



**East Kent
Hospitals University**
NHS Foundation Trust

Communication and Engagement Strategy 2016-2020

Refreshed March 2019

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1. Executive Summary

The Communication and Engagement Strategy for East Kent Hospitals University NHS Foundation Trust, sets out how the Trust will communicate and engage with its audiences and supports the delivery of its vision, mission, values and objectives.

The need to communicate and engage well with our staff, the public, patients and users of our services and their carers; partners and other key stakeholders is essential for the delivery of safe and effective patient care and central to the success of the organisation. It needs to be what we do, every day, and involves everyone within the Trust.

We are committed to improving how we communicate and engage and understand the importance of clear, open, timely and relevant communication and meaningful engagement.

As with all NHS Trusts we are addressing the challenge of driving up quality of care and improving patient experience, while making sure services can meet growing demand and are sustainable. This puts an increased importance on communicating and engaging effectively.

This strategy aims to build our reputation and make the Trust an attractive place to work, for our current workforce but also as a magnet in attracting new staff to come and work for us.

It recognises the need to listen to and involve patients, the public, our partners and external stakeholders; and give greater emphasis to improving communication and engagement with our staff to create a well-informed and engaged workforce that is proud to work here and represent the Trust.

It describes the communication and engagement tools the Trust uses, and will develop, based on research and feedback; and how we will measure and review their effectiveness.

This strategy supports other Trust strategies, including the Council of Governor's Membership Engagement Strategy, the Quality Strategy, the People Strategy and the Research and Innovation Strategy, as well as supporting the Trust's charity.

In 2016 when this strategy was first agreed, a newly formed communications and engagement team was being developed, which brought together people with a range of skills, including specialist knowledge of the media and internal and external communication skills, to add value and support good communication and engagement. It complements the commitment required of every member of staff at all levels of the organisation to communicate and engage well.

The Trust's communication approach and engagement plans have also developed in this time. In response to this and to the 2017 and 2018 staff surveys, and the Listening into Action Pulse Survey, this strategy has been refreshed.

Natalie Yost, Director of Communications and Engagement.

2. Communications and engagement priorities

The key priorities for this strategy are to:

- Engage staff in the Trust’s mission, vision, values and strategic aims, and communicate these effectively with our patients and external stakeholders, so everyone knows what the Trust is aiming to achieve
- Listen to, engage and involve staff, and people who use our services, to improve the quality of care we provide
- Work collaboratively with our partners to communicate the changes needed to health and social care in east Kent and the importance of people being cared for in the right place, at the right time, as described in the clinical strategy for East Kent
- Support people managers to listen to and engage their staff in decisions about service improvement
- Use our communications channels to promote the Trust as a place to be treated, to learn and to work
- Make the most of our Trust membership, supported by working with our governors



3. Roles and responsibilities

Everyone in the Trust has a role to play in supporting the delivery of this strategy to ensure good and effective communication and engagement takes place within the Trust with staff and governors and externally with partners and the public.

Communication is everyone's business and cannot be left to the communication and engagement team alone, within this caveat, there are some individuals and groups with 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

The Trust Board's role is one of leadership and support. Board members have a role to play as individuals representing the organisation and, as a full Board, how it communicates with the public. The public attending Trust Board meetings are representatives of their communities and as such, are important communicators with local people.

Executive Directors and Management Team

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 protecting the Trust's brand and reputation, developing communication channels, co-ordinating media relations and providing information for staff, patients, the public and stakeholders. The Communications and Engagement Team should add value to others to enable them to do their work.

Divisional Directors, Medical Directors, Heads of Nursing and Management Board

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.

4. Communication and engagement principles

- Every communication contributes to our reputation, and should at all times be consistent with our values and what we want to be known for
- We are open and transparent about how the Trust is performing¹ 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 work to meet the communication needs of diverse and hard-to-reach groups, and ensure their voice is heard.

