



Yorkshire Ambulance Service **NHS**
NHS Trust

An Aspirant Foundation Trust

YORKSHIRE AMBULANCE SERVICE NHS TRUST

**CORPORATE COMMUNICATIONS AND ENGAGEMENT STRATEGY
2016-2021**

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1 EXECUTIVE SUMMARY

1.1 Yorkshire Ambulance Service (YAS) requires a new Communications and Engagement (C&E) Strategy for 2016-2021 to support delivery of its new five year corporate strategy. The C&E Strategy must deliver the following:

- Effective stakeholder engagement processes which build trust in YAS by demonstrating alignment of our values, purpose and strategy
- High quality media and public liaison/information
- Effective communications and engagement campaigns geared to positive behavioural change and public awareness of appropriate use of services
- Significantly improved internal communications and staff engagement
- High quality support for the various transformation programmes
- Credible and robust systems for continuous public engagement
- An understanding of and focus on the needs and aspiration of corporate stakeholders such as Clinical Commissioning Groups (CCGs); NHS Trusts and other care providers, local and national politicians (including Health and Wellbeing Boards and Overview and Scrutiny Committees) and other emergency services partners

1.2 Current capacity needs to be realigned to deliver the above. In particular, there needs to be a diversion of effort and resources from external to internal and corporate communications and engagement whilst maintaining the strong reputation YAS has gained over a number of years for the quality of its media and public communications.

1.3 Between early November 2015 and February 2016, a series of confidential one-to-one discussions were held with 40 internal and external partners and stakeholders. Those discovery interviews provided credible evidence of how YAS is perceived as a partner and service provider by its many and varied audiences and stakeholders. Key and recurring themes to emerge from that process are:

- A lot of positive feedback but important areas to strengthen and develop
- Strong public support but more formal and structured public engagement methods needed
- Public messaging and media relations strong
- Internal (staff) communications need development and should be the first priority for improvement
- Some systems (e.g. social and digital media) are under developed
- Corporate communications need strengthening and to become more proactive
- A more proactive and creative approach to communications and engagement is required – this is supported by partners and key stakeholders

1.4 In summary, there is a widely held view that YAS performs well in delivery of its core business and is making a positive contribution to regional or sub-regional wider NHS and social care development initiatives such as the West Yorkshire Urgent and Emergency Care Vanguard project. However, the organisation is also perceived – particularly by commissioners – as not having a full enough understanding of the issues and pressures commissioners are facing and does not treat them as clients or customers. The YAS culture is seen as being more emergency service in nature than a fully integrated part of

the NHS with a strong tendency towards command and control rather than direct and support. Staff communications and engagement – and industrial relations in particular – are seen as areas requiring rapid and significant improvement.

1.5 In view of the above, a new approach to C&E is advocated which aligns C&E activity more closely with the overall corporate strategy, strengthens internal and stakeholder relations (including engagement with the public) and delivers a more focused and proactive/creative C&E service. The aim is to create C&E objectives which are clearly linked to achievement of over-arching corporate objectives, maintain and improve external, internal and external relationships, deliver strong public engagement and has dedicated C&E action plans in place to support the various strands of the transformation programme.

1.6 The new C&E Strategy will operate on three levels:

Strategic

1.7 Objectives and action plans for C&E will be aligned directly with the aims, objectives and activity flowing from the over-arching YAS Five Year Corporate Strategy. C&E is a key enabler and supporting pillar of the overall strategy helping to ensure our staff value YAS as a fantastic place to work, our suppliers value us as a reputable organisation to do business with and our patients and communities value us as an excellent provider of care and a community asset. This will be reflected in the way such activity is prioritised by the C&E team.

Operational

1.8 YAS is undertaking the most far-reaching transformation programme in its history and, arguably, that of any UK ambulance service. Work is being concentrating across a number of areas – urgent and emergency (A&E and 999) services, Patient Transport Services (PTS) and the development of the NHS111 call centres including creation of a world class clinical advisory hub. Within the above are a number of discreet but high impact initiatives such as the creation of a world-class clinical advisory hub to serve both NHS111 and 999 call handlers and despatchers and the development of new Hub and Spoke and Make Ready programme to revolutionise the way vehicles are prepared for use.

1.9 Each of these work streams, together with YAS input to the West Yorkshire Vanguard project, will be supported through dedicated C&E action plans. One such plan has already been created and is being rolled out to Hub and Spoke/Make Ready. Work is underway to create a similar approach for emergency and urgent care transformation and others will now follow.

Tactical

1.10 C&E day-to-day activity can be grouped into three broad but interlinked and overlapping categories – internal (staff) C&E, corporate C&E and external (including media and public) C&E. The strategic approach is to maintain the quality of external C&E which is currently strong but to divert energy, effort and resources to addressing areas in need of improvement, notably internal C&E and corporate relationships.

2 BACKGROUND AND INTRODUCTION

- 2.1 This document sets out the strategic direction for communications and engagement (C&E) for Yorkshire Ambulance Service NHS Trust (YAS) for the period 2016 to 2021. It describes how YAS will engage with a range of internal, external and corporate stakeholders and how delivery of a new approach to C&E will be an effective enabler for delivery of the overarching new YAS five year strategy to deliver 'World Class Care'.
- 2.2 It describes the actions needed to improve C&E with various stakeholders, key messages for each audience and priorities for action. It operates on strategic, operational and tactical levels and is closely aligned with the YAS transformation programme.
- 2.3 YAS is one of the largest ambulance services in the country covering almost 6,000 square miles of varied terrain from isolated moors and dales to urban areas, coastline and inner cities. It provides 24-hour emergency and healthcare services to a population of more than five million people. The organisation receives an average of 2,310 emergency and routine calls per day and employs over 4,800 staff. Our Patient Transport Service makes around one million journeys per year transporting patients to and from hospital and treatment centre appointments and our NHS 111 urgent care service handles around 1.4 million calls.
- 2.4 As well as providing essential services for local residents, the Trust is also a significant employer and a key partner with other NHS, local government and emergency services organisations in work to redefine and modernise local health and social care services and the public sector more widely.
- 2.5 YAS recognises that high quality C&E are key to developing and maintaining the positive relationships it needs with patients, staff, local communities and other key partners and stakeholders that are central to delivery of new innovative approaches to services which deliver better services to patients., On-going high quality engagement can harness the potential of staff, patients, carers and local people to be effective co-producers of solutions to problems and challenges the organisation faces, aid understanding and change perceptions of the role and working practices of modern ambulance services and how to best use services available.
- 2.6 This strategy's key aim is to ensure good communication and engagement put patients and communities at the heart of the organisations planning and service delivery and in turn strengthens YAS's reputation with its stakeholder groups.




