



YORKSHIRE AMBULANCE SERVICE

Corporate Communications and Engagement Strategy

March 2016



Presentation structure

- Situational analysis and progress since November 2015
- Strategic aims and priorities
- Messaging
- Action to be taken in key areas
- Possible new structure for delivery



Situational analysis and progress since November 2015

- Desktop research completed
- 40+ discovery interviews conducted – intelligence gathered used in gap analysis and research into stakeholder expectations
- Strategic overall approach determined
- Detailed action plan to deliver strategic objectives prepared (Appendix A)
- Review of structure and capacity



Strategic aims and priorities

- Patients and local people will better understand how a modern ambulance service operates and use it appropriately
- 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 its services
- All staff will understand and relate to the Trust's vision and values and be co-creators of the Trust's future



Strategic aims and priorities

- Staff will feel they are listened to, given opportunities to develop and be involved in Trust decisions
- All stakeholders will understand, support and contribute to the new direction and way of working, including the various transformation programmes
- YAS is seen as an employer of choice and a great place to work



Strategic aims and priorities

- 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 in the ability of YAS to deal with emergency and crisis situations will be high
- We will demonstrate that we have recognised catered for the needs of our extremely diverse communities

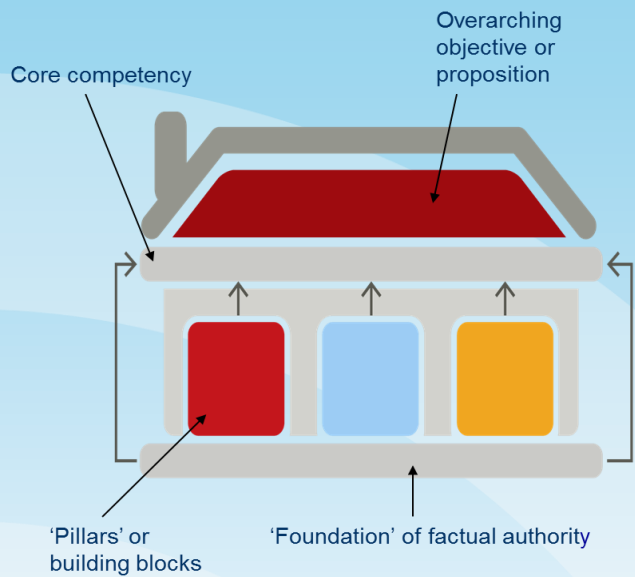


Strategic aims and priorities

- Create and deliver dedicated action plans for world class transformation programmes:
 - A&E transformation
 - Care co-ordination including creation of a world class clinical advisory hub
 - PTS
 - Hub and Spoke / Make Ready
- Connecting, influencing and building constructive relationships with:
 - Staff
 - Corporate stakeholders
 - Communities
 - The wider public
- Excellent external communications

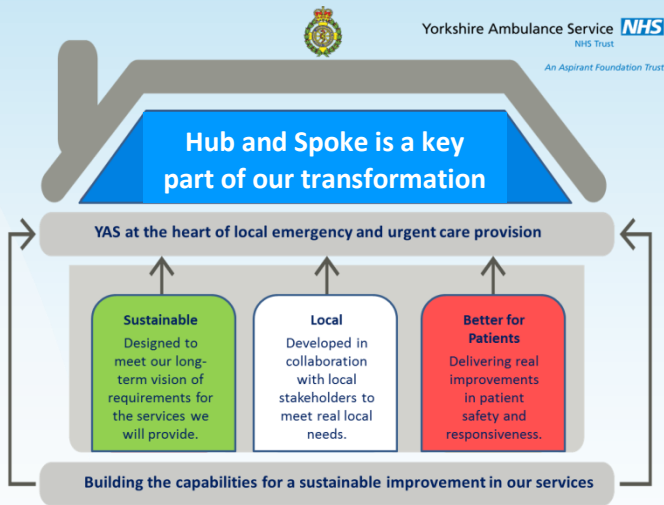


Messaging



Message House – general approach

Message House – Hub and Spoke example



Action to be taken

Supporting transformation

- Create and deliver dedicated action plans for each area of work (underway)
- Develop the transformation story and communicate using mixed media (including web, intranet content, video, social media etc)
- Communicate vision, plans and benefits to staff and their representatives using improved internal communications and staff engagement channels
- Use new relationship management function to secure support from key partners (CCGs, providers, local and national elected members)
- Public information campaign to promote understanding and support for new ways of working (eg proactive media work, roadshows, posters and other collateral, links with public and patient groups in partnership with Healthwatch and third sector bodies)



Action to be taken

Connecting with staff

- Embed Employee Engagement Strategy within C&E Strategy
- Redesign and implement new team briefing system
- Roll out YAS TV / Video Newsletter
- Use staff role models and case studies to demonstrate commitment to being an employer of choice
- Recruit staff champions from each service area / location
- Increase visibility of board members and executives (listening events, location visits, CEO blog, drop-in sessions)
- Internal social media initiatives
- Further develop awards and recognition schemes
- Suggestions schemes
- Develop the 'Big Conversation' with staff using a *"you said . . . we did"* approach