All our communication and engagement activity should be:

- Clear, timely and accurate
- Targeted and relevant to the audience's needs
- Based on research, insight and emerging issues
- Accountable
- Planned, consistent and professional
- Purposeful and measured.
- Consistent with a clear story of the organisation (mission, vision and values)
- Using all available channels and techniques that are appropriate to the audience
- Providing a feedback mechanism at all times
- Using NHS resources efficiently

¹ The Francis Report, Robert Francis QC, 2013

5. Reputation management principles

The Trust's reputation is essential to recruiting, retaining and engaging with staff; maintaining the confidence of our patients and commissioners and ensuring support from external stakeholders such as MPs and the media.

Reputation is a stakeholder's overall impression of an organisation, established over time - the sum of what the organisation does, what it says about itself and what others say about it. Therefore, the Trust's communications and engagement activity is fundamental to how it influences and contributes to its reputation:

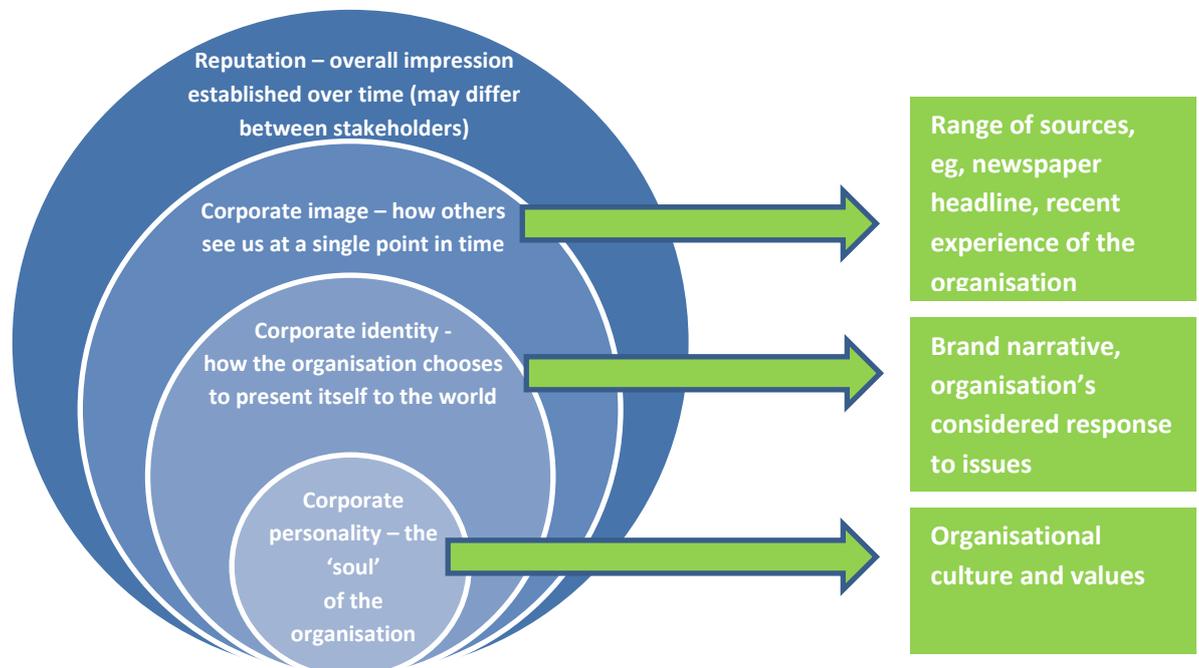


Figure 1.0: Elements that contribute to reputation.

As part of managing EKHUFT's reputation, the Communications and Engagement Team will:

- Take a proactive approach to issues management, horizon scanning and ensuring the Trust's response to emerging issues is clear and well-publicised
- Ensure all communications and engagement activity is in line with the Trust's vision and values
- Build collaboration and trust with EKHUFT's external stakeholders through supporting engagement on key issues
- Develop a compelling story describing what EKHUFT wants to be known for that our stakeholders recognise
- Monitor the Trust's reputation with stakeholders regularly, and take action to address any 'gaps' between the Trust's vision and the views stakeholders hold.

6. Situation analysis

The importance of the NHS to the public it serves, and the growing demand for transparency, requires clear and effective communication.

The Trust is operating in a changing and pressured environment which our communication and engagement strategy needs to address. The Trust needs to build a strong reputation as a provider of great healthcare, as an employer of choice and as a key partner in integrated care.