3 WHERE WE ARE NOW – FINDINGS FROM SUPPORTING RESEARCH (DISCOVERY INTERVIEWS) AND GAP ANALYSIS

3.1 During the period 9 November 2015 to 7 March 2016, confidential interviews were conducted with more than 40 stakeholders. Roughly half of these were internal stakeholders (executives, managers and staff) and the other were external stakeholders such as relevant senior staff from CCGs, NHS Trusts, local authorities, emergency services partners, Healthwatch and the Trust Development Agency. The purposes was to build up a clear picture of how the organisation is perceived by internal and external audiences, their needs and aspirations. The following key points emerged:

- YAS enjoys considerable public support and confidence and has a strong reputation
- Reactive media handling is good
- Staff engagement and internal communications require improvement
- Stakeholder engagement is of variable quality and also needs improvement
- Corporate NHS stakeholders would welcome a relationship management function
- Commissioners are looking for more proactive and creative approaches from YAS and to be treated as clients rather than funding sources
- Stronger engagement approaches are need for other corporate stakeholders and the wider public
- We need to make more and better use of social media

3.2 Over recent years, the C&E function has expanded and developed and there now exists considerably more capacity than at any point in the past. However, efforts to harness and develop this potential have had only limited success. As a result, the C&E function does not possess sufficient capability to action this strategy without restructuring and realignment with corporate aims, objectives and work streams and a planned approach to delivery.

3.3 The following table sets out a gap analysis of the current position with the C&E function and its main areas of work:

Area	RAG rating
Ability to support transformation	
Staff communications/engagement	
Connecting with stakeholders	
Connecting with the public	
External media communications	

Overall capacity



Overall capability



4 CHALLENGES AND OPPORTUNITIES

4.1 In common with other UK ambulance services, YAS faces a number of major challenges. These include:

- Increasing demand for services caused to a large extent by the growing and ageing population
- A growing burden of disease due demographic and lifestyle factors such as smoking, alcohol, drug use and obesity
- A revolution in technology and communications creating instant global access to information (sometimes with poor editorial oversight) and fragmentation of media outlets
- Competition from other NHS and private sector organisations – particularly with regard to patient transport and NHS 111 services but possibly also for urgent and emergency care services in future
- Public spending financial constraints limiting funding to meet demand pressures and support new investment
- High staff turnover coupled with difficulties in recruitment and retention
- Shortage of skilled, highly trained paramedics
- Sub-optimal relationships with a range of key partners and stakeholders
- Poor staff engagement and industrial relations

4.2 There are, however, a number of real opportunities YAS is well placed to take advantage of. These include:

- The NHS Chief Executive's Five Year Forward View which envisages an expanded, more cohesive and collaborative inter-agency approach to urgent and emergency care. There is scope for YAS to be a leader in this area through Vanguard and other similar initiatives
- The YAS transformation programme which will place it at the forefront of service development and innovation when compared with other ambulance services
- An appetite amongst various stakeholders/partners – particularly other emergency services – to work collaboratively with YAS
- Market testing of services which could be provided by an NHS ambulance service. YAS has already bid to become the provider of NHS111 services in the East Midlands and such opportunities for income generation and business development will become more frequent
- The direction of travel and initiatives which will flow from the West Yorkshire Urgent and Emergency Care Vanguard mirror the approach YAS wishes to take over the coming years. As such YAS is well placed to pioneer new approaches and become a provider of choice for urgent care initiatives

5 STRATEGIC DIRECTION FOR YORKSHIRE AMBULANCE SERVICE

5.1 YAS has recently considered a new overall direction of travel for service transformation and business operation over the coming five to ten years as expressed in the YAS Corporate Strategy. It sets out the vision, mission, values and objectives as follows:

Vision

Providing world-class care to the local communities we serve

Mission

Your urgent and emergency care service – saving lives, caring for you

Our Values – WE CARE

Working together for patients

- We work with others to give the best care we can

5.2 We will be pro-active in building increasingly effective relationships across our services and with our NHS partners such as local authorities, the voluntary sector and other ethical businesses to provide the best available care at an affordable cost to the taxpayer. A new approach to stakeholder management working hand-in-hand with the communications and engagement function will be key to achieving this

Everyone counts

- We act with openness, honesty and integrity - listening to and acting on feedback from patients, staff and partners

5.3 We have a strong communications and engagement ethos as expressed through this new communications and engagement strategy. We invest significant resources in communicating with the many stakeholders who work with YAS as patients, partners providing services along the patient pathway and our staff. We both inform our stakeholders of future developments in healthcare provision and listen to their views so that we can work with them to design more efficient and effective health care services.

Commitment to quality of care

- We always give the highest level of clinical care

5.4 We commit to being at the forefront of clinical knowledge and practice in urgent and emergency care. We will strive to meet or exceed the world-class clinical standards set out in the NHS Ambulance Clinical Quality Indicators. We will invest in clinical care initiatives that are at the leading edge of urgent and emergency care practice. We will learn and share our knowledge with other healthcare providers as we progress. High quality communications and engagement with stakeholders, including patients and the public, will be important in garnering support for the new direction of travel and encouraging changes behaviour – particularly by patients and the public – to make the most appropriate use of the range of services and referral pathways available through initial contact with YAS.

