

Communications and Engagement

Trust Board Report

Paper by the Head of Communications and Engagement

December 2011

1.0 Introduction

This report includes an update on delivery of the communications and engagement strategy, as well as the communications and engagement performance of the Trust.

2.0 Communications and Engagement Strategy Update

This is the final scheduled report before the strategy is due to be renewed and revised for April 2012- March 2015.

Of 128 actions outlined in the original action plan accompanying the fourteen objectives set out in the strategy. Each of these actions has comprised a significant volume of work, much of which has led to embedded ongoing actions or processes. Progress is summarised below:

RAG status	Number	Definition
	123	complete / implemented / established and converted into everyday workload
	5	significant work has taken place, but there is further work to do before enough progress has been made
	1	delayed
Total	128	

Since the approval of the strategy, several new priorities have emerged and been achieved, such as significant work around maternity service reconfiguration, and the transfer of community services.

The one red action relates to developing a Board-approved protocol for the translation of information. Work has begun on this but in the meantime, national guidance is used in decisions about translation on a case by case basis.

2.1 Highlights

A significant amount of work has gone into delivering the Communications and Engagement Strategy. Highlights include:

- A piece of work championed by the Medical Director comprising the audit, observation and development of standards of clinical communication, followed by pilot clinic / doctor linked

outpatient surveys and video recording of patient experiences, culminating in a session at the consultant conference in 2011.

- Introduction of performance reporting of contact centre telephone response times
- Significant improvements in the process and quality of patient information, leading to the achievement of the Information Standard.
- Production of the bedside directory
- Launch of speak out campaign
- Ongoing patient surveys on every ward, led by the Chief Nurse and reported separately to the Trust Board
- Improved media planning and monitoring processes
- Infection control communications campaign
- Customer care promises communications campaign
- Undertaken health education with members
- Embedded Listening into Action into the culture of the organisation and encouraged its use to engage patients
- Communications around service redesign, including the maternity reconfiguration and promotion of services in the community, such as the phlebotomy service
- Undertaken major communications exercise around the swine flu pandemic which has received national attention
- Created a Trust brand identity with engagement with staff and patients

2.2 Next Steps

The Trust's Strategy for Communication and Engagement for 2012-2015 is currently being written, incorporating the views of staff, patients, members of the public and key stakeholders.

Consideration is being given to a wide range of information, including feedback from the Trust Board development programme, Hot Topics feedback, Trust priorities and views of journalists, and following a workshop with the communications and engagement team.

3.0 Communications and Engagement Performance

3.1 Internal Communications

Regular internal communications methods include the Trust's newsletter, Heartbeat which includes 'Your Right To Be Heard', Hot Topics, daily e-bulletins, monthly Chief Executive's Key Messages, daily updating of the intranet and use of posters and displays. Listening into Action and Owning the Future are further methods used to engage with frontline staff.

Each month a topic is discussed by teams throughout the Trust through the monthly team briefing session, Hot Topics. Each team feeds back the outcome of their discussion and the feedback is shared with teams the following month. It is also used to influence policy, strategy and planning in the organisation. Recent subjects include:

- Customer Care Promises – staff feedback has been used to revise the action plan
- Flexible Working – feedback used to inform flexible working policy which was re-written
- Improving Communication – feedback is being used to influence the Trust's new Communications and Engagement Strategy
- Quality and Safety Strategy – this was for teams to think about how this affects them
- Financial Position – this was to discuss and understand the financial position and to encourage teams to think about how they could improve the quality of their services and save money
- Emergency Planning – feedback is being used to inform a review of the emergency planning policy
- Your Right To Be Heard – staff feedback directly influenced a decision on the future of Your Right To Be Heard, which will continue to accept anonymous letters as a result of the feedback
- Trust Priorities for 2012/13 – feedback has been discussed by the Trust Board at its time out, along with feedback from patients and the public, and is being used to influence the development of the Trust's corporate objectives

On average 15 letters published in the Your Right To Be Heard section of Heartbeat each issue, along with a response from the relevant manager.

A record breaking 238 nominations were received for the staff awards 2011. As well as the prizes for the winning entries, all teams and individuals nominated have received certificates.

The number of people playing the staff lottery has increased by 40% over the last 12 months. For the November draw 738 tickets were sold. Staff can apply for grants of £500 for initiatives to benefit staff or patients. The last awards were made in May when seven wards and departments were successful.

3.2 Media activity

We monitor the rate and tone of press enquiries with a view to recognising patterns and developing a more proactive strategy to dealing with enquiries. Data from December 2010 to May 2011 has previously been reported to the Trust Board but is included for information.