This is in the national context of rising demand for healthcare and increased expectations of patients; pressures on our workforce and, locally, the need to reconfigure our services as part of our clinical strategy to improve quality and sustainability.

We will need to engage and involve all our internal and external stakeholders in the future of our organisation, and the services it runs, to deliver the real transformation the NHS and its patients need.

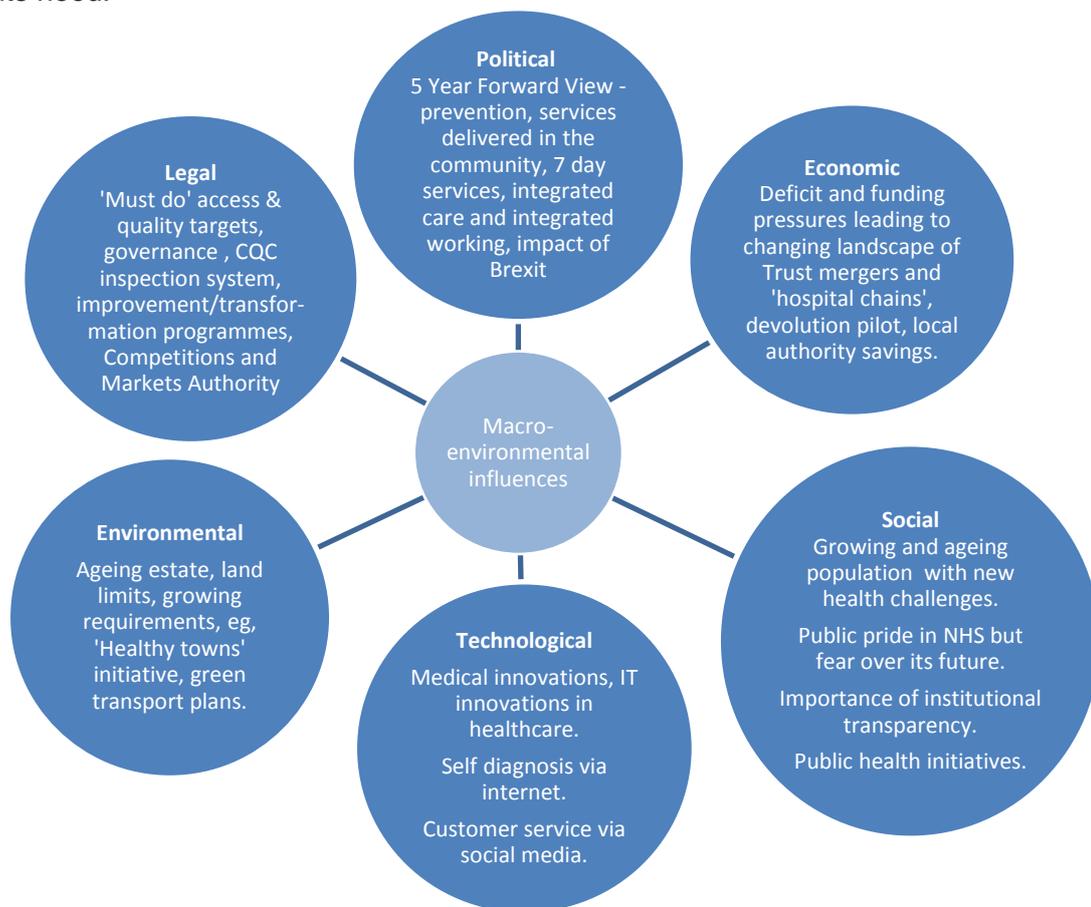


Figure 2.0: PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis of issues in EKHUFT's current external environment.

7. Audience analysis

The public and our patients

East Kent has diverse and well defined communities. People identify strongly with their local area and local hospital and tend to engage when they feel services local to them are under threat.

How the public access information

72% of all adults in the UK now own a smartphone (Ofcom, 2017), making online services more important. The number of +65s using smartphones is growing.

86% of UK adults use the internet, lowest use is in +65 and +75s .

There has been a significant increase in +75s using social media.