Respect and dignity

- We treat everyone with dignity, courtesy and respect

5.5 We are committed to treating everyone equally and to the highest standards of care. The new communications and engagement strategy and action plan will be subject to an Equality Impact Assessment (EIA) to ensure the work we undertake does not unfairly or adversely impact on anyone, including those represented within the nine protected characteristics of The Equality Act. The area YAS serves has an extremely diverse population and high numbers of local residents come from communities which the NHS has often found hard to reach and which are seldom heard. This diversity within our community extends beyond the groups most often associated with diverse communities – the black, minority and ethnic (BEM) community. When undertaking engagement work and when communication with local residents, the needs of the various and diverse communities in Yorkshire and The Humber will always be considered and particular efforts will be made to engage with them. The same principle will apply to ensuring we offer maximum opportunity for engagement for those represented by the nine protected characteristics of The Equality Act 2000:

- Age.
- Disability.
- Gender reassignment.
- Marriage and civil partnership.
- Pregnancy and maternity.
- Race.
- Religion and belief.
- Sex

- Sexual orientation

Enhancing and improving lives

- We continuously seek out improvements

5.6 We will devote significant resources to enable beneficial change both within YAS and through working effectively with our partners. We will contribute to clinical research and development and rapidly adopt medical and operational advances that promote our vision and mission to be a world-class provider of urgent and emergency care services.

Our Strategic Objectives

We have five key strategic objectives:

1. *Deliver World Class health outcomes for Urgent and Emergency Care*

5.7 UK urgent and emergency care services are already high performers internationally. YAS is currently within the top quartile of performance in many aspects of service delivery and wishes to further develop that position. We will maintain a strong, successful organisation that is able to devote resources to research and development and foster a learning organisation that is willing to experiment and build strong relationships with its healthcare partners. Developing and maintaining those relationships will be enabled and supported by the approach set out in this new communications and engagement strategy.

2 *Ensure continuous service improvement and innovation*

- 5.8 The NHS is working in an environment of rapid change in technologies and associated developments in clinical practice. Many of our clinicians and operational staff are national leaders in their respective fields. We will network with our peers to ensure that the best clinical practice is introduced rapidly and rigorously evaluated. We will work with partners to introduce new, high quality and cost-effective models of clinical care to ensure world-class patient experience and clinical outcomes. Effective internal and external communications and engagement will encourage strategic alignment and harness ideas from staff, patients and other stakeholders.

3 *Develop and retain a highly skilled, engaged and motivated workforce*

- 5.9 We will build the YAS brand as a fantastic place to work. An employer that can be trusted with a clear ethos and values, which supports life long training and development of staff, takes its responsibilities for staff welfare seriously and is socially and environmentally responsible. We will engage in regular dialogue with our staff, both across the business as a whole and at local level, to ensure that our business objectives are communicated and understood, and that there is a genuine dialogue and understanding of staff issues and concerns arising from operational and business development issues. Communications and engagement activity will underpin and support efforts to recruit and retain high quality staff and to harness the potential of staff to become effective co-producers of solutions to problems and development of new strategies, plans and approaches.

4 *Work with partners to provide system leadership and resilience*

- 5.10 YAS cannot work in isolation from the pressures and challenges faced by its partner organisations. We will be pro-active in initiating developments that benefit the whole health and social care economy, in particular working creatively with the geographies defined by Sustainability and Transformation Plans to provide seamless integrated care for patients and make the best use of joint resources. Relationship management will be central to this approach.

5. Provide services that exceed regulatory and legislative standards and demonstrate efficient use of resources

- 5.11 An essential feature of YAS operations is the desire to deploy its resources efficiently to minimise waste of time and skills. This will drive up the quality and standards of care. We will strive to find the best possible match between expected demand and available resources, through: flexible working practices and effective deployment of staff; efficient configuration of estates and fleet resources; and seamless handovers of care to partners in the clinical pathway. This will not happen without strong staff and stakeholder engagement and support. The new communications and engagement strategy will have a focus on making this happen in partnership with the new stakeholder relationship management function. Communications will also place emphasis on YAS as a community asset, highlighting activities in corporate social responsibility and the wider public health

6 COMMUNICATIONS AND ENGAGEMENT – STRATEGIC OBJECTIVES AND KEY MESSAGES

- 6.1 This new communications and engagement strategy is closely aligned with the YAS Corporate Strategy and will be a key enabler for its delivery. It will operate on three levels:

