedback.▪ We will have an ‘open door’ approach to access to our hospitals and services to ensure openness, provide assurance and build confidence.▪ As part of the wider system, we will involve and engage patients, staff and the public in service change and our plans for the future.		
Our strategy is underpinned by our values				
People feel cared for as individuals		People feel safe, reassured and involved	People feel teamwork, trust and respect sit at the heart of everything we do	People feel confident we are making a difference

How we developed and refreshed our strategy

The Communications and Engagement Strategy provides a framework for how the Trust will communicate and engage with patient, staff, stakeholders and the public.

It was first published in 2021 but has been refreshed in Spring 2023, to take into account the Trust's learning from and response to Dr Bill Kirkup's report into our maternity and neonatal services from 2009 to 2020, [Reading the signals](#), and some of the new ways we are communicating and engaging which have been developed following feedback from the public, patients, staff and partners.

It should be read alongside [Our People Strategy](#) (aimed at staff) and our [Patient Voice and Involvement Strategy](#) (aimed at patients, public and stakeholders).

We have used feedback from patients and staff, our governors and the public to inform our strategy and it was developed in consultation with;

- East Kent Hospitals Council of Governors
- Healthwatch Kent
- Patient Experience Committee
- Patient and voluntary sector representatives
- East Kent Hospitals staff

We have followed these principles:

- We value compassionate communication - every communication should at all times be consistent with our values
- We are open and transparent about how the Trust is performing and observe our duty of candour
- We adhere to the NHS Constitution, ensuring people can exercise their statutory right to have their say on current and future NHS services
- We aim to meet the communication needs of all of our local communities to ensure all voices are heard We use NHS resources efficiently and effectively.

These are our aims, we recognise that we are not always achieving this at the moment and there is more we need to do to make these aspirations a reality:

- Keep **patients informed** throughout their health journey with us, **be open, listen, involve** them in decisions and **use their feedback** to improve their experience
- Ensure our staff are **listened to, informed, engaged and feel valued and able to make a difference**
- Ensure our stakeholders (eg, MPs, Healthwatch, patient and community representative groups, our members) are **informed** about the Trust's performance and feel **involved** so they can support their communities and hold us to account.

Since this strategy was first published in 2021 the following changes have taken place:

Development of the Council of Governors (CoG) communications and membership engagement strategy, which is overseen by the CoG Membership Communications and Engagement Committee

The launch of a new co-designed [patient voice and involvement strategy](#) and patient voice and involvement team to improve how we listen to patients and their families and use patient experience to improve patient care.

The launch of a new digital platform to replace the old staff intranet and communicate and engage with staff more effectively.

A project launched to replace the Trust's public website platform in 2023.

Roles and responsibilities

This is a strategy for the whole organisation. Everyone in the Trust has a role to play in supporting its delivery, to be good communicators and engage and involve other people.

Some groups have specific roles;

Council of Governors

Governors provide an important link between the communities they represent, and we serve, and the Board. Governors need to be well informed and aware of what is happening in the Trust and

engage with their constituents so they can feed their views into the Trust's strategy.

Trust Board of Directors

The Trust Board's role is one of leadership and support. Board members individually and collectively represent the organisation and sets the strategy for how it communicates and engages with the public. Our chairman also has a leading role in chairing the East Kent Healthcare Care Partnership. **Executive Directors**

Executive Directors have an on-going day-to-day responsibility for delivering the organisation's strategic objectives which includes this strategy.

Communications and Engagement Team

The Communications and Engagement Team is a small team of dedicated communications professionals providing leadership, technical expertise, advice and guidance. It has a lead role in providing information for staff, patients, the public and stakeholders, upholding the Trust's brand and reputation, developing communication channels and co-ordinating media relations. The Communications and Engagement Team should add value to others to enable them to do their work.

Patient Voice and Involvement Team

The Patient Voice and Involvement team supports services across the Trust to engage with and involve patients, their families and our local communities and recruit Participation Partners to get involved in a range of activities. The team works with staff to encourage them to involve patients and their families and to help them to use patient and family feedback. You can find out more about the work of the team and our [Patient Voice and Involvement Strategy](#).