3.2.1 Press enquiries

Month	Working days	Number of enquiries	Positive	Negative	Neutral
December 2010	21	30	3	2	25
January 2011	20	46	16	13	17
February 2011	20	32	9	5	18
March 2011	23	30	10	10	10
April 2011	18	25	3	8	14
May 2011	19	30	5	10	15
June 2011	23	25	10	5	10
July 2011	21	30	10	6	14
August 2011	22	27	5	7	15
September 2011	22	34	1	26	7
October 2011	21	37	7	20	10
November 2011	22	42	14	6	22

Figure 1

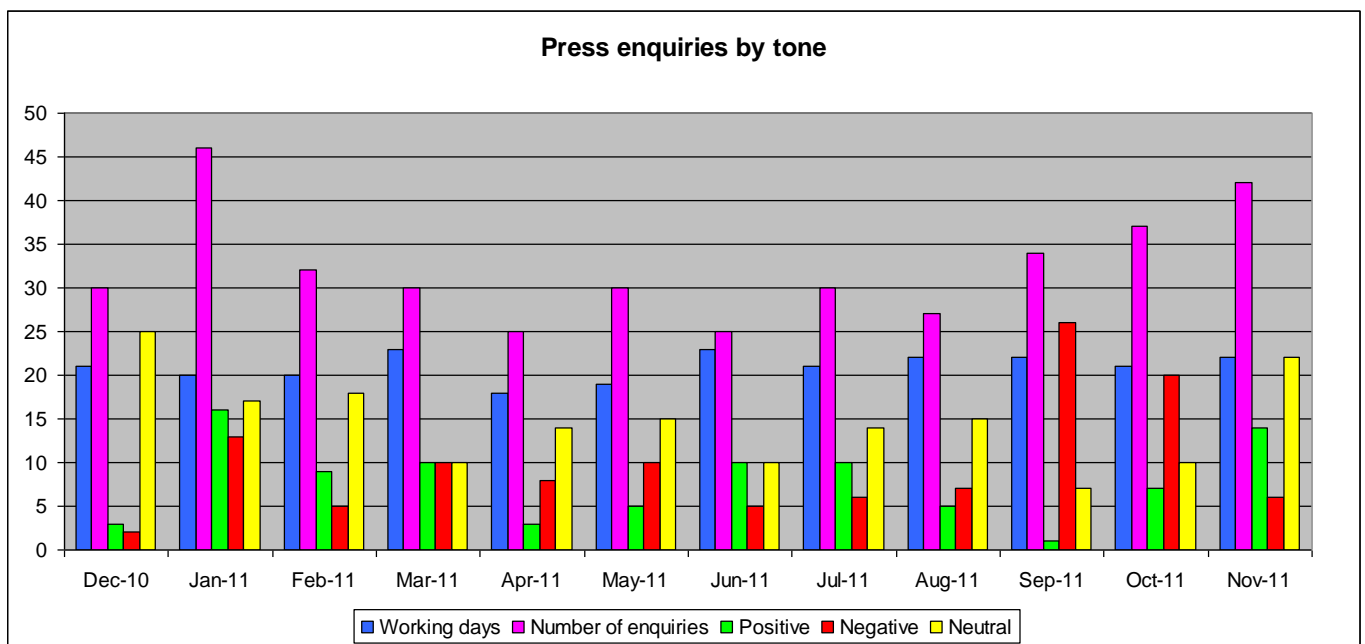


Figure 2

The number of enquiries received, and statements and press releases issued, is recorded below. This indicates the volume of work undertaken by the press office, but does not reflect the different levels of complexity this activity generates.

3.2.2 Media Activity

Month	Working days	Number of enquiries	Press statements	Press releases	Total distributed
December 2010	21	30	8	14	22
January 2011	20	46	13	12	25
February 2011	20	32	6	17	23
March 2011	23	30	13	10	23
April 2011	18	25	9	10	19
May 2011	19	30	14	17	31
June 2011	23	25	6	17	23
July 2011	21	30	10	22	32
August 2011	22	27	6	5	11
September 2011	22	34	4	11	15
October 2011	21	37	7	15	22
November 2011	22	42	8	17	25