Strategic

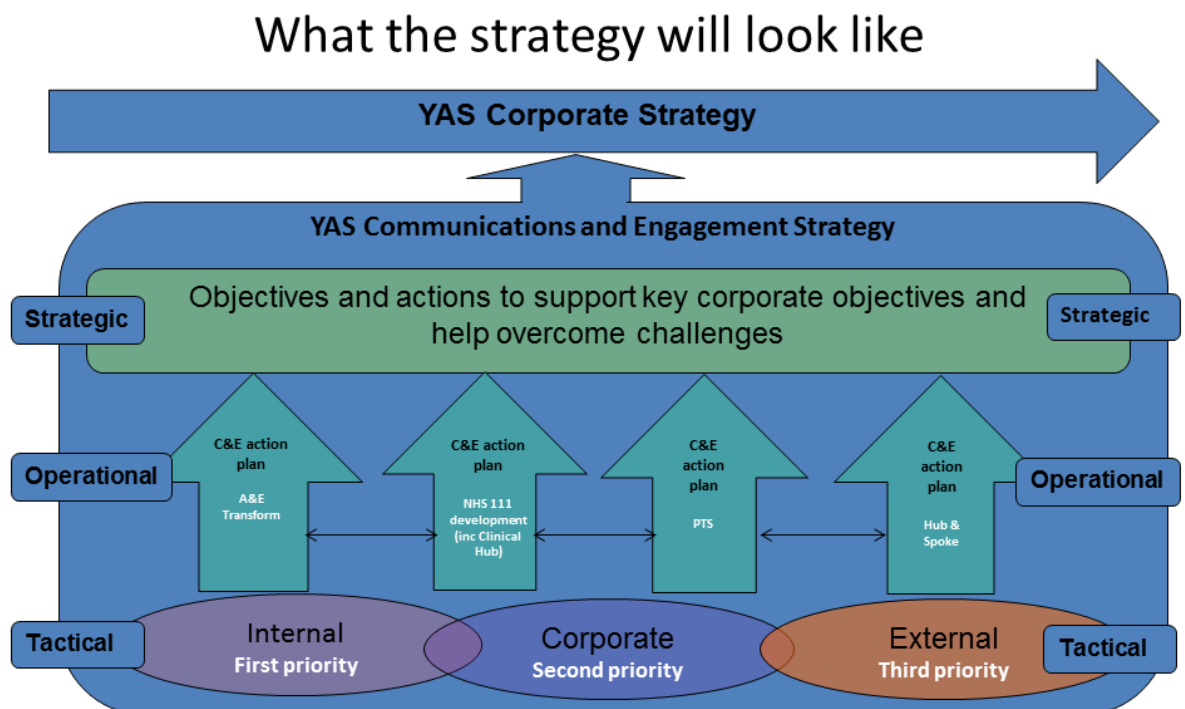
- 6.2 Communications and engagement objectives and activity will align with and support delivery of the YAS wider objectives and five year business plan.

Operational

- 6.3 Dedicated communications and engagement support will be provided for the Trust's transformation programme – A&E transformation; further development of NHS111 including creation of a world-class clinical advisory hub; PTS transformation; implementation of the Hub and Spoke station initiative. In addition, the communications and engagement function will also be a key support service for the delivery of day-to-day business – such as maintaining a top quality media liaison and public campaigns/messaging service.

Tactical

- 6.4 We will find the right balance between internal (staff and managers), external and stakeholder (corporate) communications and engagement. Traditionally, YAS has been strong on media liaison and campaigns/public messaging. However, whilst it is important to maintain and develop that, the imperatives now are to focus on and significantly improve staff and stakeholder communications and engagement. Effort and resources will be refocused internally to reflect that.
- 6.5 The following diagram illustrates in simple form what the new strategy will look like:



6.6 The overall aims of communications and engagement for YAS will be to achieve the following outcomes:

- Patients and local people will better understand how a modern service operates and will make appropriate use of it
- Patients and local people will be meaningfully engaged in service design and efforts to improve patient experience
- People will trust the YAS brand and have high levels of satisfaction and confidence in YAS services
- All staff will understand and relate to the Trust’s vision and values and be co-creators of the Trust’s future
- Staff will feel they are listened to, given opportunities to develop and involved in Trust decisions
- All stakeholders and partners will understand, support and contribute to the new direction and ways of working YAS will adopt including the various transformation programmes
- YAS is seen as an employer of choice and a great place to work
- YAS is seen by commissioners and partners as the provider of choice for local and regional PTS and urgent and emergency care services
- Public confidence levels in the ability of YAS to deal with emergencies and crisis situations will be high
- We will demonstrate that we recognise, and have catered for the needs of, our extremely diverse communities

6.6 Objectives and performance measures have been developed to support delivery of the above aims:

AIM	OBJECTIVES	MEASURES
Patients and local people will better understand how a modern service operates and make appropriate use of it	Raise awareness via: <ul style="list-style-type: none"> • Public information campaigns • Creative use of media • Social media • Web content 	Annual patient survey results Growth in social media followers Feedback from Healthwatch
Patients and local people will be meaningfully engaged in service design and efforts to improve patient experience	Involve people in a continuous, credible and sustainable way: <ul style="list-style-type: none"> • Roll out public panels proposal (see Appendix B) • Use of deliberative events • Use of social media and web-based technology (e.g. e-surveys, online polling etc.) 	New system implemented in 2016/17 Attendance at events Participation rates and actions on feedback received
People will trust the YAS brand and have high levels of satisfaction and confidence in YAS services	Manage and enhance YAS reputation: <ul style="list-style-type: none"> • Support enhanced Roadshow programme 	Roadshow attendance figures Media coverage – quantity and

	<ul style="list-style-type: none"> • Maximum use of proactive media to highlight achievement and success • Use of social media to promote brand and reputation • Develop campaigns focused on YAS activities as a good corporate citizen: <ul style="list-style-type: none"> ○ Acting on the views of patients and communities ○ Ensuring equality of access to services and valuing diversity ○ Protecting the environment and being a good corporate citizen ○ Promoting healthy and safe lives 	<p>quality</p> <p>Amount of positive social media comment. Growth in followers</p>
<p>All staff will understand and relate to the Trust's vision and values and be co-creators of the Trust's future</p>	<ul style="list-style-type: none"> • Implement the action plan for communicating the corporate strategy to staff • Programme of visits and listening/deliberative events for staff • Use of a range of internal communications channels 	<p>Plan integrated and delivered in 2016/17 and beyond</p> <p>Attendance rates and quality of input</p> <p>Staff feedback</p>
<p>Staff will feel they are listened to, given opportunities to develop and are involved in Trust decisions</p>	<p>Integrate the Employee Engagement Strategy within the Communications and Engagement Strategy and implement.</p> <ul style="list-style-type: none"> • Develop and deliver a new approach to team briefing based in part on a 'you said, we did' approach • Develop staff feedback mechanisms to show how staff contributions have impacted • Annual staff conference to highlight staff contribution to success and stimulate input into shared problem solving and innovation 	<p>New system operational in 2016</p> <p>Roll-out 'big conversation' events and use internal communications channels to highlight where staff input has been acted on</p> <p>First conference staged in late 2016</p> <p>Staff survey results</p>