Locally, there has been a decline in printed media over the last year and an increase in online news sites. Kent Online has 161k unique browsers a day (Audited Bureau of Circulation, 2017).

The Kent Messenger newspaper circulation for east Kent is 26,543. Local Trinity Mirror circulation (Thanet, Folkestone and Ashford) 15,648

We should provide people with a good understanding of what the Trust does and the services it provides. We need people to seek help early, to look after their own health and to use NHS services appropriately, for example when choosing to attend A&E.

We need to give people opportunities to be involved when services need to change and explain why change is needed in clear, open and timely ways.

We need to provide information in a variety of formats, not just digitally. Information needs to be clear and easy to understand and available in alternative formats.

We need to give patients timely information about how long they may have to wait in A&E and what suitable alternatives there are.

We will be open with the public and our patients and apologise and explain when things go wrong.

East Kent has a reducing number of well-established local newspapers and broadcast media, with a growing number of online news sites. Local people follow the local media more closely than the population as whole. The media plays a strong role in communicating news about the Trust.

The Trust receives 45 written compliments, and many more thank yous, for each complaint (Jan, 2018) and yet this is not reflected in press coverage. This is not because there is a shortage of positive news to tell.

We are placing a stronger emphasis on providing stories, interviews and pictures to the national media as well as local media.

The Trust is increasing its digital offering, making more use of its online news page through social media. It launched its blog and 'patient stories' archive in 2017.

Staff

Most of our staff are also residents of East Kent and are important communicators of the Trust's messages both at work and at home. What they say to their friends, family and our partners is key to the public's perception of the Trust.

Employee "influence footprint"

One employee influences 12 close contacts, who each influence 12 more. This means one employee has a potential reach of 144 people.

As an organisation with 8,000 employees, East Kent Hospitals influences 1,152,000 people.

The Trust is going through a period of significant change with the reconfiguration of services as part of the east Kent-wide clinical strategy. We need to engage staff in the development of new models of care to improve quality, meet standards and make services sustainable and communicate changes clearly and effectively.

We will also need excellent change communication to guide staff through the period of change and embedding, both within the Trust and working differently with other health and social care organisations in east Kent.

How our staff receive information (internal communications survey, 2017)

- 76% of respondents read Trust News weekly and 63% read the CEO blog weekly
- 65% of respondents access Trust communications on a PC/Smartphone/tablet easily
- 30% of respondents report that they rarely or never have a team meeting

We need to make communication with staff clear, open, relevant and timely. We need to communicate in ways which work for staff whether they work in offices, on sites, in wards or in the community and ensure staff access to team meetings.

The 2017 staff survey free text comments suggested a too heavy reliance on ad-hoc all-staff emails, which is being addressed through clearly defined channels (see section 8).

We need to recognise and have pride in the achievements of our staff, and promote the Trust and east Kent as a “great place to work” for them and for potential employees thinking of working for us.

We need staff to be aware of all the options for engaging with the Board, for example whistle blowing, raising a quality issue or giving a presentation about their service. Staff should be able to ask the Executive questions and give feedback and we need to explain what we have done with that feedback.

Governors

Public Governors not only represent the views of members in their constituency, they also represent the views of residents who are not Trust members. Staff Governors represent our staff and Partnership Governors represent the public sector.

Our governors enable the Trust to be a truly patient-focussed organisation, providing a vital link between the communities they represent, and we serve, and the Board.

All governors need to be well informed and aware of what is happening in the Trust and have opportunities to engage with their constituents so the Trust has valuable feedback about its services.

Members

Anyone can contact the local governor for their area and be involved in the Trust. However, it is our members who elect the governor who will represent their area on the Council of Governors, which in turn holds the Board to account through the Trust’s Non-executive Directors.

Members can also be as involved as much or as little as they wish. There are a number of ways that members can be involved in the Trust, for example by being on interview panels, focus groups, attending events or helping us to ensure patient information is accessible.

We need to make sure that members know how to contact their local governor and have access to information about the Trust which is clear, open, timely and relevant. Members should have the opportunity to meet their local governor in their locality.