People and Culture Team

The team support the wellbeing and experience of our staff and has a lead role in the training and development of staff at all levels and

works with teams across the Trust to provide tools and support for positive cultural change. You can read more about the team and their work in our [People Strategy](#).

Care Group and Hospital leadership teams

The Senior Management Team has a responsibility to directly support the delivery of this strategy and to encourage their teams to do so, and has a responsibility in ensuring this strategy is delivered and information is cascaded throughout the organisation.

The communications environment

There are a number of additional drivers that shape our strategy

Social

- Importance of culture within healthcare, as described in *Reading the signals*
- Growing and ageing population
- Public pride in NHS, public fear over its future
- Importance placed on institutional transparency and integrity
- Public expectation of speedy response from service industries
- Enduring health inequalities, particularly in areas of social deprivation in East Kent

Political

- NHS Long Term Plan priorities
- Increased integration and partnership, eg, Kent and Medway Integrated Care Partnership and East Kent Health Care Partnership

Technological

- Increased use of digital healthcare, eg, video consultations, NHS app
- Customer service via social media and smartphone apps
- Electronic health record
- Increased use of digital and social media for staff communication
- Increasingly technologically-enabled mobile workforce

Environmental

- East Kent's peninsula geography, 'remote and rural'
- Multi-site and remote working
- Growing climate change/environmental impact awareness

Economic

- Potential long-term impact of Covid response on economy
- Impact of austerity on health and social care
- Availability of resources to the NHS

Legal

- Information Standard
- GDPR
- Patient confidentiality
- Duty of candour

Our patients

Our aim is to keep patients **informed** throughout their health journey with us, **be open, listen, involve** them in decisions and **seek feedback** on their experiences and needs to improve their experience.

Our strategy for engaging with patients and the public focuses on four areas:

- Being open and transparent, listening and involving people in decisions about their own treatment and care, so they feel cared for, safe, respected and confident we're making a difference
- Engaging people in on-going service delivery so our services meet their needs
- Engaging people in making changes to services or re-designing care pathways, so patient experience is at the forefront of service design
- Informing and engaging people in organisational decision-making, so we can respond effectively to the needs of our local communities.

Keeping patients informed

We have a range of channels for communicating with patients, from individual letters and information leaflets, to the Trust's

Our quality and safety

website, social media and *Your hospitals* magazine. The Trust is piloting a patient portal.

Patient feedback

The Trust asks patients for feedback from the Friends and Family Test and local service-led surveys and forums, e.g. Your Voice is Heard in Maternity. In 2022 Tendable was introduced, a monthly inpatient survey to more regularly track patient feedback on the 10 worst performing questions in our annual inpatient survey.

Patients are invited to tell their stories at the Trust's Board of Director meetings and patient stories and feedback are shared with staff through the staff newsletter and intranet.

The Trust also works with NHS Kent and Medway to engage patients and the public on service change that may affect them.

Involving patients

A number of services have patient participation groups and our new Patient Voice and Involvement Team is recruiting [Participation Partners](#) who are involved in the Trust in a range of ways – everything from being a member on a Trust group or committee, to being on an interview panel, to being involved in staff training, to getting involved in projects.