All stakeholders and partners will understand, support and contribute to the new direction and ways of working YAS will adopt including the various transformation programmes	<p>Enhance understanding and support from stakeholders through:</p> <ul style="list-style-type: none"> • Relationship management approach • Deliberative events with NHS partners, Healthwatch, HOSCs, MPs etc. • Clinical summits 	<p>Audit of client opinion – baseline summer 2016, follow-up spring 2017</p> <p>Attendance rates and quality of input</p>
YAS is seen as an employer of choice and a great place to work	<p>Enhance recruitment and retention of staff through:</p> <ul style="list-style-type: none"> • High calibre collateral to support recruitment drives/information to job applicants • Awareness campaigns of career frameworks and welfare support for staff • Participation in national and regional award schemes 	<p>Improved numbers and quality of candidates for vacancies</p> <p>Reduction in staff turnover rates</p> <p>Staff survey results</p> <p>Recognition through awards</p>
YAS is the provider of choice for urgent and emergency care and patient transport services	<p>Demonstrate that YAS is a top quality performer for these services:</p> <ul style="list-style-type: none"> • Communications campaigns which highlight success in traditional and social media making maximum use of patient stories • Participate in national and regional awards schemes • Support bids to attract out-of-area contracts 	<p>Bank of patient stories created</p> <p>Campaign evaluation</p> <p>Awards success</p> <p>Bid success</p>
Public confidence levels in the ability of YAS to deal with emergencies and crisis situations will be high	<p>Demonstrate to patients and the public how well YAS responds in such circumstances:</p> <ul style="list-style-type: none"> • Feature in YAS roadshows • Proactive media use (including social media) 	<p>Number of Roadshow venues increased to minimum of five in 2016/17.</p> <p>Social media feedback</p>

	<p>highlighting staff and patient stories</p> <ul style="list-style-type: none"> • Feature in winter public information campaigns 	<p>Campaigns are shared with other emergency services and NHS partners. Positive results from campaigns evaluation</p>
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6.7 An action plan has been developed to accompany this strategy (**Appendix A**). That is geared to achievement of the above aims and objectives through the following action plan objectives:

- Create and deliver dedicated action plans for the transformation programme work streams
 - A&E transformation
 - Development of NHS 111 including further development of the clinical hub
 - PTS transformation
 - Hub and spoke
- Support for local implementation of initiatives arising from the West Yorkshire Urgent and Emergency Care Vanguard programme
- Connecting with staff
- Connecting with corporate stakeholders
- Connecting with the public including a new system for securing continuous and high value public engagement
- External communications including media liaison, public information and campaigns

7 LEGAL FRAMEWORK

7.1 The Trust has a duty to comply with relevant legislation which covers or impacts upon its activities. The main legislative requirements are contained within:

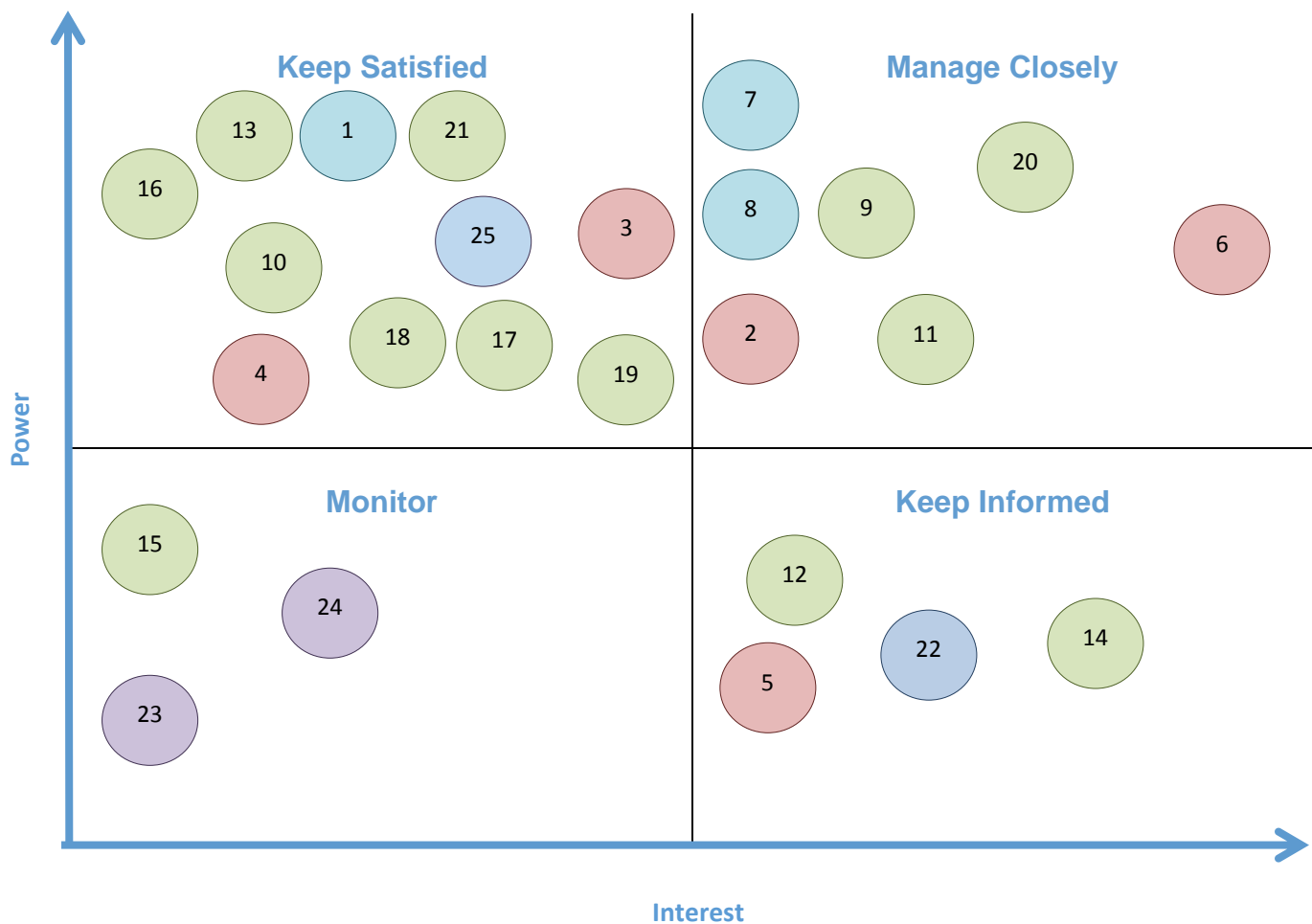
- The NHS and Social Care Act 2012
- The NHS Constitution
- The Equality Act 2010
- The Data Protection Act 1998
- Civil Contingencies Act 2014
- The Freedom of Information Act 2000