Information needs to be made available in a variety of ways, not just digitally. Information should be clear and easy to understand and available in alternative formats such as large print, braille and different languages.

Partner organisations

Our partners have a vital role in the Trust achieving its objectives. The only way we can provide good quality, sustainable health and social care to the people of east Kent is by working in partnership. There are strong networks and structures in place to support this.

We need to listen to, communicate with and engage our partners in ways which are clear, open, timely and relevant and foster these good working relationships.

External stakeholders

The Trust has worked hard to develop good relationships with its external stakeholders (a full stakeholder list is available in Appendix 1). We want to build on these relationships, as the support of our stakeholders is essential in meeting our aims. As with partners, we need to listen to, communicate with and engage with our stakeholders in ways which are clear, open, timely and relevant.

Stakeholders and audiences

The Trust needs to maintain positive relationships with all its internal and external stakeholders.

A full list of all our stakeholders is available in Appendix 1, but we recognise there are key audiences the Communications and Engagement Team need to work with regularly, who have differing information needs:

<p>Timely communication and reassurance on our performance and plans</p> <p>Regulatory bodies – NHS Improvement, KCC, HOSC, NHS England, HEKSS CCGs MPs and councillors</p>	<p>Regular communication and on-going engagement</p> <p>Staff Media Governors</p>
<p>Timely information as required</p> <p>Suppliers Local universities Local businesses Schools</p>	<p>Targeted information and engagement on relevant issues</p> <p>Patients and public FT membership Health partners – NHS, social care and voluntary sector, GPs Healthwatch Trade unions Contracted staff, eg, 2gether Support Solutions</p>

8. Channels and tools

Internal channels:

Staff zone is the staff intranet and the place for staff to go to find a wide range of news, information and policies to help them in their roles. All corporate communications are available for staff in one place, from the Staff Zone 'news centre'.

Trust News is our weekly newsletter for staff, it is online and also available as a PDF so it can be printed out for staff who are not desk based. It keeps staff informed of the Trust's news and includes staff notices and information about training opportunities.

The CEO's weekly message is sent to all staff by email once a week. It includes the key messages from the Board that every member of staff needs to be aware of.

The mid-week round-up is a Wednesday email with short, key updates.

Staff engagement sessions are held regularly and are open to all staff, they are an information exchange and always include a question and answer session, usually with members of the Executive team. Sessions can be targeted to particular groups.

The Leader is an email bulletin sent to people managers whenever there is information they need to be aware of and act on.

Team Talk is a face to face monthly cascade of information by the Chief Executive and Executive Team members to all managers, matrons and clinical and professional leads, who are provided with materials to engage their staff in team meetings/huddles. It should be delivered alongside local news and updates from the manager and feedback used to make immediate improvements or fed back to the Executive.

Desktop wallpapers are used to raise awareness of key issues and events, eg, stroke consultation, national numeracy week

Leadership events are held in April and September to engage people managers face to face in the Trust's strategy and vision.

Clinical forums are held quarterly to engage the consultant body.

Site visits, both ad hoc and planned, are a valuable tool for the Board to listen and engage with front-line staff and see first-hand challenges, opportunities and good practice.

The use of nationally recognised tools such as **Listening into Action**, help managers and leaders within the Trust listen and respond to the observations of frontline staff and support them to improve quality of care.

External channels:

The Trust's website has useful information for patients and the public about the Trust, its services and its performance. It promotes the Trust as an employer.

The Trust **Board meetings** are publicised and also live streamed via the internet.

Your Hospitals magazine is produced 3 times a year and 30,000 copies are distributed for the public to pick up free of charge via 300 drop off points across our sites and in the community. It contains inspirational stories about the difference our staff make to patients and gives important information to the public.

We email an electronic version of our magazine to our members who are on email and post printed copies where this has been specifically requested, as well as making printed copies widely available.

We use **social media** to reach people through digital channels to engage and communicate with the public and as a recruitment tool.

We work with the **local media** to provide information and news to the public.

Our **stakeholder e-bulletin** provides external stakeholders with information about how the Trust is performing, our latest news and innovations and how we are working with our partners.

