

# East Kent Hospitals’ Communication and Engagement Strategy

## Version: August 2023



# About our Trust

We are a large hospitals Trust, with five hospitals and a number of community clinics, proudly serving around 700,000 people in east Kent. We also provide some specialist services for a wider population in Kent and Medway.

Around 10,000 colleagues work across our Trust and wholly-owned subsidiary, 2gether Support Solutions. We have support from our communities, strong volunteer base and more than 10,000 foundation trust members and work closely with our NHS and social care partners.

We want to engage equally with our patients, staff, stakeholders and volunteers and communities, in line with our values, so that people feel cared for, safe, respected and confident that we’re making a difference to their health and wellbeing, and we want communication to be two-way.

Our Communications and Engagement Strategy demonstrates our commitment to engage, listen to and respond to everyone who is touched by our services in whatever capacity. It takes into account learning from Dr Bill Kirkup’s report[*Reading the signals*](https://www.gov.uk/government/publications/maternity-and-neonatal-services-in-east-kent-reading-the-signals-report), and some of the new ways we are communicating and engaging, developed following feedback from public, patients, staff and partners.

## Our mission, vision and values

Our mission is to improve health and wellbeing.

Our vision is great healthcare from great people.

Our strategic themes are:

* Quality and safety
* Patients
* Our People
* Partnerships
* Sustainability

Our values are:

* 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.

# Strategy objectives

We recognise that we are not always achieving this 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 (e.g. Healthwatch, patient and community representative groups, Trust members, regulators, MPs) are **informed** about the Trust’s performance and feel **involved** so they can support their communities and hold us to account.

## 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.

## What success will look like

* Patients 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
* 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.
* Stakeholders will have regular information about our performance and plans and will feel informed
* Our stakeholders will feel engaged and have regular opportunities to engage with us and provide feedback
* We will have an ‘open door’ approach to access to our services to ensure openness, provide assurance and build confidence
* We will involve and engage patients, staff and the public in service change and our plans for the future.

# 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 responsibilities:

## 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. The Council of Governors also has a Communications and Membership Engagement 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 Partnership.

## Communications and Engagement Team

The Communications and Engagement Team is a small team providing leadership, technical expertise, advice and guidance. It has a lead role in providing information for staff, patients, the public and stakeholders, 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](https://www.ekhuft.nhs.uk/patients-and-visitors/members/patient-voice-and-involvement-team/patient-participation-and-action-group/).

## 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](https://www.ekhuft.nhs.uk/EasySiteWeb/GatewayLink.aspx?alId=546093).

## Care Group leadership teams

The Senior Management Teams have 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.

# Communicating and engaging with 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 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 works with NHS Kent and Medway to engage people 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](https://www.ekhuft.nhs.uk/patients-and-visitors/members/patient-voice-and-involvement-team/patient-participation-and-action-group/) 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.

# Communicating and engaging with staff

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, ask questions and raise concerns
* 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
* Promote the importance of appraisals as a method of staff feedback and development

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.

# Communicating and engaging with stakeholders

Our aim is to ensure our stakeholders (e.g, Healthwatch, patient and community representative groups, Trust members, regulators, MPs) 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 stakeholders focuses 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
* 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

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 are expanding the number of stakeholder groups we listen to and involve.