Figure 3

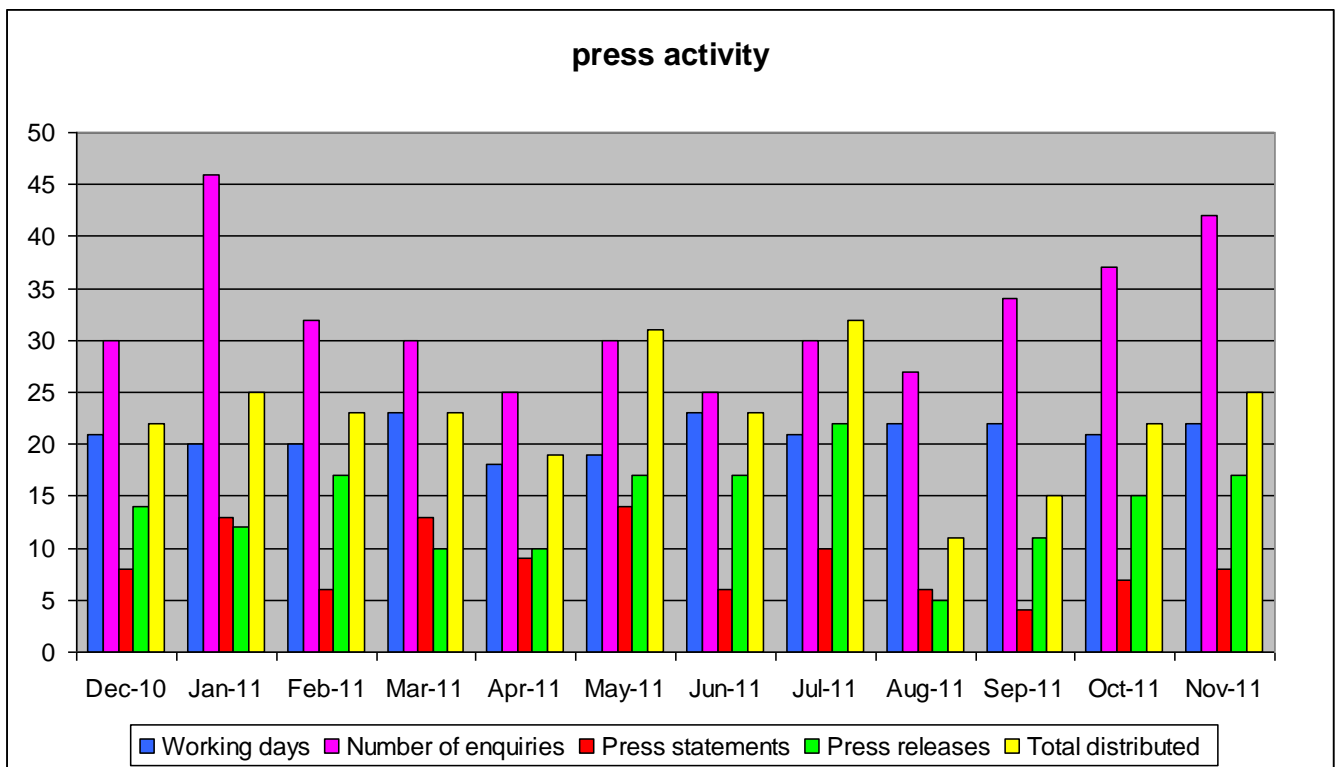


Figure 4

3.2.3 Actual Press Coverage

Month	Media articles			Total
	Positive	Neutral	Negative	
December 2010	21	26	1	48
January 2011	41	18	11	70
February 2011	16	11	6	33
March 2011	24	8	8	40
April 2011	14	4	8	26
May 2011	16	10	13	39
June 2011	13	14	3	30
July 2011	18	13	10	41
August 2011	24	14	7	45
September 2011	38	16	76	130
October 2011	38	6	91	135
November 2011	19	3	20	42