Our objectives for patient communication and engagement

Objective	How we will achieve this objective	How we will measure our progress
Listening and understanding		
Use patient feedback to engage staff in quality improvement	<p>We will use patient feedback in internal communications to highlight and encourage compassion care and to demonstrate changes, ie you said, we did in maternity.</p> <p>We will communicate key themes from patient feedback (eg, Friends and Family Test and complaints themes) with staff through our internal communication and use patient feedback as part of the 'We care' quality improvement approach.</p> <p>We will gather patient feedback on new or redesigned services, to understand what's going well and where we can improve, e.g. the new diagnostic hub</p>	<p>Increase in staff involvement in improvement work.</p> <p>Improvement in NHS staff survey responses in involvement and advocacy questions.</p>
Develop tools for listening to and engaging with service users	<p>We will communicate 'Calls for concern' (Ryan's Rule) to support patients of any age, their families and carers, to raise concerns if a patient's health condition is getting worse or not improving as well as expected</p> <p>We will develop our use of social media to engage with service users. We are piloting a new approach to service user engagement and feedback via social media with the maternity Facebook provision for expectant and new mums. We will take lessons learned to other Trust services.</p> <p>Patient-facing staff are a rich source of patient feedback. We will provide regular opportunities for staff to tell the Trust what they are learning from patients.</p> <p>Hold pop-ups in local communities to hear directly from people about their experience of hospital care. The Patient Voice and Involvement team will hold pop-up stalls in community venues, leisure centres, shopping centres, Gateways and other places near</p>	<p>Your voice is heard feedback included in monthly reports and on social media.</p> <p>Improvement in NHS Staff Survey responses to 'Patient care is a priority for my organisation'</p>

	<p>to where people are, so we hear the voices of a wide range of local people and use their feedback.</p> <p>Attend voluntary sector regular groups and forums, carers groups and community events, e.g., Pride</p>	
Understand our local communities	<p>Develop a robust 'stakeholder map' to understand the communities we serve and identify seldom-heard groups so we can effectively communicate with and engage with these groups.</p> <p>Build relationships with the voluntary, community and social enterprise (VCSE) sector, to build regular, open and honest dialogue. Our Patient Voice and Involvement team will be the 'front door' for VCSE sector organisations.</p> <p>Work with and support our public governors to listen to and feedback the views of their constituents.</p>	Increased access and feedback from our local communities, in particular those who experience health inequalities or whose voices are seldom heard.
Communication		
Develop communications materials and tools that help staff inform and support patients, families, carers and referrers, so they access our services and have a positive experience	<p>We will implement the Accessible Information Standard across the Trust, including in patient appointment letters. We will ensure our new website is compliant and all staff can access resources to help them produce Accessible Information Standard compliant patient information.</p> <p>We will provide resources to help all staff develop high standard patient communication materials. We will use one branding and style guide across the Trust, and provide templates and 'tone of voice' guides for all staff to access on Staff Zone.</p> <p>We will do more to ensure people know how to contact us if they need to make a complaint, ask a question or give feedback. Improvements will be made to the way we communicate with people who need to complain, the speed of responding and how we are using learning from complaints.</p>	<p>Reduction in complaints on the quality of patient communication.</p> <p>Improved access for people with communication needs related to a disability or who use British Sign Language (BSL) measured through patient surveys, PALS and data on BSL interpreting</p>

	<p>We will audit patient letters and make recommendations for improvement based on best practice and patient feedback.</p> <p>We will review our 'servicescape' (the environment in which we provide our services) and make changes to improve the patient experience, e.g., improved wayfinding.</p> <p>We will develop a 'menu of options' to improve access to information about the hospitals and the Trust, and opportunities to get involved.</p>	and information provided in accessible formats
Develop the Trust's website and digital communication channels	We will review the 'Information for patients' section of our website, taking into account patient feedback, identify good practice and implement changes. The learning will be built into the new platform for our public website in 2023.	Increased use of patient information pages on the website, measured through page analytics
Ensure patients and referrers can access clear and up-to-date information about the quality and performance of our services	We will ensure patients and referrers can easily access nationally-published performance and quality data about each of our services on our website.	Improved user experience measured through search function analytics
'You said, we listened'	<p>We will tell patients what we have changed as a result of their feedback via our website, social media and servicescape. We will work with our participation partners to share where patient feedback is used to inform changes across the Trust.</p> <p>We will also share patient experiences (with consent), including feedback via Care Opinion on our website and via social media.</p>	
Engagement		
Review patient, family and carer engagement across	We are working with Healthwatch Kent to review patient engagement across the Trust and develop recommendations and a methodology for improvement, testing this out with patient and public groups.	Patient engagement improvement plan developed by 2022.

