

DRAFT



Oxford Health
NHS Foundation Trust

Communications Strategy 2022-27



To be the best
Trust of our kind
in the country

| Caring | Safe | Excellent |



Outstanding care by
an outstanding team

*Working together to deliver the best for our
communities, our people & the environment*

Foreword

A new Trust Strategy was recently established charting the direction the Trust will travel over the coming years to attain Oxford Health's ambitions of becoming an outstanding organisation that delivers excellent care with a skilled, motivated and valued workforce.

Patient care is at the centre of everything that the Trust strives to do and, in order to become truly outstanding, there must be a drive for continuous improvement, a listening and respectful culture and one which thrives through engagement with staff, services users, families and carers alongside partners in the wider health and social care system.

Communications lies at the heart of all that we do and aspire to do as a trust – the exchange of information, functional and inspirational messages as well as translation; a vital activity in opening out what our specialists do and their achievements.

Staff speak to patients and carers; the public speak to staff and in the middle, helping the conversation flow, stimulating the swap is the Communications Team.

With the Trust Strategy in place and enhanced by further enabling documentation (Community, Digital, Clinical, Family, friends and carers strategies), the time is right to set out this Communications Strategy – using the Trust's four strategic objectives as the driving principles and focus of the Communications Team's work.

The need to share key information during the Covid-19 pandemic and bring staff, patients and stakeholders with us on a journey through uncertainty and change, means our communication has needed to be more connected to the needs of staff and public than ever before.

It has highlighted the need to keep messages clear, consistent and timely, to set the right tone and to use a multi-channel approach to ensure messages are both received and understood by our diverse audiences. Innovative new ways of imparting information, news and guidance has seen a revolution in the communications function.

More information is shared than ever before, and there is evidence that more of it is consumed than ever – in internal communications and media engagement but also via the Trust's website, which in 2021 saw more than two million unique visitors.

Social media too has been a vital tool and the Trust's four main platforms (Facebook, Twitter, LinkedIn and Instagram) have grown and now have the second highest number of combined followers than 50 other peer NHS organisations. New social media channels will bring forward further opportunities to speak and be heard and to listen, but they need mediation and invigilation.

As an NHS Foundation Trust membership has grown by more than 7% year on year and events like the Annual General and Annual Members' Meeting (2021) have seen more people take part than ever before through improved promotion and use digital opportunities to create virtual events.

This strategy covers a period of time which is likely to be one of significant opportunity, change and progress for our Trust and the local health and care system – from plans to redevelop the Warneford Hospital site to the bid to renew the NIHR Oxford Health Biomedical Research Centre.

We want to increase the impact of our communication and engagement beyond just raising awareness through broadcasting messages - to inspiring people to take action and have confidence in everything the Trust does. We are on a journey to outstanding and we want everyone to see what outstanding is.

Kerry Rogers
Director of Corporate Affairs

Sara Taylor
Associate Director of Communications

1.0 Executive summary

The Oxford Health NHS Foundation Trust (OHFT) communications strategy outlines how the Trust will build on its existing corporate communications strengths, continue to develop organisational messages, and maximise the use of a wide range of communications tools to share a cohesive narrative with its audiences.

The strategy identifies the challenges faced by OHFT, and the wider NHS, in ensuring the delivery of positive and proactive messages about the Trust and the care it provides.

It describes the communications approach that will support and continue to raise the profile of the organisation and protect its reputation.

The communications tools and channels that will provide the opportunities to further develop and improve corporate communications and engagement across all audiences are detailed within the strategy along with the evaluation of communications activity and action plans.

2.0 Overview

This strategy aims to transform the communications and conversations we have with staff, service users, carers, Trust members, Governors, partners, the third sector and everyone else whose lives are touched by the Trust's growing range of work - whether it is carried out on wards, in the communities we serve across Oxfordshire, Buckinghamshire, Swindon, Wiltshire and Bath & North East Somerset or via Provider Collaboratives and Integrated Care Systems.

Strong, cohesive and engaging communications underpin the reputation and understanding of Oxford Health NHS Foundation Trust; its vision, values and mission alongside ambitious plans for the future and its culture.