We hold **Members' evening events** to engage Trust members, provide an opportunity for them to meet the Chair and Chief Executive and so they can hear about innovations from our clinicians.

In addition to using these channels, **individual communications and engagement plans** are developed to support the Trust's strategic objectives.

We are developing a **public engagement network** so that people who want to be more involved with the Trust can choose a variety of ways to do this.

Patients are represented on a number of groups and committees.

We hold an **Annual Members' Meeting** and attend other public events so that people can find out what the Trust does.

The Trust's key channels and tools for communicating and engaging.

Channel	One-way (awareness)	Two-way (engagement)
Public and patients		
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 Engagement Network		
Staff		
Face-to-face staff forums		
Engagement in QII hubs		
<i>The Leader</i> briefing for managers		
Staff Zone (intranet)		
<i>Team Talk</i> for people managers/team meetings		
CEO blogs		
Listening into Action tool		
CEO and Exec visibility programme		
Weekly Trust newsletter		
PC 'desktop wallpaper'		
Mid-week round-up		
Staff information boards		
Professional journals		
Governors		
Face-to-face briefing sessions and Q&As		
Email briefings on emerging issues		
Monthly communications report		
Members		
Trust magazine		
Members' newsletters		
Dedicated area of public website		
Calendar of engagement events/annual meeting		
Meet your Governors events		
Patient Engagement Network		
Partner organisations		
Whole system meetings		
Monthly stakeholder e-bulletin		
Programme of engagement		
Stakeholders		
Monthly stakeholder e-bulletin		
Programme of engagement		

Implementation

Objective	Actions	When
Public and patients		
People understand what the Trust does and the services it provides, people seek help early, look after their own health, and use NHS services appropriately.	Provide a vibrant website which clearly explains the Trust's role/services and signposts to other support.	Ongoing
	Alternatives to A&E and public health information is provided in real time and through the Trust's communication channels, including digital and printed.	Completed
	Information screens in waiting areas display public health information and information about our services	March 2020
	Refresh of servicescape (new entrance door skins, information in patient areas)	Completed
People have opportunities to be involved in shaping service change and we are clear and open about why change is needed.	Publicise the case for change for Trust services and health and care in east Kent	Ongoing
	Work with our commissioners to support public consultation on changes to services, providing a wide range of ways people can be involved	Ongoing
	Increase the number of patient representatives on our committees, focus groups and inspections and invited to events by 10% annually	Annual target
	Calendar of engagement events and annual members meeting in place	Completed
	Broaden opportunities for volunteers, people involved in research and East Kent Hospitals Charity.	Ongoing
Information is provided in a variety of formats. Information is clear and easy to understand and available in alternative formats.	Trust magazine is revamped and printed copies are provided in 300 pick-up points in the community.	Completed
	Posters and signage in waiting areas and clinics is kept under review and up dated regularly	Ongoing
	Anyone can request any information in an alternative language or format and how to do this is clearly communicated.	Ongoing
Patients have timely information about how long they may have to wait in A&E and what suitable alternatives there are.	The public website reflects the information being provided to patients in real time in our hospitals with information about alternatives	Completed
	Alternatives to A&E provided in print and digital formats and social media and targeted to key audiences	Completed
We are proactive about providing positive stories, interviews and pictures to the media and directly through digital and social media to market the Trust to potential employees.	Regular flow of positive stories, features and pictures issued to external media	Ongoing
	Increase of positive stories, features and pictures used to promote the Trust via social media	Ongoing
	Contribute to A different view and other websites to market the Trust to potential staff	Ongoing
	Grow social media channels and hits on social media by 20%	March 2019
	Hits to website grow by 10% compared to previous year	Annual