# Our plan 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  | Use patient feedback in internal communications to highlight and encourage compassion care and to demonstrate changes, ie you said, we did in maternity. 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.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 | Increase in staff involvement in improvement work.Improvement in NHS staff survey responses in involvement and advocacy questions. |
| Listening and understanding: Develop tools for listening to and engaging with service users | 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 expectedDevelop our use of socialmedia 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. Take lessons learned to other Trust services.Patient-facing staff are a rich source of patient feedback. Provide regular opportunities for colleagues to tell us what they are learning from patients. 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 to where people are, so we hear the voices of a wide range of local people and use their feedback.Attend voluntary sector regular groups and forums, carers groups and community events, e.g., Pride  | Your voice is heard feedback included in monthly reports and on social media.Improvement in NHS Staff Survey responses to ‘Patient care is a priority for my organisation’ |
| Listening and understanding: Understand our local communities | Use robust ‘stakeholder maps’ to understand the communities we serve and identify seldom-heard groups so that we effectively communicate with and engage with these groups.Build relationships with the voluntary, community and social enterprise (VCSE) sector, to build regular, open and honest dialogue. Our Patient Voice and Involvement team is the ‘front door’ for VCSE sector organisations.Work with and support our public governors to listen to and feedback the views of their constituents. | 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 | Implement the Accessible Information Standard across the Trust, including in patient appointment letters and ensure our new website is compliant and all staff can access resources to help them produce Accessible Information Standard compliant patient information. Provide resources to help all staff develop high standard patient communication materials. Use one branding and style guide across the Trust, and provide templates and advice on using accessible language for all staff to access on Staff Zone. 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.Audit patient letters and make recommendations for improvement based on best practice and patient feedback.Review the environment where we provide our services and make changes to improve patient’s experiences, e.g., improved signage. Develop a ‘menu of options’ to improve access to information about the hospitals and the Trust, and opportunities to get involved.  | Reduction in complaints on the quality of patient communication.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 and information provided in accessible formats  |
| Communication:Develop the Trust’s website and digital communication channels  | Review the ‘Information for patients’ section of our website, use patient feedback, identify good practice and implement changes, and build the learning into the new platform for our public website. | Increased use of patient information pages on the website, measured through page analytics |
| Communication:Ensure patients and referrers can access quality and performance data | 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 |
| Communication:‘You said, we listened’ | Tell patients what we have changed as a result of their feedback. Work with our Patient Voice and Involvement Team and volunteers to share where patient feedback is used to inform changes across the Trust. Share patient experiences (with consent), including feedback via Care Opinion on our website and via social media. |  |
| Engagement: Involve families and the public in oversight of our response to *Reading the signals* | Support and keep the work of the *Reading the signals* Oversight Group, part of our response to Dr Kirkup’s report into our maternity and neonatal services, under review. The group involves patients and families, meets in public and feeds into the Board of Directors. | Participation and feedback from families  |
| Engagement: Develop our patient and public engagement structures | Increase the number of patients and carers who work with us. Called Participation Partners, they get involved in everything from being a member on a Trust group or committee, being on an interview panel or involved in staff training, to getting involved in projects.Our Patient Voice and Involvement work is overseen by a Patient Participation and Action Group, which is co-chaired by a Participation Partner. Develop the membership of this group to ensure it reflects our local communities.Continue to develop relationships with patient advocate and representative stakeholders, including Healthwatch Kent, charitable organisations and MPs | Number of Participation Partners |
| Engagement: Develop patient engagement tools that help staff engage patients, families and carers in quality improvements and service co-design | Out Patient Voice and Involvement team 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. | Increased engagement of patients, families and carers in service improvement  |

# Our plan 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 | 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.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.Promote listening events for staff to give feedback in person and virtually.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.Work with and support our staff governors to listen to and feedback the views of staff. 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. | Annual NHS Staff SurveyQuarterly Staff Pulse surveyNumber of staff raising concernsNumber of staff joining webinars |
| Listening and understanding: Provide a framework for staff engagement | 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 supports 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.  | Take up and involvementStaff survey advocacy questions. |
| Communication:Provide tools that attract, inform, support and involve staff so they feel motivated, fulfilled and able to give their best | 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. Continue to develop digital opportunities for staff communication and engagement, and identify new channels, e.g., staff app and staff Facebook group.Develop the opportunities provided by our new staff intranet. | Annual NHS Staff SurveyQuarterly Staff Pulse surveyStaff retention ratesStaff joining webinars etc |
| Communication:Support staff well-being | 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.Help foster an East Kent Hospitals team culture though a team narrative and shared experiences. Increase the profile and opportunities for staff to participate in special occasions, such as the NHS birthday and national celebration days. Ensure the communications planning grid meets the needs of diverse communities and other staff groups, working with staff networks, including our Ethnic Diversity Engagement Network, LGBTQIA+ Network and Staff Disability Network.  | Annual NHS Staff SurveyQuarterly Staff Pulse surveyStaff retention rates |
| Communication:Improve employee information | Regularly update staff on organisational priorities, such as quality and safety, and be clear about our performance and future plans.Ensure clear information on practical issues, such as pensions or staff facilities on site, is easy for staff to access. | Annual NHS Staff SurveyQuarterly Staff Pulse surveyStaff retention rates |
| Engagement: Support leaders to listen, communicate and engage with staff to make this a great place to work. | Further develop leaders’ communications channels, to provide useful tools on Trust policy updates, key decisions and resources for our leaders.Provide resources to help leaders engage their teams, including an engagement ‘toolkit’ and training through the ‘We care’ programme.Hold a team brief for leaders across the Trust, with an expectation that the information is cascaded to all staff, with a feedback mechanism.Communicate and support the Leadership Behavioural Framework to be embedded. | Annual NHS Staff SurveyQuarterly Staff Pulse surveyStaff retention rates |
| Engagement: Support for the Culture and Leadership Programme (CLP), to empower staff to develop a positive culture. | 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.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. | Engagement in use of CLP tools. Annual NHS Staff Survey and quarterly Staff Pulse survey questions on culture. |
| Engagement: 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 | 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.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.Refresh and promote our Values, ahead of engaging staff on the Vision and Values of the Trust as part of a new organisational strategy. | Annual NHS Staff SurveyQuarterly Staff Pulse surveyStaff retention rates |