This strategy will strengthen understanding of the communications function, sets out expectations and the key principles upon which the Communications Team's outputs, activities and campaigns will be based and how they link to the Trust's objectives

Communications that are measured and well executed have as much positive impact on staff morale, public confidence, and organisational reputation, as much as an unmet or poor communications have a negative influence.

Everyone has a role to play in sharing the responsibility to communicate and this communications strategy describes how this will be supported and facilitated and how OHFT will prioritise its efforts and resources in communicating and engaging with patients, staff, stakeholders, and local people.

The OHFT communications team has a strong history of delivering professional corporate communications to an audience ranging from staff and patients to the media and stakeholders.

This is achieved using a variety of both traditional and digital communications channels and platforms. The team continues to evolve and refine the communications activities that support the needs of the organisation and maximise the opportunities presented by emerging communications tools and trends. This strategy presents expectations and plans for developing communications in support of OHFT, its people and its external audiences.

3.0 Strategic Objectives

This document sets out our priorities to deliver the Oxford Health NHS Foundation Trust’s Strategy (2022-27) by supporting and enabling the four strategic objectives

- **Quality** Deliver the best possible care and health outcomes
- **People** Be a great place to work
- **Sustainability** Make the best use of our resources and protect the environment
- **Research and Education** Be a leader in healthcare research and education

This strategy supports the Trust’s values of

- **Caring**
- **Safe**
- **Excellent**

A vision for

- **Outstanding Care by an Outstanding Team** -

Defined by *Working together to deliver the best for our communities, our people & the environment*

And a mission

- **To be the best Trust of our kind in the country**



4.0 Communications principles

‘Reputation is shaped by an organisation’s vision and values, its actions and how it communicates with its stakeholders.’

NHS Confederation

OHFT will ensure that its corporate communications activities continue to be:



5.0 Audiences

Continuing to engage with and build supportive two-way relationships with our audiences is critical to the ongoing success of OHFT's internal and external stakeholders.

Oxford Health has many stakeholders and it is important that the organisation listens, engages and communicates with them as it seeks to deliver its vision and priorities.

Our key stakeholder audiences are:

5.1 Internal

- Staff – including researchers, medics, bank and agency
- Volunteers
- Staff governors
- Non-executive directors
- Trade union and staff-side representatives

5.2 External

- Patients and their relatives/carers
- Governors
- Members
- Local people
- Health partners (local and national):
 - GPs
 - CCG colleagues
 - Acute, community, ambulance NHS Trusts/organisations
 - NHS England & Improvement
- Social care partners
- University partners
- NIHR and other funders
- BOB ICS/ICB
- Care Quality Commission
- Political partners:
 - MPs
 - Local councillors
 - Health and Social Care Overview and Scrutiny Committees
 - Health and Wellbeing Boards
- Third sector; voluntary and community partners
- Healthwatch
- Media:
 - Print
 - Broadcast
 - Online
 - Social
 - Trade
- Oxford Health Charity supporters/donors

6.0 Staff communication

The benefits of good internal communication are transformational and can make the difference between the overall success or failure of an organisation.

A research study conducted by the Institute of Internal Communication, concluded good internal communication resulted in:

- **Employee retention - 44 per cent higher;**
- **Safety - 50 per cent better;**
- **Productivity - 50 per cent higher;**

Strong staff communication is important to the success of engagement in any organisation. However communication is not wholly owned by the Communication's Team. It is everyone's business to communicate clearly and to cascade information among teams and indeed involve the Communications Team as a key stakeholder in projects.

At OHFT existing staff communications has been considerably strengthened and many teams have been supported with curation and publication of myriad intranet sites. This collaborative approach will be built upon to ensure that current listening and engagement successes continue to be reflected in the results OHFT achieves in regular People Pulse Surveys and the annual national NHS Staff Survey; in both the response rate and ratings for motivation and engagement; feeling that their role makes a difference to patients; and that staff feel recognised and valued and part of a strong team providing high quality care to patients.