Action to be taken

Connecting with stakeholders

- Develop relationship management approach working on a locality basis and with a strong link to C&E team and stimulating action to solve common problems
- Deliberative events to secure input into new corporate strategy and ways of working (first ones planned for summer 2016)
- Strengthen relationship with OSCs
- Refresh and relaunch stakeholder newsletter
- Develop stronger links with Healthwatch (including pan-Yorkshire network)
- Strengthen support for MPs' briefings
- Arrange visits and ride-outs for key corporate stakeholders (MPs, OSC and Health and Well being Board Chairs, Council Leaders etc)



Action to be taken

Connecting with the public

- Develop and implement new public panels system (tender specification ready)
- Link with local authorities and blue light partners to negotiate shared use of public information and involvement activity
- Further develop ambassadorial role for YAS Forum members
- Proactive community engagement reflecting geography and diversity of Yorkshire – eg extending YAS Roadshows
- Visits and displays in schools and colleges
- Identify and exploit opportunities for visits/talks/displays etc at meetings and events staged by existing groups/clubs/associations etc
- Use traditional media, website and social media to gather views and feedback responses/action taken as a result
- Open days



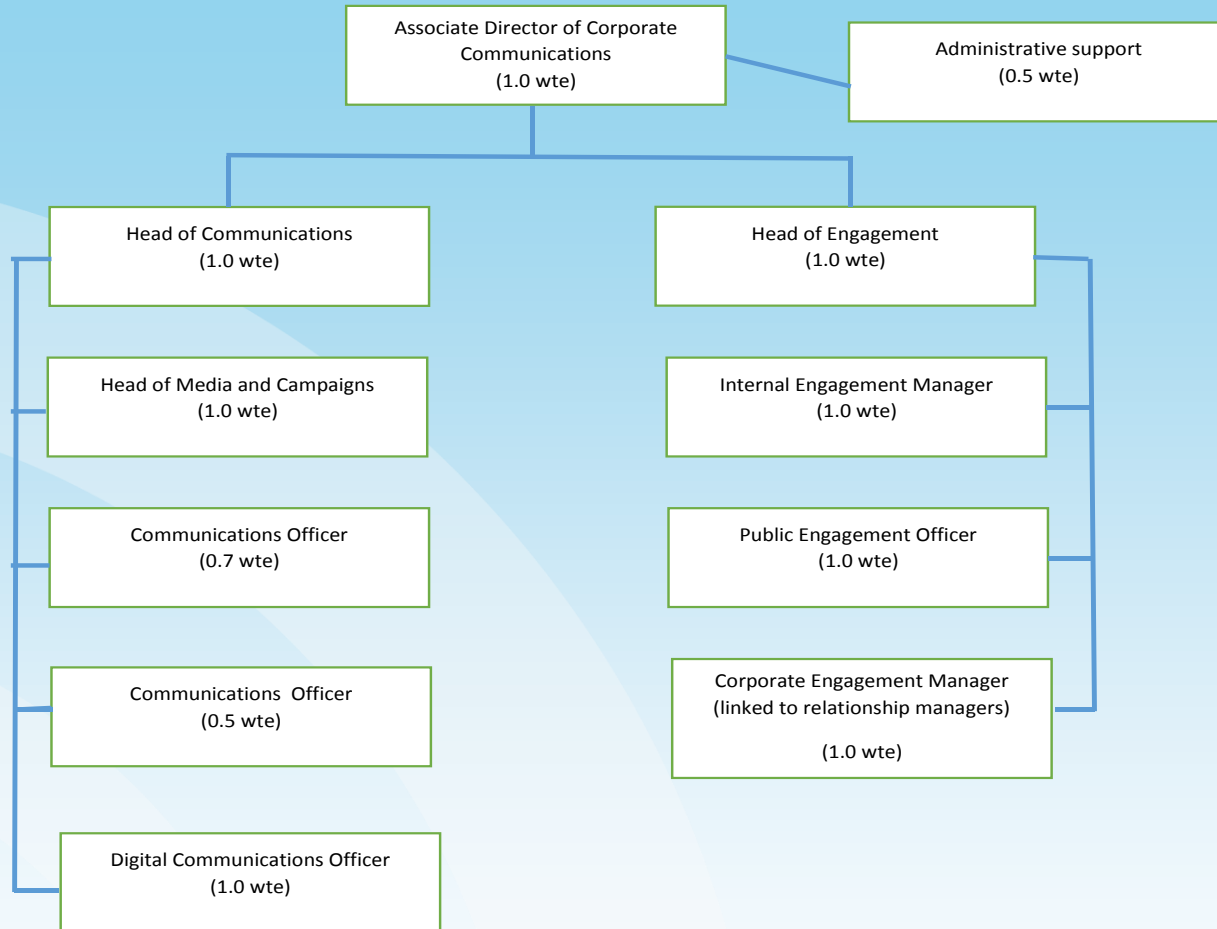
Action to be taken

External communications

- Invite key media partners to issue specific briefings
- Seek and exploit opportunities to place features etc in local, regional, national and trade media
- Maintain in an out-of-hours media liaison service
- Develop a system of early warning alerts to key internal stakeholders (Board members, executives, senior managers, YAS Forum members)
- Develop collateral to support public involvement/input into service planning and delivery
- Refresh and relaunch YAS website
- Strengthen social media presence (underway)
- Use of YAS TV in NHS and public areas (surgeries, libraries, shopping centres, council offices, provider NHS Trust public waiting areas etc)



Proposed new structure for Communications and Engagement team



Total WTE = 9.7 (+1.5 CF existing)

Total staff = 11 (+1 CF existing)