# Our plan for communication and engagement with stakeholders (see stakeholder analysis (appendix 2)

|  |  |  |
| --- | --- | --- |
| 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, support our commissioners in public consultation and engagement on major service changes within the legal framework.  | Involvement in engagement activities, responses to consultation documents. |
| Listening and understanding: Involving stakeholders in how we respond to *Reading the signals* | Support and keep the work of the *Reading the signals* Oversight Group, part of our response to Dr Kirkup’s report into our maternity and neonatal services, under review. The group involves patients and families, meets in public and feeds into the Board of Directors. | Participation and feedback from stakeholders |
| Listening and acting on Stakeholder feedback | Work in partnership with the MVP, Healthwatch, Governors and other stakeholders to listen to and use their feedback to improve services. |  |
| Communication:Providing regular briefings and opportunities for dialogue  | Provide regular written briefings for stakeholders, including a monthly bulletin, and face-to-face meetings as required, being clear about the challenges we face. Provide regular briefings/releases to the media. Facilitate access to our hospitals and services as much as possible whilst preserving patient confidentiality. 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. | Take up of communications and meetingsNHS position included in media coverage |
| Engagement: Working in partnership to support public health and well-being | Seek the support of our stakeholders in health campaigns and local recruitment, to help us reach seldom heard communities.Listen to and engage with our GP and healthcare partners to support communication with our communities, e.g. signposting to sources of support. | Increased reach of communicationsTake up of communications and increased feedback |
| 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: The communications environment

A number of additional drivers shape our strategy, using PESTEL analysis:

## Political

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

## Economic

* Impact of austerity on health and social care
* Availability of resources to the NHS.

## Social

* Importance of culture within healthcare, as described in Reading the signals
* Importance of staff feeling the Trust is a great place to work and for patients, a great place to be treated.
* Growing, ageing population, more deprived than the rest of the county
* Public pride in NHS, public fear over its future
* Importance placed on institutional transparency and integrity
* Public expectation of speedy response from service industries
* Higher prevalence of co-morbidities and health inequalities, particularly in areas of social deprivation in East Kent
* Canterbury has a larger proportion of residents from ethnic minority backgrounds than the Kent average.

## Technological

* Increased use of digital healthcare, eg, video consultations, NHS app
* Customer service via social media and apps
* Increased use of digital and social media for staff and patient 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.

## Legal

* Accessible Information Standard
* GDPR
* Patient confidentiality
* Duty of candour.

# Appendix 2: Stakeholder analysis

|  |  |  |
| --- | --- | --- |
| **Group** | **Needs** | **Tools and channels** |
| Staff | * 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
 | * Staff rewards/recognition
* Team meetings/huddles
* Internal communications
* Culture and leadership programme
* Staff feedback methods
* Staff forums
* Social media
* Staff welfare packages
 |
| Patients and/or their relatives/carers | * 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
 | * Patient letters/printed and digital information
* Website, information screens, posters, social media, Trust magazine
* Patient feedback channels
* Patient Participation
 |
| HOSC, ICB, HCP, NHSEpartners, MPs | * 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.
 | * Engagement through system meetings
* Bi-monthly MPs briefings
* Monthly stakeholder bulletin
* Visits to the Trust’s services
* Consulted on changes
 |
| Public and media | * 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
 | * See above for patients
* Access to 24/7 media team
 |

# Appendix 3: Our current communication channels

|  |  |  |
| --- | --- | --- |
| **Channel (public)** | **One-way (awareness)** | **Two-way (engagement)** |
| 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 |  |  |

|  |  |  |
| --- | --- | --- |
| **Channel (internal)** | **One-way (awareness)** | **Two-way (engagement)** |
| Face-to-face staff forums |  |  |
| *The Leader* briefing for managers |  |  |
| Staff Zone (intranet) |  |  |
| *Resources* 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 |  |  |

|  |  |  |
| --- | --- | --- |
| **Channel (Governors)** | **One-way (awareness)** | **Two-way (engagement)** |
| Face-to-face briefing sessions and Q&As  |  |  |
| Site and service visits |  |  |
| Email briefings on emerging issues |  |  |
| Weekly communications briefing |  |  |

|  |  |  |
| --- | --- | --- |
| **Channel (Members)** | **One-way (awareness)** | **Two-way (engagement)** |
| Trust magazine |  |  |
| Governors’ newsletters |  |  |
| Dedicated area of public website |  |  |
| Calendar of engagement events/annual meeting |  |  |
| Meet your Governors events |  |  |
| Participation Partners |  |  |

|  |  |  |
| --- | --- | --- |
| **Channel (partner organisations)** | **One-way (awareness)** | **Two-way (engagement)** |
| Whole system meetings |  |  |
| Monthly stakeholder e-bulletin  |  |  |
| Programme of engagement |  |  |

|  |  |  |
| --- | --- | --- |
| **Channel (stakeholders, eg, MPs)** | **One-way (awareness)** | **Two-way (engagement)** |
| Monthly stakeholder e-bulletin  |  |  |