6.1 Objectives:

- To **build** on existing staff communications.
- To **encourage and support staff** to be part of the conversation and to share stories; ideas; successes and suggestions
- To **support leaders** across the organisation to communicate with their teams.
- To **provide** clear, timely and accessible information.
- To **facilitate** the development of messages, campaign assets and resources to share information.
- To **inspire** staff on our journey to excellence, supporting People Promise and being a great place to work
- To **celebrate and promote** Quality Improvement.
- To **celebrate and promote** Research and Education and to encourage participation in research across the Trust
- To **encourage** strategic aim of Sustainability

6.2 Communications activities:

Activity	Channel	Frequency	Status
Intranet – news stories, site updates, guidance and new site creation	Digital	Ongoing	Business as usual
All-staff messages	Email	On demand	Business as usual

Bulletin e-mag via flippingbook & PDF	Email Intranet	Weekly	Business as usual
CEO Webinar	Digital live Digital recording Intranet	Fortnightly	Business as usual
Exceptional People Awards	Intranet Website Email	Monthly	Business as usual
Webinar host for Team events (eg Smoking Symposium/Suicide prevention)	Digital live	On demand	Business as usual
Inspire Network	Digital	Triannual	Business as usual
Media training/social media training for staff	Digital/face to face	Timed to meet the needs of person/team	Business as usual
Annual Staff Awards	Face to face	Annual	Business as usual (on hold during COVID)
CEO blog	Intranet site All staff email	Fortnightly	Business as usual
Screensavers	Digital	Ongoing	Business as usual
Payslip messages	Digital	Ongoing	Business as usual
People Pulse	Digital Print Social	Triannual	Business as usual
Staff Survey	Digital Print Social	Annual	Business as usual
Noticeboards	Print On site	Weekly	Business as usual
Campaigns (eg Zero Tolerance, Travel)	Intranet Print Email	Timed to meet needs of each campaign	Business as usual
National award schemes (nominations)	Digital	To meet externally set timescales	Business as usual
Governor extranet	Digital	Ongoing	Business as usual

Future Activity	Channel	Frequency	2022-23	2023-24	2024-25
Team Brief	Intranet Email (new system) Print	Monthly			
Targeted and measurable messaging (new system to be adopted)	TBC	Ongoing			
Insight magazine	Intranet Print	Triannual			
Communications Champions Network	Face to face	Ongoing			
Outstanding Ideas – all staff suggestions scheme	At all sites and supported by digital platforms	Monthly – like EPA			
One team: patient first:	Via Team Brief Intranet	Quarterly			
Comms poll	Intranet Print Email	Biannual			
Enhanced Comms Training	Digital	Ongoing			
Social Media Mentoring	Face to face Digital	Ongoing			
Corporate boards	On site	Updated as business dictates			
Warneford Development	Face to face, digital, print	Ongoing			

6.3 Future activity

Team Brief: A one page guide of essential info that managers can use in their own briefings ensuring must know info is covered in this cascade process

Targeted messaging: A new platform to enable targeted and measurable messaging to staff groups – getting messages direct to cohorts/bases/ regions eliminating unwarranted emails, freeing up staff time

Communications Champions network: A network of staff from each clinical area/ward and corporate team will be invited to be a communications champion who will actively display Trust information and updates in staff and/or public areas in their clinic, ward or workspace. The information will be drafted and materials/assets produced by the communications team who will regularly distribute packs of materials to each communications link for them to update in their area.

Outstanding Ideas – support a trust-wide physical and digital suggestions scheme to

enable staff to help us on the Journey to Outstanding to suggest Quality Improvements, and improvements to care, processes and working environments. With a potential incentive scheme similar to EPA, predicated on investment, and judged by Execs/NEDs.

One team: patient first: a campaign to share, update and brief staff on how the Trust is meeting the Quality Improvement standards and business plan objectives around the five domains set by the Care Quality Commission

– safe; effective; caring; responsive and well-led, which will provide printed information and a dedicated area on the OHFT intranet. Regular themed updates will be published and shared across the organisation through the communications links network and at Team Briefs.