8 STAKEHOLDERS

- 8.1 YAS has a range of stakeholder which can be segmented into three main categories – internal stakeholders (staff and managers), external stakeholders (patients and the public) and corporate stakeholders.
- 8.2 Stakeholder mapping is used to identify key stakeholders and describe their relationship with the Trust. These relationships evolve and change with time and changing circumstances and are dependent on various local, regional and local factors, only some of which are under YAS's direct control or influence. Stakeholders have been mapped to show their relative position within a matrix of power versus interest. Stakeholders' positions within the matrix will change according to the issue(s) we are engaging with them on and the stage particular projects have reached. For example, when communicating the introduction of a new service model, internal and corporate stakeholders would be placed in a more prominent position within the matrix at the developmental stages with patients and the public (often via media) moving into a more prominent position at the point of implementation.
- 8.3 The Trust has a large number of stakeholders including 23 CCGs, 54 MPs and 12 local authorities so maintaining an overview of the relationship with each of them is an important business delivery tool. The main stakeholders are shown as follows:

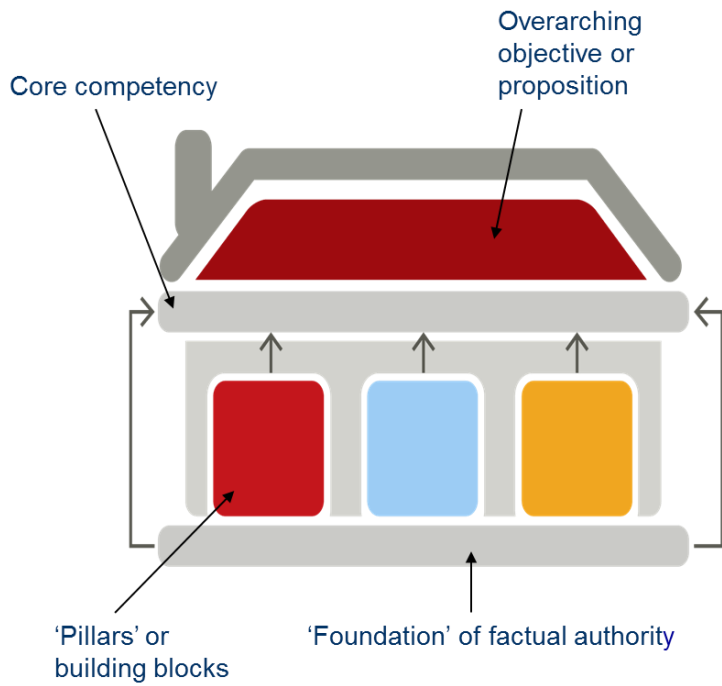
<i>Public affairs/opinion formers</i>	<i>Partners</i>
<ul style="list-style-type: none"> 1. MPs 2. Health Overview and Scrutiny committees 3. Healthwatch 4. Councillors – district and county 5. Parish/town councils 6. The media – print, broadcast and online 	<ul style="list-style-type: none"> 9. Clinical Commissioning Groups 10. Local authorities – district and county 11. Health and Wellbeing Boards 12. Urgent Care Networks 13. Care Quality Commission 14. Voluntary sector 15. Other NHS Trusts 16. Universities 17. Systems Resilience Groups 18. Local Resilience Forums 19. Other emergency services 20. NHS Improvement 21. NHS England
<i>Internal</i>	<i>Patients and the public</i>
<ul style="list-style-type: none"> 7. Staff and Non-Executive Directors 8. Staff representatives 25. YAS Forum members 	<ul style="list-style-type: none"> 22. Patients 23. Local residents 24. Seldom heard and ‘hard to reach’ Groups 26. Patient advocate groups

8.4 The techniques for communicating and engaging with various stakeholders will never be homogenous – each stakeholder needs to be considered individually in terms of what works best for them and which are the most effective methodologies for each. Below is an initial stakeholder power V interest matrix. This will be reviewed and updated regularly and specific matrices will be produced to support individual high profile and/or high impact projects and work streams