Figure 5

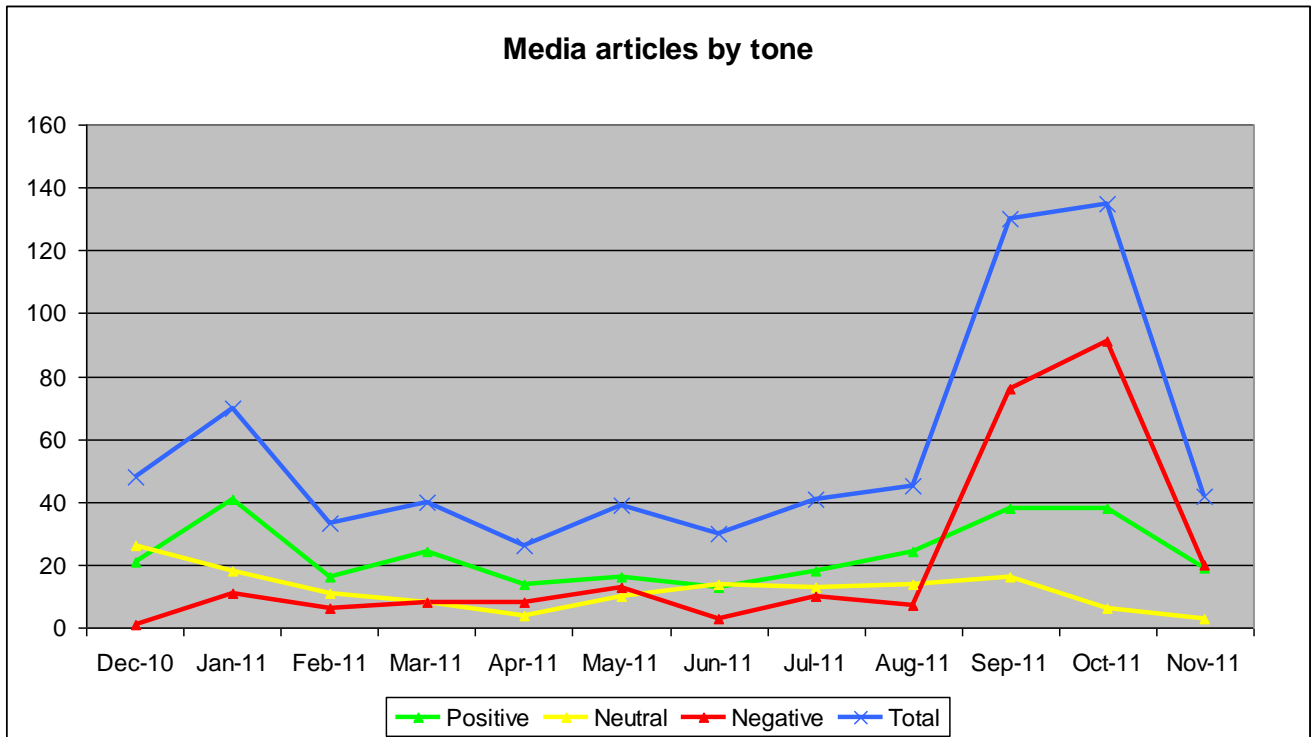


Figure 6

There was a large increase in the number of negative articles in September due to mass nationwide coverage of a negative story about the death of a baby who was born at Sandwell Hospital – baby Imogen Earp. Hot on the heels of this story was one released by Andrew Lansley about PFIs which featured our plans for the new hospital and received widespread coverage nationwide.

Also in September we had significant positive national coverage of a Tipton Firefighter whose life was changed by cardiologists at Sandwell Hospital when he was fitted with a 'remote controlled heart'.

In October the Trust received a high level of negative press attention due to the CQC report. We also generated a large number of positive reports around the opening of our new birthing unit - Halycon in Smethwick.

Below is a chart showing the trends in actual press coverage using the four months between August and November for the last four years.