Comms poll: will be used to invite feedback and suggestions about communications and other topics affecting them as a member of OHFT staff. This can be used to develop and refine communications activities and to get a quick ‘temperature check’ of views on other issues.

Comms training: Further to existing training, the aim is to introduce a communications session as part of L&D mandatory training and staff induction to include guidance on dealing with the media; using social media; managing the Intranet/content and use of the corporate identity.

Social mentoring programme: To support exec/senior leaders/managers in the use of social media management to enhance Trust reputation and promotion. They can help raise awareness of Trust and services and support the People Plan.

Corporate boards: Working with estates to curate ‘Who’s who’ info boards – exec/senior team at key sites, Littlemore, Warneford, Whiteleaf etc

Warneford Development: See 7.2

7.0 External communications

External communication is an essential part of ensuring the Trust protects and enhances its reputation and is often the first impression many people have of the organisation. External communications activities also ensure that the messages and information, and the communications tools and activities, support and assure patients, local people, governors, members and the wider external stakeholder audience including media and social media audiences.

7.1 Objectives:

- To **raise the profile** of the Trust and positively promote its work and reputation, including the BRC and research
- To **proactively promote** the Trust as a place to work and receive care.
- To **ensure** patients and other stakeholders receive timely, relevant, and accurate information about the Trust.
- To **listen** to stakeholders, respond to their views and adapt our communication methods to suit their needs.
- To **maintain public confidence** in the care and services provided by the Trust.
- To **maintain good relations** with the media and provide media handling advice, training and support to the chief executive, the executive committee, Board, senior managers and staff across the Trust.
- To **break down** the stigma of mental health
- To **promote** the patient voice
- To **celebrate** staff participation in wider clinical communities ie Royal Colleges

7.2 Communications activities

Activity	Channel	Frequency	Status
Website	Digital	Ongoing	Business as usual
Board meeting promotion and post Board vlog	Website Digital/video	Ongoing	Business as usual
Media proactive: <ul style="list-style-type: none"> • News releases • Exclusive features • Insight articles 	Website Email Via phone	To meet needs of business	Business as usual
Media reactive: <ul style="list-style-type: none"> • Statements & interviews • FOI • Inquests/claims 	Website Email Via phone	To meet needs of business	Business as usual
Trust social media platforms: <ul style="list-style-type: none"> • Twitter • Facebook • LinkedIn • You Tube • Instagram • BRC twitter 	Digital	Daily	Business as usual
Events: <ul style="list-style-type: none"> • Annual General Meeting (AGM) • HealthFest 	Face-to-face and/or digital	Annual	Business as usual
VIP visits and event management (buildings/facilities opening)	Face-to-face	Ongoing	Business as usual
Insight magazine – sent to members	Print Digital	Triannual	Business as usual
Healthwatch meetings – Oxon Wellbeing Network	Digital/face to face	To meet externally set timescales	Business as usual
Partnership working – system across health /social care/higher education, BOB ICS, Provider Collaboratives plus Oxon Mental Health Partnership	Digital	Timed to the meet needs of the partnership	Business as usual
Annual report	Website Digital	Annual	Business as usual
Campaign materials	Digital Print	Timed to meet the needs of each campaign	Business as usual
Governor/Membership events ie Health Matters	Digital Face to face Social	Quarterly	Business as usual
Membership Matters – digital newsletter	Digital	Monthly	Business as usual

Governor elections events	Face to face /Digital	Timed to meet needs of elections	Business as usual
HOSC/ Healthwatch briefings	Digital	To meet externally set timescales	Business as usual
System briefings	Digital	Monthly	Business as usual

Future Activity	Channel	Frequency	2022-23	2023-24	2024-25
Information screens – at community hosp & mh sites (canteens etc)	Digital	To meet needs of the business			
Media: <ul style="list-style-type: none"> • Health Matters column in local print/digital media site • Radio phone ins – with clinicians promoting awareness and Trust • More targeted trade press ie R&D/nursing 	Print/Digital	Monthly			
More stakeholder briefings across all OHFT services Inc BSW & BaNES Inc MP briefings	TBC	Ongoing			
Warneford redevelopment	Digital, print, face to face, roadshows	TBC			
BRC open day	TBC	Annual			
Making a difference – end of year review	Digital Print	Annual			
The Annual Report Designed document showcasing info	Digital Print	Annual			
Council of Governors promo & engagement (Linked to a revised membership strategy)	Digital, print, face to face	Ongoing			