the Trust and develop a road map for improvement by 2022	Update 2023: In 2022 we completed this work, published a strategy for Patient Voice and Involvement and recruited our Patient Voice and Involvement Team.	Completed.
Involve families and the public in oversight of our response to <i>Reading the signals</i>	As part of our response to Dr Kirkup's report into our maternity and neonatal services, we will launch a <i>Reading the signals</i> Oversight Group which will involve patients and families, will meet in public and will be responsible and directly accountable to the Board of Directors.	Participation and feedback from families
Develop our patient and public engagement structures	<p>We will increase the number of patients and carers who work with us, , by recruiting them as Participation Partners.</p> <p>Our Patient Voice and Involvement work is overseen by a Patient Participation and Action Group, which is co-chaired by a Participation Partner. We will develop the membership of this group to ensure it reflects our local communities.</p> <p>We will continue to develop relationships with patient advocate and representative stakeholders, including Healthwatch Kent, charitable organisations and MPs</p>	Number of Participation Partners
Develop patient engagement tools that help staff engage patients, families and carers in quality improvements and service co-design	Our Patient Voice and Involvement team will work with staff to make sure the feedback we get through surveys, Care Opinion, PALS and other routes is listened to and acted on. To support this work, we will provide staff with an involvement toolkit and training sessions on patient / family involvement.	<p>Increased engagement of patients, families and carers in service improvement</p> <p>Improvement in NHS staff survey responses on 'I am able to make improvements in my area of work'; 'I look forward to going to work'; and staff FFT responses</p>

Our people

Our aim is to ensure our staff are listened to, **informed, engaged** and **feel able to make a difference**. This requires purposeful internal communication that is two-way.

Strong internal communication supports retaining good people and enabling people to work at their best. Staff are ambassadors for the organisation and support major change.

People make life-changing decisions based on what they are told at work, eg, when they make choices about where to live, how to save for retirement or whether or not to change jobs. The integrity of what we tell staff matters.

Our strategy for communicating and engaging with staff will focus on:

- A strategic narrative that provides a clear 'line of sight' between the purpose and values of the Trust, teams, departments and people's daily work
- Supporting leaders and managers to listen, communicate with and engage their teams
- Ensuring there are regular and varied ways for people to give feedback and ideas, ask questions and raise concerns

Our quality and safety

- Support for the Culture and Leadership Programme, as part of our response to *Reading the signals*.
- Support staff well-being and a positive culture, to ensure our people experience our 'We care' values

Supported by an internal communications infrastructure that is in line with current and future uptake of communication technologies in our daily lives.

Keeping staff informed and engaged

Good organisational internal communication follows a rhythm, so staff know what they are going to get, from, where and when. It is delivered in a multiple-formats, to make it as easy for staff to access information and get involved.

We have a range of channels for communicating with staff, from a weekly email newsletter and intranet, to hybrid staff forums held face-to-face and online, to direct engagement on the wards.

In 2022 we launched our new digital engagement platform for staff. In January 2023 the CEO introduced a team brief for leaders across the Trust, with an expectation that the information is cascaded to all staff.