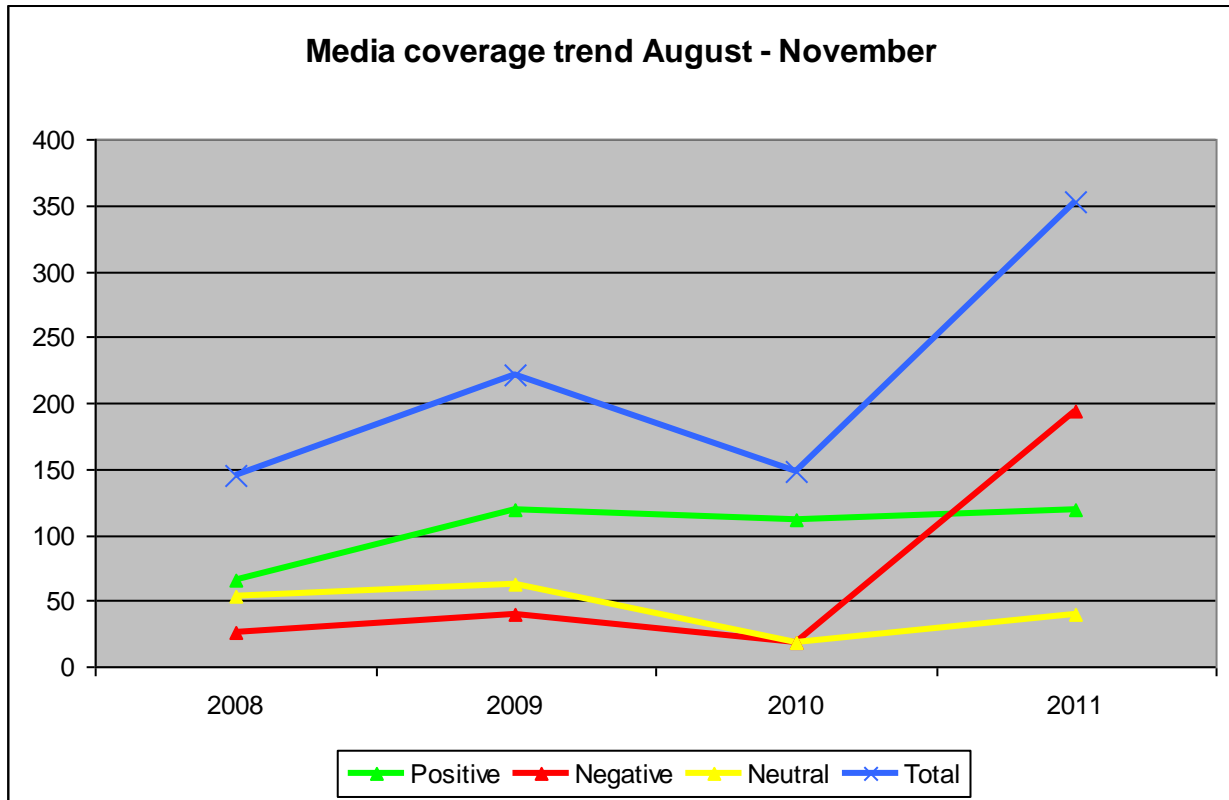


Figure 7

3.3 Emergency Planning

The Press and PR Manager is a member of the West Midlands Conurbation Resilience Forum and has participated in the rewriting of the Regional Media Strategy during August and September this year.

Additionally SWBH NHS Trust Communications were represented at Exercise Vulcan – a full day major incident test exercise to check regional and national response to mass burns casualties, run by the Health Protection Agency from Porton Down, Salisbury.

3.4 Media Training

During 2011, eight staff have received dedicated media training and the course continues to receive excellent feedback. On-call directors, major incident silver command operators and senior clinicians in key areas have been prioritised for the training which has limited places available throughout the year.

Of the eight staff, one was an on-call director, two were consultants, three were senior nurses and two were senior managers.

3.5 Documentaries

The film production company Blast! advised the Trust that they have only made four out of five planned programmes in the nursing documentary series due for broadcast on Channel 4. Senior members of staff have seen and discussed rough cuts of the four programmes with the producers. As yet the Trust has not been advised of broadcast dates, but we expect it will be early next year.

We are also facilitating filming of an episode of 'Embarrassing Bodies' to be screened on Channel 4 sometime next year – dependent on the progress of the patient. The case involves a patient with a deformed eyelid who is being treated by a BMEC eye consultant.

In July this year the Trust facilitated filming for an episode of BBC Countryfile where a consultant was interviewed about advances in treatments for hay fever. Despite reasonable efforts on behalf of the press office and the consultant to ensure media access rules were followed, including instruction on infection control and patient confidentiality, a patient's name and test code was briefly on display during the first broadcast of the film which was immediately removed from iplayer and edited. Following a review of the incident, access rules for filming have been further tightened for all media which has caused some agitation with film crews.

3.6 Social Media

The Trust has started to monitor and collect data on social media activity, where there is public access to it. This is still in its infancy and currently excludes a wide range of specialist websites, such as mums.net where we know comments are left, but the search tools required to monitor these sites require significant investment. The data captured also excludes comments left on news websites relating to articles about the Trust or our services, (which can comprise significant numbers for high profile stories), or the number of times comments, news articles or blogs are 'liked' or 'shared' on social networking platforms.

Data for the period 19th October to 18th November 2011 show:

Outlet	City	Sandwell	RRH	General	Total
Twitter	38	69	6	119	232
Blog	0	1	0	1	2
Facebook	0	0	0	2	2
Forums	2	2	0	0	4
Other	0	0	0	0	0
Total	40	72	6	122	242

Figure 8

Tone	City	Sandwell	RRH	General	Total
Positive	15	26	6	105	152
Neutral	22	30	0	13	65
Negative	3	16	0	4	23
Total	40	72	6	122	240

Figure 9

The top trends for the period are highlighted below. The activity numbers refer to the number of times the subject has been commented about, not the number of times the comment has been read or 'liked.'

TOPIC	ACTIVITY	OVERALL TONE	NOTES
SWBH Staff Awards	60	Positive	one negative comment
IT and bowel cancer award	25	Positive	
Burns victim	13	Neutral	
Check-in	11	Neutral	
CQC	9	Negative	
Movember	9	Neutral	
Sandwell COPD event	9	Positive	
Henderson Suite opening	6	Positive	
Never events	6	Negative	
Sandwell Hospital Radio	5	Neutral	

Figure 10

In the previous period, the most frequently occurring subject was the CQC report with 43 comments followed by Halcyon with 17. These were left directly on major social networking sites, not comments following new coverage, or re-tweets, shares or likes of news articles. For example, the Birmingham Mail story about the CQC report was tweeted 47 times.