The Patient Voice Enhancing patient experience & breaking down stigma	Digital Print	Ongoing			
Brand & Marketing comms - IQRA - Recruitment	TBC	To meet need of business			
Enhanced partnership working – BOB ICS/ICB Universities, local authorities and other NHS organisations	TBC	Ongoing			

7.3 Future activity

Media relations

Media relations continue to be a focus for the communications team who seek to build on existing relationships and to develop new contacts and connections. The world of local and national print and broadcast media continues to change at pace. Locally, the impact is often the transient nature of young and inexperienced journalists and the reduction in newsrooms and reporters who have less time to spend out in the communities on which they report.

The communications team will work to produce a digital information document – not only setting out what Oxford Health does but also partners in the system, defining the difference between us and neighbouring Trusts.

Building relationships and trust is an ongoing need and will be enhanced by staff engagement in sharing newsworthy stories in a timely way and supporting the crafting of insight features that focus on a specific area of specialism or care.

Information screens: an opportunity to utilise digital boards/screens in public areas to promote services and key messages. Currently screens at sites are not connected to a network and have info uploaded via memory stick. **(See Digital 8)**

Health Matters column: an exclusive monthly column providing health advice and updates to readers of leading regional newspapers/digital sites. Information will be attributed to OHFT specialty clinicians and will align to national and seasonal messages. The column will raise the profile of OHFT and the high quality care provided and place OHFT as a provider of informed advice and information.

Warneford Redevelopment: This will become a major campaign for the Communications Team and will require considerable resource to implement and showcase plans, accelerate clinical and patient involvement, stakeholder relationships and the wider community over sustained period of time.

Radio phone ins: These can be used well with high engagement and promoting trusted services and voices of clinicians. One pilot worked well and now a change to widen scope.

Stakeholder briefings: More consistent approach across all Trust areas not just an Oxon centric focus.

Annual report – accessible brochure highlighting the achievements over the year that makes Trust more accessible to patients and services users. Also chance to showcase our staff in this.

Council of Governors – a promotion campaign to raise profile of CoG aligned to a revised membership strategy with a series of planned quarterly engagement activities and public meetings, in person-face-to-face where infection prevention control measures allow. This to work closely with NEDs and governors’ roles as ambassadors.

The Patient Voice

Enhancing patient experience & breaking down stigma. Working collaboratively with patient involvement/carers involvement teams as well as Youth Board to give a higher public profile thus raising awareness of Quality strategic priority.

Enhanced Partnership working

The emergence of the BOB ICB and other integrated care systems beyond this region, will transform the communications landscape.

The ICB, now due to go live in July 2022, will be responsible for planning and provision of health and care services across the region and includes OHFT along with acute hospital trusts; other mental health trusts, CCGs; and local authorities.

The OHFT communications team will continue to work with communications colleagues from across the footprint to ensure messages and plans are agreed and delivered collaboratively to improve health outcomes, wellbeing and services and to make the best use of the available resources.

In addition the team will strengthen on-going relationships with like Brookes, University of Oxford and others.

Brand & Marketing focus (see section 9): Tying in with all four strategic aims but particularly to support recruitment and retention and the Improving Quality Reduction Agency programme.

8.0 Digital communications

Digital and online communications continue to evolve, and Oxford Health continues to see a rise in engagement across all channels. Guidance on using social media and the corporate rules and approach to the media is detailed in the media and social media policy.

8.1 Objectives

- To **grow** the Trust’s social media audience, respond to their comments and engage positively in digital conversations with them.
- To **provide** clear information, which is convenient to access and easy to find, to our staff and those who use our public website.
- To **represent** the Trust as a modern and digitally engaged organisation.
- To **manage and enhance** the Trust’s image and online reputation.
- To **provide** clear information, which is convenient to access and easy to find for our staff via the intranet and visitors to our public website.
- To **provide** our staff, patients, and other audiences with immediate and dynamic information on a situation which may be urgent or constantly changing.
- To **encourage** and provide easy and accessible ways for patients, visitors and other stakeholders to provide us with feedback.