Our objectives for internal communication and staff engagement

Objective	How we will achieve this objective	How we will measure our progress
Listening and understanding		
Ensuring there are regular and varied ways for people to give feedback and ideas, ask questions and raise concerns	<p>We will provide regular opportunities for staff to tell the Trust how it feels to work here, what they are learning from patients and their ideas for improvement, including Freedom to Speak Up Guardians, face-to-face forums or webinars, the staff Friends and Family Test and NHS Staff Survey, pulse surveys and through the 'We care' programme.</p> <p>We will provide a single point of information on our intranet on 'who can I tell?' for any staff concerns, and publicise this at least quarterly through our internal communication channels.</p> <p>We will promote listening events for staff to give feedback in person and virtually.</p> <p>We will continue to ensure our leadership teams are accessible for staff, eg, through walk-rounds, staff forums, listening events and including links for direct contact in staff messages.</p> <p>Work with and support our staff governors to listen to and feedback the views of staff.</p> <p>We will identify digital technology that improves the variety of feedback mechanisms available to staff, e.g., staff app for Staff zone, instant feedback via QR codes on the wards.</p>	<p>Annual NHS Staff Survey</p> <p>Quarterly Staff Pulse survey</p> <p>Number of staff raising concerns</p> <p>Number of staff joining webinars</p>
Provide a framework for staff engagement	<p>We will introduce a series of communications and engagement/listening opportunities for staff under the umbrella The East Kent conversation. This 'pick and mix' of engagement tools and opportunities will support leaders in all areas of the Trust, from Board to ward, to have the big conversations that are much needed, for example about living our values and the importance of caring, and will show staff the 'golden thread' between the conversation they are having and the organisation's strategy.</p>	<p>Take up and involvement</p> <p>Staff survey advocacy questions.</p>

Communication		
Provide communications materials and tools that help the Trust attract, inform, support and involve staff so they feel motivated, fulfilled and able to give their best	<p>We will provide resources to help all staff develop high standard internal communication materials. We will use one branding and style guide across the Trust, and provide templates and 'tone of voice' guides for all staff to access on Staff Zone.</p> <p>We will continue to develop digital opportunities for staff communication and engagement, and identify new channels, e.g., staff app and staff Facebook group.</p> <p>We will explore the options and bring forward a business case for a replacement intranet which provides a high level of user engagement. Completed in 2022, we are now developing the opportunities that the new platform brings.</p>	<p>Annual NHS Staff Survey</p> <p>Quarterly Staff Pulse survey</p> <p>Staff retention rates</p> <p>Number of staff joining webinars</p>
Support staff well-being	<p>We will ensure information about mental health services is available on Staff Zone and publicised regularly, alongside information for staff on accessing other health services, including going smoke-free. We will make information about staff benefits more accessible for staff. Completed 2022.</p> <p>We will help foster an EKHUFT team culture through a team narrative and shared experiences. We will increase the profile and opportunities for staff to participate in special occasions, such as the NHS birthday and national celebration days.</p> <p>We will ensure the communications planning grid meets the needs of BAME and other staff groups, working with staff networks such as the BAME, LGBT and Disability staff networks.</p>	<p>Annual NHS Staff Survey</p> <p>Quarterly Staff Pulse survey</p> <p>Staff retention rates</p>
Improve employee information	<p>We will regularly update staff on organisational priorities, such as quality and safety, and be clear about our performance and future plans.</p> <p>We will ensure clear information on practical issues, such as pensions or staff facilities on site, is easy for staff to access.</p>	<p>Annual NHS Staff Survey</p> <p>Quarterly Staff Pulse survey</p> <p>Staff retention rates</p>

Engagement		
Support leaders to listen, communicate and engage with staff	<p>We will further develop leaders' communications channels, to provide useful tools on Trust policy updates, key decisions and resources for our leaders.</p> <p>We will provide resources to help leaders engage their teams, including an engagement 'toolkit' and training through the 'We care' programme.</p> <p>We will launch a team brief for leaders across the Trust, with an expectation that the information is cascaded to all staff.</p> <p>We will develop and communicate a Leadership Behavioural Framework</p>	<p>Annual NHS Staff Survey</p> <p>Quarterly Staff Pulse survey Staff retention rates</p>
Support for the Culture and Leadership Programme (CLP), as part of our response to <i>Reading the signals</i> to empower staff to develop a positive culture.	<p>We will use our communication and engagement channels to promote and support the Culture and Leadership Programme which has been piloted in maternity and is being rolled out to the rest of the Trust, in recognition of the need to improve our culture Trust-wide.</p> <p>We will develop and provide a range of resources on Staff Zone for staff and managers to use to support teams to work well together, e.g. Civility Saves Lives, a tool for staff to use to give feedback when experiencing poor behaviours and the Respect and Inclusion Charter.</p>	<p>Engagement in use of CLP tools. Annual NHS Staff Survey and quarterly Staff Pulse survey questions on culture.</p>
Help staff engage with and drive the Trust's 'We care' vision and values, so they feel able to provide the highest standards of care	<p>We will develop a narrative and materials for use across the Trust's communications and services which promotes compassionate care and team working, in line with our Values, e.g. Importance of Caring video.</p> <p>We will help staff share good practice through the Trust's internal and external communications and events and recognise staff who 'go the extra mile' and live our values through our reward and recognition scheme.</p> <p>We will refresh and promote our Values, ahead of engaging staff on the Vision and Values of the Trust as part of a new organisational strategy.</p>	<p>Annual NHS Staff Survey</p> <p>Quarterly Staff Pulse survey Staff retention rates</p>