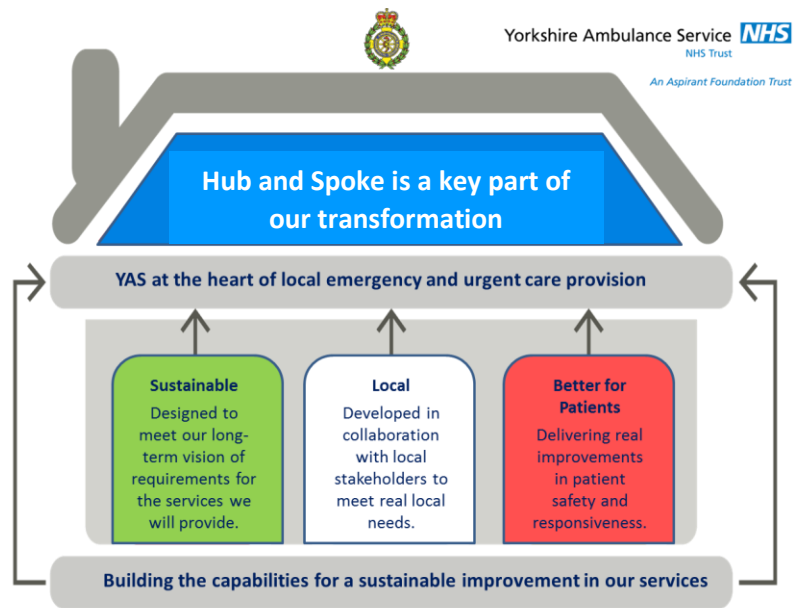


9 MESSAGING

- 9.1 As a key service provider, prominent local employer and important partner within the Yorkshire health and care community, it is important that we are clear about what our messages are to each audience about each aspect of our operations and each element of our transformation programme.
- 9.2 Our messages will reflect our vision and values with a focus on highlighting how everything we do ultimately has an impact on our most important stakeholders – our patients. We will develop a ‘message house’ format to develop messages at corporate, programme and initiative levels. The aim will be to create a small number of simple, clearly articulated message for each thing we need to communicate.
- 9.3 The following diagram provides an example of how the message house will be used – in this case with regard to messaging around the Hub and Spoke / Make Ready programme:

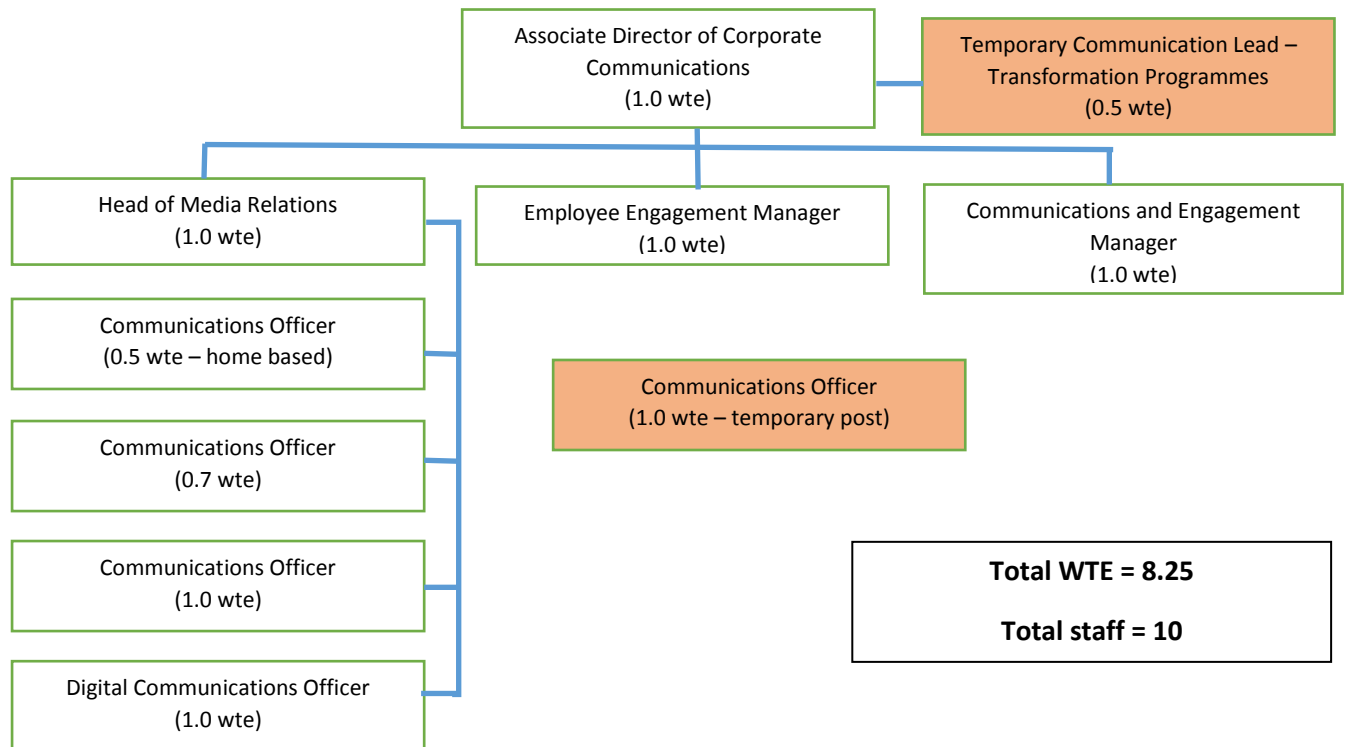


Message House – general approach



10 RESOURCES

10.1 Successful implementation of this strategy will require a step-change in performance. The current structure is shown below:



10.2 There are a number of problems with this structure in terms of its ability to support delivery of this strategy and associated action plan:

- There is very little capacity for engagement which is the area most in need of development
- There is no designated overall communications lead or overall engagement lead
- There is heavy reliance on two temporary posts – one of which is only 0.5 wte
- The temporary Communications Manager does not appear to have clear line management arrangements
- There is an overall lack of capacity which leads to a significant problem with resilience