8.2 Digital activity

Activity	Channel	Frequency	Status
Website	Digital	Daily	Business as usual
Intranet	Digital	Daily	Business as usual
Social media platforms: <ul style="list-style-type: none"> • Twitter • Facebook • LinkedIn • You Tube • Instagram 	Digital	Daily	Business as usual
eBulletin	Email Intranet	Weekly	Business as usual
All-staff messages	Email Intranet	On demand	Business as usual
Screensavers/ Digital email message	Digital	Ongoing	Business as usual
Video	Digital	To meet the needs of the business/campaign	Business as usual

Future Activity	Channel	Frequency	2022-23	2023-24	2024-25
Website: Root and branch review with service users engagement	Digital	To meet needs of the business	→		
Information screens – at community hosp & mh sites (canteens etc)	Digital	To meet needs of the business		→	
Video recruitment campaigns	TBC	Ongoing		→	
Further social media platforms TIKTOK	TBC	Ongoing		→	
Comms on the go	TBC	Ongoing		→	

Website: A phased root and branch review of all website content to ensure information is accessible to patients, carers and service user groups, professionals; that it is up to date, accurate and reflective of all Trust services.

This will involve the creation of new website pages – for example community hospitals with subsets of pages on each hospital site and link up with information on NHS Choices.

This will be a major Quality Improvement project and will be predicated on a dedicated resource reflective of the breadth and scope of the project.

A new website editorial group will be convened with representatives from each directorate to help in the review process, with workstreams evolving to affect rapid change. The Communications team hopes to work with OHI to achieve this.

In addition, there must be a 'user engagement group' created consisting patients, carers, services users, parents, young people, older people, members and governors; this is to ensure that the review is temperature checked and reviewed – to optimise an immersive user experience.

Patient experience and PALS service invited to be involved.

E-leaflets: In accordance with the Trust's strategic vision for the environment, the communications strategy seeks to end all unnecessary printed materials, **including leaflet production for the vast majority of services.** Aligned with other peer NHS organisations, the focus will be on the creation of an easily accessible library of e-leaflets that can be shared with patient groups via email (digital links) or downloaded as a pdf to either email or print out by clinical teams involved. It is recognised this will not be a one size fits all approach – some teams working with some older/vulnerable patients or the disadvantaged may not have access to our website or mobile phone technology. **Budget savings to be reinvested - see Digital delivery**

Intranet: At the time of writing the 'new intranet', hastily launched at the time of the start of the COVID-19 pandemic, has seen almost 15 million page views. It has proved invaluable in engaging with the workforce. Already subject to regular reviews, this site needs further development and refinement, to reflect service changes. A phased training programme to be instigated so that every team has a staff member confident in posting, editing and adapting content.

Other Apps: There are many digital tools available for teams to utilise and gain efficiencies. The Comms team to work with IMT colleagues to maximise their potential.

Digital delivery: Push communication that relies solely on OHFT's standard email platform is not sufficient to stratify message to target groups internally or to stakeholders/media externally. In addition, there are no templated messages to give brand consistency. **A new platform, used by many other NHS organisations, is proposed funded by efficiencies in printed materials.**

Social media: Through organic reach and some positioned posts, we will seek to grow the number of followers and subscribers and the range of stakeholders followed across the social media platforms to ensure OHFT is No1 of all peer NHS organisations. OHFT leaders/senior managers and staff who use social media and engage with the corporate social media platforms will be encouraged to use the #oneOHFT hashtag to extend the recognition and acknowledgment of positive comments and conversations. This should be embedded in culture via training and inductions (**see 6.0 Staff communications**).

Digital marketing platforms: The communications team to use community-based platforms like NextDoor and digital neighbourhood publications to spread trust news, views and campaigns.