Our future

Our aim is to ensure our stakeholders (eg, MPs, Healthwatch, patient and community representative groups, our members) are informed about the Trust's performance and involved in major service decisions so they can support their communities and hold us to account.

Our strategy for communicating and engaging stakeholders will focus on:

- Involving stakeholders in how we respond to Reading the signals
- Working with stakeholders to co-design joint communications and engagement with our communities
- Providing regular information on the performance and plans of the Trust

Our sustainability

- Providing regular opportunities for dialogue
- An 'open door' approach, where we facilitate access to our hospitals and services as much as possible.

Building on engagement

In recent years, we have worked with commissioners to involve and engage patients, staff and the public in a number of service changes and our wider plans to use our hospitals.

We work in partnership with stakeholder groups, for example Maternity Voices Partnership, Healthwatch Kent, our east Kent MPs and Health Overview and Scrutiny Committee . We need to expand the number of stakeholder groups we listen to and involve.

Our objectives for communication and engagement with stakeholders (see stakeholder analysis (appendix 1))

Objective	How we will achieve this objective	How we will measure our progress
Listening and understanding		
Facilitating public consultation and engagement on major service changes	In addition to day-to-day engagement with our service users on service re-design, we will support our commissioners in public consultation and engagement on major service changes within the legal framework.	Involvement in engagement activities, responses to consultation documents.
Involving stakeholders in how we respond to <i>Reading the signals</i>	As part of our response to Dr Kirkup's report into our maternity and neonatal services, we will launch a <i>Reading the signals</i> Oversight Group which will involve stakeholders as well as patients and families, will meet in public and will be responsible and directly accountable to the Board of Directors.	Participation and feedback from stakeholders
Listening and acting on Stakeholder feedback	We will work in partnership with the MVP, Healthwatch, our Governors and other stakeholders to listen to and use their feedback to improve services.	
Communication		
Providing regular briefings and opportunities for dialogue	<p>We will provide regular written briefings for stakeholders, including a monthly bulletin, and face-to-face meetings as required, being clear about the challenges we face.</p> <p>We will provide regular briefings/releases to the media.</p> <p>We will facilitate access to our hospitals and services as much as possible whilst preserving patient confidentiality.</p> <p>We will offer regular meetings between MPs and the CEO and the Chair of the Trust, and facilitate visits to services and opportunities to meet or shadow staff.</p>	<p>Take up of communications and meetings</p> <p>NHS position included in media coverage</p>

Engagement		
Working in partnership to support public health and well-being	<p>We will seek the support of our stakeholders in health campaigns and local recruitment, to help us reach seldom heard communities.</p> <p>We will listen to and engage with our GP and healthcare partners to support communication with our communities, e.g. signposting to sources of support.</p>	<p>Increased reach of communications</p> <p>Take up of communications and increased feedback</p>
Working with stakeholders to co-design joint communications and engagement with our communities	We will support the communications of our stakeholders to improve health and well-being in our local communities	Increased reach of communications