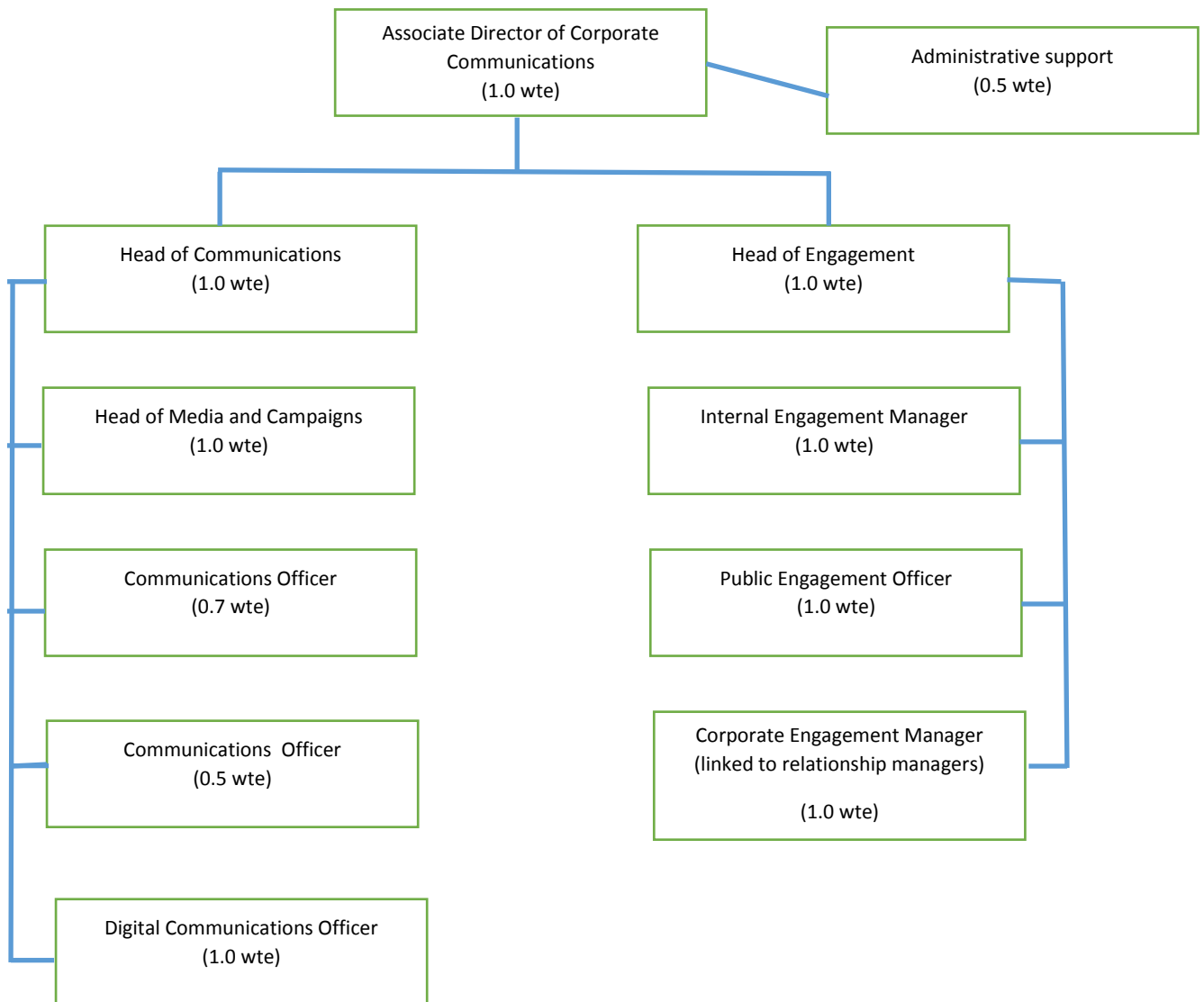
10.2 The tactical approach set out within this strategy is to address improvement of internal (staff and managers) and corporate engagement as the highest immediate priority. The existing structure is not set up to achieve this. What is required is clear leadership for the distinct, albeit intrinsically linked, areas of communications and engagement. The two are mutually dependent and could be likened to two sides of the same coin. However, there are different activities and skills required for each area. The essential differences between communications and engagement are that communications are concerned largely with managing reputation whereas engagement is more concerned

with managing relationships. One can communicate without engaging, but one cannot engage without communicating.

10.3 A new structure is required which is aligned to the aims, objectives and action associated with this strategy. The existing communications and engagement team has undergone considerable restructuring, regrading and change over the past 18 months. Acceptance of the need to work differently is apparent but reluctance to significantly change roles and resistance to further structural change is likely to be encountered. This is unfortunate but must be overcome if this strategy is to succeed.

10.4 A proposed new structure is shown below:

Proposed new structure for Communications and Engagement team



Total WTE = 9.7 (+1.5 CF existing)
Total staff = 11 (+1 CF existing)

11 MONITORING AND GOVERNANCE ARRANGEMENTS

- 11.1 The Associate Director (AD) of Communications and Engagement will report to the Director of Business Development and will be accountable for the output of the team. Annual objectives with clear measurement criteria and personal development plans will be agreed and put in place for each member of the team. Performance management would then be undertaken in the normal way.
- 11.2 The AD of Communications and Engagement would be a standing member of the Trust Management Group (TMG) and able to join meeting of the Trust Executive Group (TEG) by invitation. It would also be normal practice for the AD of Communications and Engagement – or a nominated deputy in their absence – to be able to attend both open and private sessions of the Trust Board (the latter at the discretion of the Chairman).
- 11.3 The Quality Committee will maintain a regular overview of the team's output and performance and report to the Board accordingly.

12 NEXT STEPS

- 12.1 The next steps in the development and implementation of this strategy are:
- Discuss and agree final version with TEG
 - Seek approval from the Trust Board in full (public) session
 - Undertake a competitive tendering exercise to select an appropriate supplier for development and delivery of the public panels system for securing high quality, continuous public engagement
 - Develop aims, objectives, performance measurements and personal development plans with each team member
 - Implement according to the Communications and Engagement Strategy Action Plan
 - Review quarterly and adjust as required

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