Video production: the communications team will seek to increase the range of videos for use alongside external and digital communications channels.

Information screens: see **7.3 External communications**

Intranet poll: see **6.3 Internal communications**

More digital platforms: Looking at engagement via platforms like TikTok to communicate with younger, harder to reach audiences.

Comms on the go: Platforms eg WhatsApp to reach staff who are not working at laptops (subject to Information Governance) plus promotion of intranet on the go.

9 Brand

"Brand is the sum total of how someone perceives a particular organisation. Branding is about shaping that perception."

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently."

'At its simplest and its best a brand is a promise delivered.' - NHS Providers

Brand identity is generally seen to be the visible elements of a brand such as colours; design; logotype and name that together identify and distinguish the brand in the mind of its clients and stakeholders. OHFT has an established brand identity that is based on a palette of NHS 'safe colours'.

In early 2017, NHS Identity reissued logos to all Trusts; organisations and practices delivering NHS services. The 'new' Oxford Health logo continues to be embedded and the Communications Teams will collaborate with teams to enable them to ensure their reports and documents carry the correct logo which will require commitment from staff across the organisation.



Brand is generally recognised and defined as what people think of you and your efforts to meet their expectations. Although this is primarily based on their direct experience of care it is influenced by the mainstream media and becoming increasingly influenced by social media commentary and opinion.

A strong brand is needed across all areas particularly social media and recruitment. It is also needed across internal and stakeholder communications, on presentations, slideshows etc

9 Campaigns

The communications team continues to provide bespoke communications plans and action plans for the delivery OHFT campaigns including seasonal campaigns such as flu vaccination/winter and standalone campaigns including Eating Disorders Week, Children's Mental Health Week, Zero tolerance.

There will be a need to structure campaigns into priority categories and minimise awareness day coverage on subjects with little or no strategic relevance. This will enable the communications team to work in co-ordination with services.

As such campaign will be designated as

- Gold (long duration, core care campaigns with broad range of collateral, internal, external, media, video & budget)
- Silver (shorter duration with fewer elements than above)
- Bronze levels (relevant awareness events mainly digital/social)

These levels will determine the time and budget dedicated to major campaigns, including use of promoted 'boosted' social media, promotional advertising.

Gold would equate to widespread staff, media and stakeholder coverage with video, printed collateral, advertising etc, while bronze may refer to social media posts only.

A separate campaigns schedule will be formulated with the collaborations of service and clinical directors, as well as engagement groups.

Currently the support provided by the communications team is enhanced by having graphic design skills within the team, which provides Oxford Health with the professional design and digital presentation of graphics to support marketing communications and brand recognition. However, wider marketing campaigns will need to draw upon bespoke external services – in line with other NHS organisations and sister Trusts.

10.0 Oxford Health Charity

Oxford Health Charity and the Communications Team work together in close collaboration but are separate work groups under the remit of the Director of Corporate Affairs. The Charity does not have its own communications resource, but there is a need for a dedicated marcomms staff member for internal and external relations as the charity continues to flourish and grow. This need will be determined as a new Oxford Health Charity strategy is developed in 2022.

Internal communications support is provided via the intranet and weekly dedicated Bulletin coverage. Externally, fundraising projects are promoted with the media and via social media amplification on main Trust accounts.

However, a more sustained awareness raising approach is needed particularly internally, so that staff are more aware of the charity's existence so that it becomes embedded in Trust culture as a charity of choice. Key elements will include:

- regularly evidencing how to apply for funding – perhaps through a Dragon's Den style event; promoting Charity Champions;
- how OHC can support and enhance care and dignity to service users
- enhancing staff wellbeing – evidenced through the Care Packs campaign during COVID-19
- widespread promotion of large-scale events like HealthFest.

11.0 Challenges

Delivery of the communications activities action plans will need to reflect any emerging trends in communications channels and options and be supported by some investment in technologies, which are staple in many NHS organisations, but have been lacking at OHFT. This includes mailing systems (that measure open rates) and media systems to engage with internal and external audiences and measure success (standardised PR templates/media monitoring/ staff bulletins/media handling system)

It is also recognised that the implementation and delivery of the communications strategy must respond to changes in the NHS landscape, including creation and leadership of more provider collaboratives as well as integrated care systems.