Appendix 1

Stakeholder analysis		
Stakeholder needs analysis		
Group	Needs	Tools and channels
Internal		
Staff	<ul style="list-style-type: none"> To feel listened to, valued, motivated and part of a team To have up-to-date, easy to find information to help them to do their job To know how to raise concerns or issues To have information to support their welfare and wellbeing To be kept informed about changes to their job, service and the wider Trust To understand how their role fits into the wider organisation 	<ul style="list-style-type: none"> Staff rewards/recognition Team meetings/huddles Internal communications Culture and leadership programme Staff feedback methods Staff forums Social media Staff welfare packages
External		
Patients and/or their relatives/carers	<ul style="list-style-type: none"> To know how to access information about their care and the services they use To feel listened to, able to raise concerns quickly and give feedback easily To feel listened to and involved in their care To feel their feedback is used To get involved in improving services if they wish 	<ul style="list-style-type: none"> Patient letters/printed and digital information Website, information screens, posters, social media, Trust magazine Patient feedback channels Patient Participation
MPs, HOSC, ICB, HCP, NHSE partner organisations	<ul style="list-style-type: none"> To be informed about the work of the Trust and its challenges and confident that it is making improvements To be kept updated with developments and changes to services To feel able to give feedback and get involved if they wish To feel listened to and able to raise concerns and confident that their feedback will be acted on. 	<ul style="list-style-type: none"> Engagement through system meetings Bi-monthly MPs briefings Monthly stakeholder bulletin Visits to the Trust's services Consulted on changes
Public and media	<ul style="list-style-type: none"> To have access to information about the Trust and services To know how to give feedback and get involved if they wish To have questions answered in full, quickly and efficiently 	<ul style="list-style-type: none"> See above for patients Access to 24/7 media team

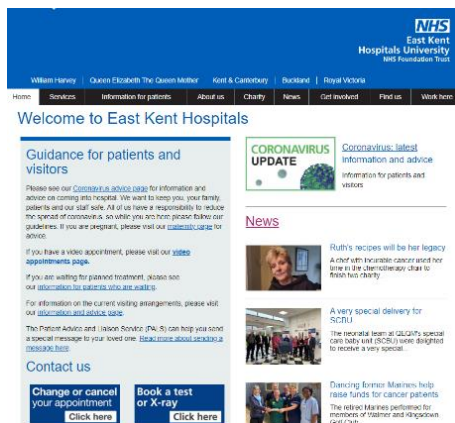
Appendix 2: Our current communication channels

Channel	One-way (awareness)	Two-way (engagement)
Patients and public		
Website		
Your Hospitals magazine		
Information screens/posters in waiting areas		
Social media		
Traditional media (press, radio, TV)		
Patient committees and focus groups		
Board meetings live streamed		
Calendar of engagement events and annual members meeting		
Patient Participation and Action Group		
Reading the signals oversight group		
Staff		
Face-to-face staff forums		
Engagement in QII hubs		
<i>The Leader</i> briefing for managers		
Staff Zone (intranet)		
<i>Resources</i> for people managers/team meetings		
CEO led Team Brief		
Listening into Action tool		
CEO and Exec visibility programme		
Weekly Trust newsletter		
Staff wellbeing magazine		
Improvement newsletter		
PC 'desktop wallpaper'		
Mid-week round-up		
Staff information boards		
Professional journals		
Governors		
Face-to-face briefing sessions and Q&As		
Site and service visits		
Email briefings on emerging issues		
Weekly communications briefing		
Members		
Trust magazine		
Governors' newsletters		
Dedicated area of public website		
Calendar of engagement events/annual meeting		
Meet your Governors events		
Participation Partners		
Partner organisations		
Whole system meetings		
Monthly stakeholder e-bulletin		
Programme of engagement		
Stakeholders, e.g. MPs		
Monthly stakeholder e-bulletin		

Appendix 3: Our reach



Your hospitals magazine – over 23,000 copies distributed to 300 pick-up points in east Kent.



Our website has more than 100,000 visitors each month.



We issue an average of 7 press releases each month, alongside a regular stakeholder newsletter and direct engagement.