3.7 Website

Over the last six months there have been 105,315 visits to the Trust website, an average of 577 per day.

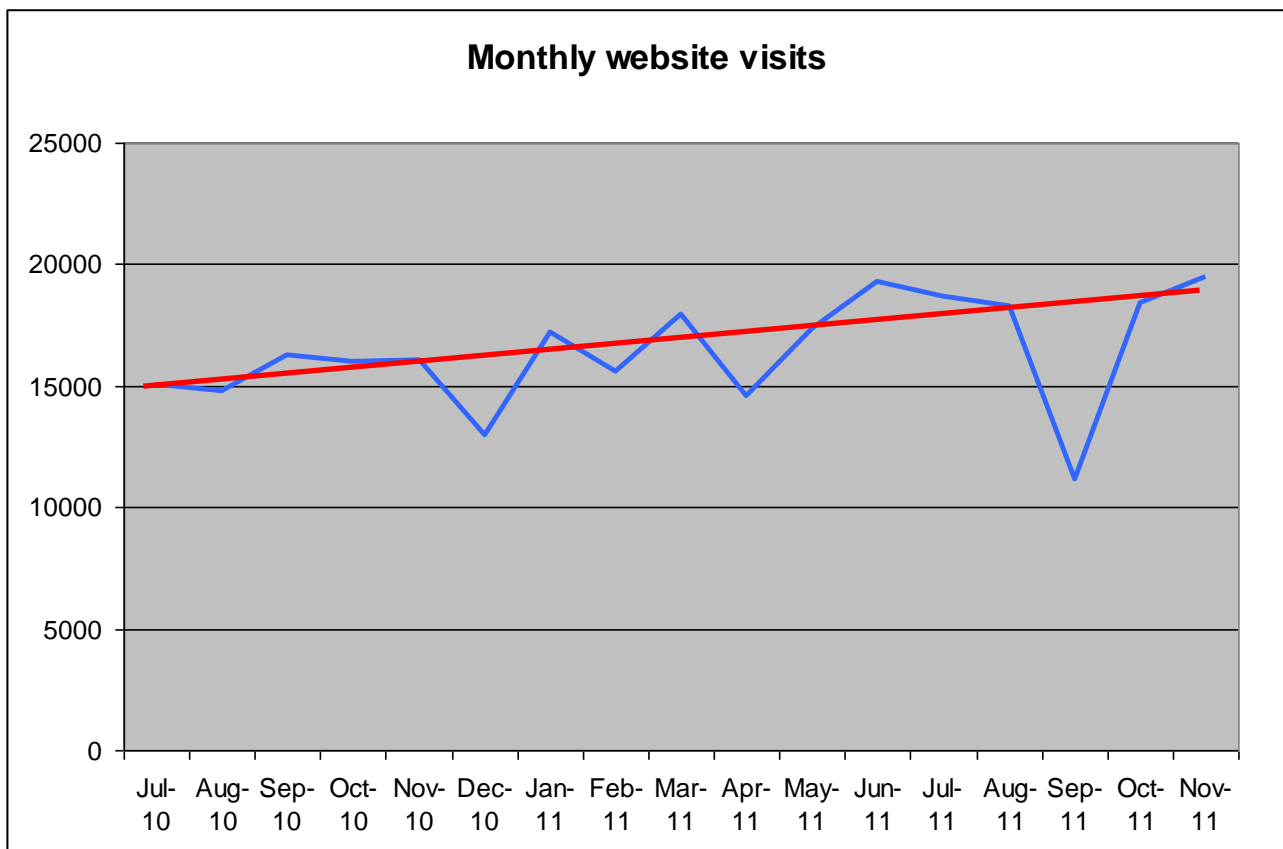


Figure 11

During the period, most traffic came from Google, followed by people directly accessing the website by typing in the address.

The most popular search words used to access the site are (most popular first):

1. sandwell hospital
2. city hospital birmingham
3. city hospital
4. birmingham city hospital
5. sandwell and west birmingham hospitals nhs trust
6. sandwell general hospital
7. swbh
8. dudley road hospital
9. city hospital birmingham uk
10. www.swbh.nhs.uk

The most popular browser for accessing the website is Internet Explorer version 8.

3.8 Patient Information

Following achievement of the Information Standard earlier this year, 359 patient information leaflets have been completed to date, with a further 130 in production.

Internal Audit has reviewed the Trust's approach to patient information and The Trust will be reassessed in February to ensure continuing compliance with the Information Standard.