The impact that this has on the Trust will include

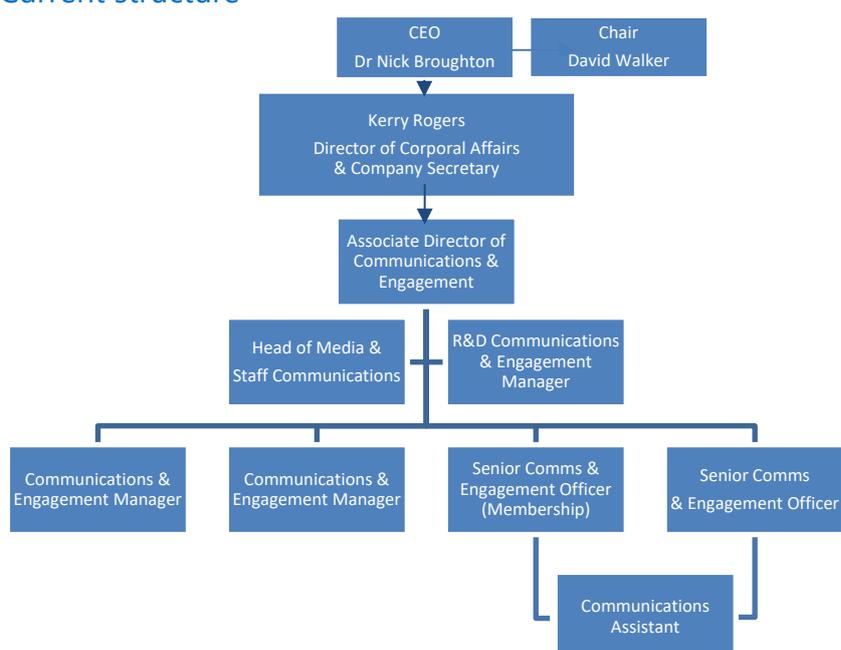
- motivation of staff and stakeholder audiences to act/respond/engage
- lack of ownership to deliver - contributions, campaign objectives; information
- reluctance/resistance to change – behavioural or functional
- information fatigue – overload of messages and actions required
- lack of time to respond to opportunities or activities
- ensuring that staff are positive and professional ambassadors for the Trust and managing the impact when this is not the case
- potential negative impact on the Trust’s reputation as a result of a negative issues within the local health and social care system
- negative media coverage/social media comments and conversations
- impact of lobby or protest groups
- communications team capacity and resilience

12.0 Resources

The communications team has lead responsibility for delivering this communications strategy with the support and endorsement of the chief executive, Board and executive committee and the involvement of individuals and teams across the organisation. The team is part of corporate affairs and reports to the Director of Corporate Affairs and Company Secretary.

The delivery of this communications strategy is predicated on investment and defining clearer structure and specialisms to roles, with a more focused effort in staff development and marketing, communications training. Major developments in the organisation like the Warneford Development will require significant resource beyond current levels.

Current structure



13.0 Measuring success

As a corporate resource, the communications team delivers communications activities, advice and guidance across all divisions and the whole organisation and will continue to manage the conflicting demands and pressures and the impact this has on delivery of communications activities that this presents.

- Response rate: eg take-up of flu vaccination/number of completed staff surveys demonstrating engagement.
- Get to No.1 on social
- Better recruitment/better retention
- More positive media at more outlets
- Membership increase - (see membership strategy)
- More candidates for elections
- Feedback/questionnaires – from stakeholder audiences at corporate events
- Comments/suggestions: themes/comments/areas of concern to inform message and communications activities

Through these indicators of engagement with our audiences this strategy will continue to:

- Deliver tailored communications to meet the needs of our range of audiences
- Improve and develop consistent messaging and corporate narrative
- Engage our audiences in proactive and reactive digital conversations
- Share successes and achievements across the communities we serve
- more staff engagement (reflected in measurables and surveys)