Objective	Actions	When
Staff		
Staff are listened to, engaged in the Trust's plans for the future and have opportunities to shape their services and influence strategy.	Annual programme of face to face engagement to engage all groups of staff and gather feedback	Annual
	Staff can give feedback on proposals electronically if they wish	Completed
	Business planning is bottom up with opportunities for all staff to shape their service and its future	Ongoing
Communication with staff is clear, open, relevant and timely and we use ways which work for all our staff.	CEO weekly blog sent to all staff, provides top level messages, supplemented by messages from Board members and weekly Trust news	Completed
	Timely briefing for managers sent by email as and when information needs to be acted on	Completed
	Staff intranet updated daily with specific reference section for all recent communications	Completed
	Trust magazine informs and celebrates staff achievements in patient care	Completed
Staff have the opportunity to engage with the Board, ask questions and give feedback and we explain what we have done with that feedback.	Team Talk delivered face to face by CEO and Exec for cascade by managers, matrons, clinical and professional leads alongside local news and updates	Completed
	Relaunch leadership events in April and September to engage people managers in the Trust's strategy/vision	Completed
	Annual programme of face to face engagement sessions with relevant information targeted at groups of staff	Ongoing
	Staff encouraged to attend Board meetings and there are increased opportunities for staff to present to the Board	Ongoing
	Programme of non-exec led site visits to listen and engage with front-line staff and see first-hand challenges, opportunities and good practice	Completed
	Launch Listening into Action to help managers and leaders within the Trust listen and respond to the observations of frontline staff to improve quality of care.	Completed
	QII hubs used to listen and engage staff on range of subjects	Ongoing
The achievements of staff are recognised and the Trust is promoted as a "great place to work" for them and potential employees.	Annual staff awards recognises nominees and category winners invited to awards event	Completed
	Trust magazine informs and celebrates staff achievements in patient care	Completed
	Teams and divisions recognise and celebrate achievements of staff	Ongoing
	Trust News expanded to include more positive stories about colleagues' achievements	Ongoing
	Increased use social media to promote staff achievements and engage staff across the Trust	Ongoing

Objective	Actions	When
Governors		
Governors are listened to and can hold the Board to account	CEO/Exec briefings at Council of Governors	Completed
	Governors site visits	Completed
	Refreshed COG committee structure and improved information to support assurance role	Completed
Governors are well informed and aware of what is being said about the Trust.	Heads up briefings on emerging issues and media coverage	Ongoing
	Monthly communications and engagement report	Ongoing
Objective	Actions	When
Members		
Members know how to contact their local governor and have access to information about the Trust which is clear, open, timely and relevant.	Trust magazine includes governor feature, contact details and forthcoming events	Ongoing
	Refreshed area of public website with information about how members can communicate and engage	Completed
	Calendar of engagement events for governors to meet members in the Trust	Completed
	Meet your Governor locality sessions and events	Ongoing
Members are aware of the different ways that they can get involved	All new members written to with choices about how they can get involved	Completed
	Trust magazine and other channels have feature about how engagement has improved services	Ongoing
Members can find out more about Trust services and ask questions	Members invited to annual meeting and programme of events about services and future plans for healthcare	Completed
Objective	Actions	When
Partner organisations		
Partners are listened to, communicated with and engaged in ways which are clear and open.	Trust plays active and leadership roles in whole system meetings, attends KCC's Health Overview and Scrutiny Committee and similar forums	Ongoing
	Monthly stakeholder e-bulletin with message from CEO launched with ways to feedback	Ongoing
	Programme of engagement with partner trusts, MPs, healthwatch, vol orgs	Ongoing
Objective	Actions	When
Stakeholders		
Stakeholders are listened to, communicated with and engaged in ways which are clear, open, timely and relevant.	Monthly stakeholder e-bulletin with message from CEO launched with ways to feedback	Completed
	Programme of engagement with partner trusts, MPs, Healthwatch, voluntary organisations	Ongoing

9. Monitoring and evaluation

We will monitor the effectiveness of our communication and engagement activities through:

Media

- A comprehensive monthly media analysis is used to understand the impact of our communications activity and shared with the Board and CoG

Staff engagement

- The quarterly NHS Staff Friends and Family Test and annual NHS Staff Survey measure of staff engagement metrics and the NHS Staff Survey measure of specific communication metrics.
- A bi-annual internal communications survey to measure staff use and satisfaction with internal communication channels and information.
- Team Talk attendance to monitor engagement in corporate messages
- Take up of engagement and leadership events, use of QII hubs
- Pulse Surveys and medical engagement scale

Patient and public engagement

- Feedback from patients received via Trust Governors
- Patient experience feedback
- Content analysis of social media mentions/patient opinion posts/letters to the press

External stakeholder engagement

- Take-up of monthly stakeholder bulletin (open/click rates)
- Perception survey/qualitative interviews

10. Conclusion

Our strategy sets out how we will improve how we communicate and engage; and do so in clear, open, timely, relevant and meaningful ways.