3.9 Patient and public engagement

A significant amount of patient and public engagement takes place across the organisation, in various forms including surveys, user groups, special engagement events, and attendance at community meetings. Some of this is led or supported by the Communications and Engagement team, some is part of the Trust's membership strategy, and other engagement is led by clinicians and managers across the Trust engaging directly with their patients.

There is currently no centralised process for overseeing patient and public engagement and much of it is unreported. This is due to be addressed. Below is an example of some of the activity that has taken place over recent months:

3.9.1 Medicine

50 patients took part in a Listening into Action about coeliac disease which gave patients the chance to share ideas, recipes, and tips on living with coeliac disease.

The doctor patient communication project is continuing, involving videos of individual patients talking about their experiences.

A stroke group for younger stroke patients meets monthly.

3.9.2 Women's and Child Health

As part of the national cancer survivorship initiative, Sandwell and West Birmingham Hospitals Trust (SWBH) launched its first 'Looking Forward Programme'. 16 women took part in a 6 week course which covered topics as diverse as welfare rights, body changes and spotting cancer symptoms early

The Women's and Child Health division has undertaken a variety of surveys within the directorate; some surveys have been adapted for use in all age groups.

Children in Priory Ground joined the fight against infectious bugs at an event to teach youngsters and their parents about key infection prevention messages.

Children who make regular visits to Sandwell Hospital for treatment are creating their own cartoons and clay animations featuring their own voices, thanks to a unique joint venture between Sandwell and West Birmingham Hospitals NHS Trust and Computer Xplorers Birmingham Children tell stories about their experience of hospital through the creation of their own cartoons, which will then be published in a special 'kidzone' area of the Trust's new 'Engage' website.

3.9.3 Surgery

A prostate cancer group is meeting regularly with positive feedback from patients.

Lyndon 2, priory 2 and SAU have added patient suggestion boxes for patients to leave comments and suggestions.

Critical care have held patient and relative forums and are trying to develop an effective strategy for obtaining feedback from patients and relatives on discharge. This is complicated due to memory loss and distortion of perceptions in patients following critical illness.

3.10 Membership:

The Trust has an active shadow membership and continues to engage members in a range of activities, including a series of health talks, and the now annual discussion on Trust priorities. Attendance from members at events has dropped and a member survey is being carried out to determine the best way forward as part of the development of the membership strategy. Work is also underway to create a social networking / web platform for members.

Total membership numbers at December:

2009: 7,488

2010: 7,487

2011: 7,556

The FT Programme Board recently discussed increasing the membership target to 8,000 and plans are being developed to increase the membership to 8,000 by 31st March 2013.

Membership at December 2011 is broken down by constituency below at figure 12. A demographic breakdown of the membership follows at figure 13.

Constituency	Governor seats	Minimum member target	Members	Population	Change since last report
Ladywood	3	900	871	94538	↑
Edgbaston and Sparkbrook	1	300	389	96388	↑
Perry Barr	3	900	1084	100476	↑
Erdington	1	300	315	90654	↑
Wednesbury and West Bromwich	3	900	1116	105770	↑
Oldbury and Smethwick	3	900	1314	94969	↑
Tipton and Rowley Regis	3	900	748	82165	↑
The Wider West Midlands	2	600	1710	4602348	→
Not Specified	0		9		
Total	19		7556	5267308	

Figure 12

The largest increase in membership was in Tipton and Rowley where there were 49 new members

	Over minimum target	↑	Increase, or no reduction in membership size
	Within 5% of target	→	Reduction in members by less than 10 members per Governor seat
	More than 5% below target	↓	Reduction in members by more than 10 members per Governor seat

SWBTB (12/11) 259 (a)

Public constituency	Members 2009	Members 2010	Members 2011	Number	Proportion of membership 2011	Eligible members 2011	Over / Under represented 2009	Over / Under represented 2010	Over / Under represented 2011	Excl. wider West Midlands
Age (years):										
0-16	253	430	432	↑	5.70%	428612	-6.08%	-3.70%	-3.7%	-6.2%
17-21	442	480	486	↑	6.40%	332660	-1.44%	-0.90%	-0.9%	-4.4%
22+	6,435	6,577	6,638	↑	87.90%	3768599	2.74%	4.70%	4.70%	10.6%
Ethnicity:										
White	4,494	4,354	4,379	↑	58.0%	4674296	-28.73%	-30.60%	-30.8%	-11%
Mixed	40	128	128	=	1.7%	73225	-0.86%	0.30%	0.30%	-1.3%
Asian or Asian British	1,584	1,725	1,744	↑	23.1%	385573	13.83%	7.30%	15.8%	2.8%
Black or Black British	808	799	805	↑	10.7%	104032	8.82%	2.00%	8.70%	4.2%
Other	266	188	191	↑	2.5%	30182	2.98%	0.60%	2.00%	1.3%
Socio-economic groups:										
ABC1	2,820	2,784	2,827	↑	46.70%	1913858	-9.09%	-9.60%	-9.6%	-3.3%
C2	1,235	1,211	1,230	↑	16.70%	685541	-0.25%	0.60%	-0.6%	-0.8%
D	1,560	1,579	1,602	↑	19.40%	794461	1.43%	1.70%	1.6%	-2.2%
E	1,873	1,911	1,924	↑	17.10%	700084	7.91%	8.40%	8.2%	5.7%
Gender analysis:										
Male	2,946	2,903	2,923	↑	48.90%	2575111	-9.55%	-10.10%	-10.2%	-9.3%
Female	4,386	4,437	4,483	↑	51.10%	2692197	7.46%	8.20%	8.2%	7.4%

