

REPORT TO THE TRUST BOARD (PUBLIC)

REPORT TITLE	Communications and Engagement Strategy 2022-25
AUTHOR	Mandy Ward, Associate Director of Communications and Engagement
EXECUTIVE SPONSOR	Taff Gidi, Company Secretary
DATE OF MEETING	14 June 2022
PRESENTED FOR	Decision
ITEM PREVIOUSLY CONSIDERED BY	Council of Governors (Overview) Hospital Management Committee Trust Board (Private) 12 April 2022

Presented For: Definitions

Information	For information only. Not to be discussed at meeting unless members have specific questions.
Discussion	For discussion and possibly future decision. This includes items presented for assurance.
Decision	For approval and/or when any other decision is required

PURPOSE OF THE REPORT

This report is for the Trust Board to approve the Trust's Communications and Engagement Strategy.

RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description
None.	

RISK APPETITE RELEVANT TO THE PAPER (insert relevant section from Risk Appetite Statement from Risk Management Policy)

DOMAIN	TRUST RISK APPETITE LEVEL	DESCRIPTION OF RISK APPETITE
Reputation	Open Willing to consider all potential delivery options and choose while also providing an acceptable level of reward (and VFM)	Appetite to take decisions with potential to expose the organisation to additional scrutiny/interest. Prospective management of organisation's reputation.

THE BOARD IS ASKED TO:

1. Note and discuss the contents of the report



STRATEGIC GOALS THIS REPORT SUPPORTS *(Check all that apply)*

Delivering outstanding care and experience	✓
Recruiting developing and retaining our workforce	✓
Improving and developing our services and infrastructure	✓
Working together with local health and social care providers	✓
Delivering financial sustainability	✓

OTHER IMPLICATIONS OF THE PAPER

Legal/ Regulatory Relevance:	NHS Improvement: Foundation Trust Governance
NHS Constitution Delivery	<i>None</i>
Freedom of Information Release	This report can be released under the Freedom of information Act 2000

Equality and Diversity Implications *(Check all that apply)*

Age	Gender	Ethnicity	Disability	Pregnancy/ Maternity	Marriage/ Civil Partnership	Religion/ Belief	Sexual Orientation	Gender Reassignment
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Additional comments</i> This report highlights that the Communications and Engagement Strategy 2022-25 sets out the need to tailor our communications to meet the needs of the diverse communities we serve.								

1. EXECUTIVE SUMMARY

- 1.1 Our new strategy guides how we deliver Outstanding Communications for the Trust now and over the next three years. It sets out the strategic direction for communications and engagement activities undertaken by the Trust and explains what our patients, staff, visitors, volunteers and healthcare partners can expect from us.
- 1.2 This strategy has been developed to support the delivery of North West Anglia NHS Foundation Trust's Strategy 'Local Care for Local People' and links in with the Trust's suite of enabling strategies that have either been, or are being, developed to support the overarching Trust strategy.
- 1.3 This strategy will be published at a pivotal moment for our organisation. Our patients, staff and the diverse communities we serve have all been impacted in various ways as a result of disruption to our services during the pandemic. In addition, we will become part of the Cambridgeshire and Peterborough Integrated Care System in July 2022, which will bring changes to the way we work in collaboration with our health and care partners in this system and those that surround our hospitals.
- 1.4 These factors will have an influence upon our communications approach for the future as we transition to a new era in the delivery of health and care services.

2 Background

- 2.1 The Trust appointed BakerBaird Communications to conduct an independent review of our Communications and Engagement function between May-September 2021 to seek assurance that our communications service is fully aligned to meet the needs of our organisation and to identify areas for further improvement.
- 2.2 The review process involved staff and other key stakeholders in gathering views on the current communications service and identifying what their future needs might be.
- 2.3 The recommendations made in the review, which relate to the areas of internal communications, media relations, stakeholder engagement and digital communications, have guided the development of the strategy.

3 Why good quality communications matters

- 3.1 Effective communications is fundamental to the successful running of every activity in our Trust and involves everyone. The role of the communications team is to champion best practice communications standards to ensure patients, visitors and partners know what they can expect from us, and for our staff and volunteers to know how the Trust expects them to communicate as they fulfil their roles.

3.2 Many of our challenges can come as the result of poor communications. Whether that is a conversation with a patient that lacks vital information, or a message to staff that does not explain the rationale for a particular decision, we know these examples can cause unnecessary anxiety, uncertainty and impact negatively upon the reputation of our organisation. For our staff, we know that the effectiveness of our communications has significant impact on their experience. It is an area that we know, from staff feedback, that we will need to continue to strengthen.

3.3 The aim of our Communications and Engagement Strategy is to continue to build confidence in our organisation – both as a place to receive care and to work. By keeping all stakeholders informed, and encouraging their feedback or involvement in the development or delivery of all our services, we can move closer to this aim.

3.4 The principles of good quality and effective communications are rooted to our Trust values and underpin the work that the communications team delivers every day. These are:

- Clear, timely, accurate and accountable
- Two-way
- Targetted and relevant to the needs of the audience
- Planned, consistent and professional
- Using channels and methods appropriate to the audience

4 Communications and Engagement Vision and priorities

4.1 The vision and priorities for our Communications and Engagement Strategy were developed by our Communications Team in response to both the recommendations of the independent review of the communication service and the overall Trust Strategy. The vision and priorities have been socialised with, and supported by, key groups of Trust staff including senior leaders:

4.2 **Vision:** *To champion North West Anglia NHS Foundation Trust, through accessible and exciting communications, which enable our patients, communities and staff to be engaged, inspired and to have confidence in our Trust as a place to receive care, learn and work*

4.3 The three priorities to guide our communications work are:

- *Involving and informing our patients, partners and communities*
- *Championing our staff and volunteers*
- *Supporting the Trust's goals as a key partner in the Cambridgeshire and Peterborough Integrated Care System*

4.4 Our strategy sets out how we will deliver these priorities.

5 Conclusion

5.1 The core focus of our Communications and Engagement Strategy is to set out the strategic direction for communications and engagement activities undertaken by the Trust in the next three years as our organisation enters a new period of health and care delivery – which will see us recover patient services impacted by the pandemic and work more collaboratively with our local health system partners.

5.2 The Trust Board is asked to approve the strategy, having fed back in a private session of the Board of Directors on 12 April 2022. All feedback from this session has been incorporated in the strategy presented today.

5.3 Once approved, the strategy will be presented in a designed format and published on our Trust website.

Mandy Ward

Associate Director of Communications and Engagement