We will be recognised as:

- *a Trust that involves the public in decisions about their care and the services we provide*
- *A Trust which listens to its staff and responds and acts on feedback to make improvements*
- *a Trust which places high importance on research and innovation, to deliver the best care possible*
- *a great place to work where people feel valued and motivated, and have opportunities to develop*
- *a Trust that listens to its patients and stakeholders as well as staff and works collaboratively with its partners*
- *a Trust known for providing excellent care*

We will uphold the NHS brand and what it stands for (The NHS constitution).

11. APPENDIX 1: Our stakeholders

Local council leaders and chief officers

HOSC

Local councillors and officers

Local authority planners

Local MPs and MEPs

Local/national political organisations/pressure groups

National health committees

The public

Public organisations, eg, residents associations

Voluntary organisations and community groups

Charities

Local businesses

Business organisations, eg, Rotary

Patients/services users

Healthwatch

Patient groups and networks

Carers and relatives

EKHUFT staff

Wider NHS staff

Trade unions

Potential staff

Local authority staff

Contractor staff, eg, 2gether Support Solutions

GPs, pharmacists

Media (including local newspapers, radio, TV, digital, professional and trade press, national media)

Board members

Council of Governors

Health commissioners (CCGs)

Health partners, eg, Public Health England,

Regulators, eg, NHS Improvement, CQC

Board members of NHS partner/neighbouring organisations

Ministers

Department of Health

NHS England

APPENDIX 2: Communications and engagement SWOT analysis

<p style="text-align: center;">Strengths</p>	<p style="text-align: center;">Weaknesses</p>
<p>New structure for EKHUFT's communications function, with the addition of a Communications Director to ensure a strong link between the Board and the communications and engagement function</p> <p>Strong vision and direction for the Trust to drive communications</p>	<p>Delays in reaching public consultation and making change frustrate staff who perceive Trust as not listening</p> <p>Low 'social legitimacy' of NHS Trusts in media and public opinion</p>
<p style="text-align: center;">Opportunities</p>	<p style="text-align: center;">Threats</p>
<p>New team of communications professionals with a wide and complementary mix of skills, knowledge and experience</p> <p>Imminent major change programme provides the opportunity to develop people managers' communication skills and embed strong internal communications practice</p> <p>Imminent major change programme provides the opportunity to develop genuine, transformational engagement with all our stakeholders</p> <p>National social marketing drive that supports Trust's public health messaging</p> <p>Growing empowerment of staff leading to 'brand ambassadors'</p>	<p>National pressures and change framework as reported in media could lead to mixed messages for patients and staff</p> <p>Entrenched culture/public opinion on how NHS services should be provided</p> <p>National politics, driving NHS rhetoric</p> <p>NHS organisations struggling to deliver on public/staff expectation</p>

APPENDIX 3 (a): Internal communications survey results Summer 2017

69% of staff agreed or strongly agreed that it was easy for them to find the information they needed about what was going on in the Trust.

51% of staff felt communications at EKHUFT (such as Trust News, Staff Zone, blogs) were engaging.

50% of staff felt that the communications at EKHUFT (such as Trust News, Staff Zone, blogs) were relevant to themselves.

APPENDIX 4: Use of EKHUFT's digital and social channels

Public website

- 50/50 split between PC and mobile or tablet
- Most users looking for hospital specific information, eg, ward contact numbers, parking, how to get here
- Recruitment pages are the most highly visited following significant work to promote them, patient information leaflets, phlebotomy services and minor injuries services.

Social media

EKHUFT has the highest following on Twitter of Trusts in Kent, with 4,497 followers (March 2019), a number that is growing steadily

EKHUFT's Facebook page has 3,168 followers (March 2019).

EKHUFT's newly launched Instagram page has 918 followers (March 2019)