Figure 13

4.0 Owing the Future

'Owing the Future' (OtF) sets out a new approach to develop a culture of ownership and engagement within our organisation, building on the success of 'Listening into Action' to give all staff a real voice in the organisation on a permanent basis.

The 'engagement' element of OtF involves each team electing an ambassador to work with the team leader to engage with frontline staff and to listen to their views and suggestions to deliver the highest quality patient care and staff satisfaction.

Ambassadors in each area come together in a forum to share their ideas and successes and discuss and resolve issues which have a wider impact.

At the beginning of 2011 it was agreed that we would pilot OtF in three areas of the Trust: the Sandwell Community Adult Health Division (32 ambassadors), the Sandwell Community Child Health Directorate (9 ambassadors) and the Pathology Division (13 ambassadors). The purpose of the pilot is;

- To evaluate the feasibility of OtF being rolled out across the whole organisation and identify any issues which would need to be addressed
- To identify whether we need a one size fits all structure or one that is flexible to fit the varying characteristics of the organisation.
- To ensure an effective election process is in place
- To ensure that the feedback loop works effectively and that staff are engaging with OtF
- To assist in identifying what time and resources are needed to roll out OtF across the organisation; this will also enable us to determine long term resource implications of 'OtF'

The pilot commenced in May 2011 with the first elections which generated a 43% return rate. A number of issues were highlighted including staff changes in teams during the elections, and large differences in team sizes, particularly in the community areas. A welcome event was held in July to communicate the OtF vision to ambassadors, managers and trade union representatives.

A first stage evaluation has been carried out and preliminary findings have been discussed by the programme team. The evaluation combined both qualitative and quantitative methodologies and collated data from across the pilot areas and from staff at all levels

As part of the evaluation, a pulse check which was carried out of 185 members of staff - around 20% of all staff in the areas taking part in the pilot.

The pulse check showed that 92% had heard of Owing the Future, 74% said they knew what it is about, and 56% understood how it works. Nearly two thirds (64%) said they thought their manager supported the introduction of Owing the Future in their area and 74% said they knew who their ambassador was.

However, only 40% said the pilot was being taken seriously enough and the majority (54%) weren't sure whether it would benefit their area.

One to one interviews with 51 Ambassadors and managers, as well as focus groups, observation of ambassador forums and collating of information recorded in ambassador log books, were also used to undertake a more in depth evaluation.

The initial feedback has shown some learning points including the structure of the ambassador forums, and gaps in communication between managers and ambassadors.

As expected, as well as seeing some benefits from OtF, each area has encountered some difficulties or concerns as they have been implementing it, and have adapted it to suit their areas.

In Pathology, the forum meets monthly and two ambassadors sit on the division's management group. The pilot has progressed faster in pathology, partially due to the monthly meetings, and also because there have been some issues within the community areas resulting from the transfer of community services.

Pathology ambassadors have fully embraced OtF within the division. The ambassadors range from junior staff to senior managers. They have used various methods to engage staff in OtF which have worked well including;

- Newsletters, introducing themselves and outlining the project benefits/roles
- Sharing of minutes from the Ambassador Forum
- Notice Boards
- Drop in sessions
- Suggestion Box

This work is reflected in the pulse check with 96% of staff in Pathology indicating they know who their Ambassador is and understand OtF. During the pilot, ambassadors say they have resolved security and health and safety issues, improved the environment for staff at Sandwell, developed ideas to improve productivity, helped develop emergency plans, created a feedback loop for decision making and held managers to account when action is left unresolved.

There are some good examples with the community areas, with ambassadors visiting John Lewis to learn from their model works and adapt it to benefit Trust staff and patients. Straightforward issues or questions are being resolved but many of the issues raised by ambassadors in the community areas are complex and do not have quick solutions.

5.0 Recommendations

The Trust Board is asked to NOTE the report