

## Board of Directors (in Public) Item 5.4

**Subject:** Communications Strategy Progress Update  
**Date of Meeting:** 31<sup>st</sup> January 2024  
**Presented by:** Jane Royds, Interim Chief People Officer  
**Purpose of Report:** To Note

BAF Reference	Impact on BAF
ALL	Assurance on progress against Communications strategy including internal and external priorities.

Level of assurance (please tick one)					
<input checked="" type="checkbox"/>	<b>Acceptable assurance</b>	<input type="checkbox"/>	<b>Partial assurance</b>	<input type="checkbox"/>	<b>Low assurance</b>
	Controls are suitably designed, with evidence of them being consistently applied and effective in practice		Controls are still maturing – evidence shows that further action is required to improve their effectiveness		Evidence indicates poor effectiveness of controls

### 1. Executive Summary

The purpose of this paper is to update Board of Directors on progress following the first full 12 months of the Trust's Communications Strategy which was approved in Autumn 2022.

The strategy set out a vision for the development, delivery, monitoring and evaluation of a cohesive, proactive and high-quality programme of planned and reactive communications activities.

The Board of Directors is asked to note the good progress being made against the Communications Strategy and the priorities for the next 12 months.

### 2. Update on progress delivering against our ambitions in 2023

Ambition	We will...	We'll know it's right when...	Progress in 2023
<b>Support the delivery of world class care</b>	<ul style="list-style-type: none"> <li>- Promote LHCH as a world class centre for cardiothoracic care and treatment via existing and new online, digital, print, media channels</li> <li>- Maximise existing comms channels and work with Digital Systems to explore the development of new channels</li> </ul>	<ul style="list-style-type: none"> <li>- Everyone at LHCH understands the importance of sharing successes</li> <li>- We are proactive in promoting world class achievements</li> <li>- We gain national and international recognition for our achievements</li> <li>- We have a clear and</li> </ul>	<ul style="list-style-type: none"> <li>- New website/intranet projects completed by Nov 2023.</li> <li>- Established quarterly comms catch ups with Divisional Leads</li> <li>- Ongoing</li> <li>- Ongoing</li> <li>- To be developed in</li> </ul>

Ambition	We will...	We'll know it's right when...	Progress in 2023
	(website, intranet, staff app) - Establish in the minds of staff that LHCH is a world class research centre. - Promote LHCH's key messages, vision, values, priorities and plans to inspire commitment and support of Trust priorities	consistent story of LHCH's world class care - Staff are equipped to articulate LHCH's story of world class care	partnership with Divisional leads in 24 - To be developed in partnership with Divisional leads in 24 - Consistent rhythm of weekly research messages
<b>Work to advance quality and outcomes</b>	- Raise awareness of safety culture, FTSU & other campaigns (eg HALT, sepsis awareness, speak out safely, pressure ulcer prevention etc) - Inspire confidence in LHCH and its services and drive improvements in the Trust's reputation. We will actively engage in difficult issues, always taking an open, honest and caring approach	- There is a clear annual calendar of awareness days and campaigns - We have a proactive approach to marking quality and outcomes - We have a collaborative and coordinated approach, between clinical teams and comms. - Everyone at LHCH is aware of safety campaigns / health days	- See appendix 1 - Completed and ongoing through website/social media (externally), Team Brief (internally) - Regular comms/clinical catch ups established - Weekly/monthly awareness campaigns communicated heavily internally/externally
<b>Increase value</b>	- Evaluate effectiveness of all internal comms, ensuring recommendations are implemented where possible. - Ensure all comms delivery is cost effective - Lead effective PR and comms to support the Trust's fundraising strategy, and major campaigns, ensuring increasing levels of engagement and the realisation of new investment in hospital services/facilities. - Explore opportunities for generating additional income and/or Charitable donation through use of LHCH's web and social media channels - Communicate environmentally sustainable services and plans to drive greater efficiency and behaviour change	- We have a strategic and value based approach to undertaking all communication activities - All communications output is costed, including comms team time, budgeted and appropriately evaluated - There is greater brand recognition of LHCH Charity, leading to increased donations	- Introduced new quarterly board reports analysing comms output - Using new internal comms (Sway) to provide useful analytics on reach and readership. Weekly bulletin regularly read by 25% staff - Ongoing work with Charity Team to merge social media accounts to provide greater reach, and to produce more consistent flow of engaging donor/patient stories. More PR will follow as strong campaigns are announced. - Highly successful Christmas Campaign demonstrates progress with closer working to be re-established in 2024
<b>Demonstrate the development of people</b>	- Explore entry into national awards for best practice and highlight national awards and survey successes - Support the ongoing promotion of LHCH as the best place to work – 'why work anywhere else' - Deliver effective comms to support divisions enabling them to fulfill their respective business plans, and Trust's vision of 'being the best'. - Create brand/comms ambassadors, internally and externally, who will contribute to delivering all of the objectives and widen our reach/reputation	- We have a proactive and consistent approach to celebrating staff / team success both internally and externally - Staff stories are routinely created and shared across the Trust - We have a proactive approach to entry into national awards - Colleagues across the Trust become active partners in communicating achievements / successes.	- All awards success celebrated online (social/website) and internally (team Brief, corridor posters etc) and via Grand Awards event - Ongoing/complete – via social media, newsletters, weekly bulletin through Team of the Week - More work to do to encourage comms champions, but increasing number of leaders/depts with professional social media channels to share Trust content

Ambition	We will...	We'll know it's right when...	Progress in 2023
	- Influence behaviour, helping to embed Trust's values, policies and initiatives and support embedding of the People Plan		
<b>Promote leadership through collaboration</b>	<ul style="list-style-type: none"> <li>- Support delivery of the Trust's '3Ps' strategy by delivering effective comms championing the successes of strategic partnerships and collaborations.</li> <li>- Use effective comms to highlight the achievements of the Cheshire and Merseyside CVD Board, and the leadership role of LHCH</li> <li>- Use effective comms to highlight the achievements of all collaborative partnerships involving LHCH leadership, eg Targeted Lung Health Checks</li> <li>- Strengthen and enhance communication of LHCH brand to support the development of future collaboration</li> <li>- Develop closer communication links with ICS partners</li> </ul>	<ul style="list-style-type: none"> <li>- We have a consistent approach to communicating collaboration successes, both internally and with external partners</li> <li>- We have strong two-way engaging communications with stakeholders and enhanced relationships</li> <li>- LHCH brand recognition is enhanced</li> <li>- LHCH's website and social media channels actively champion collaboration</li> </ul>	<ul style="list-style-type: none"> <li>- More work to do to capture and collate successes – but shared consistently when received</li> <li>- New bi-monthly stakeholder bulletin launched in 2023</li> <li>- Greater focus required in 2024 to understand/measure brand reach and to deliver greater PR output</li> <li>- Ongoing/complete – eg Breathing Point, LCCS, Happy Hearts, iDigital, Healthy Lung, Pumping Marvellous etc</li> </ul>
<b>Support the improvement of population health</b>	<ul style="list-style-type: none"> <li>- Encourage people to make better, more appropriate choices about the way they access or use LHCH services</li> <li>- Actively support collaborative community health initiatives and campaigns with high quality communications and events</li> <li>- Develop and deliver a rolling programme of clear, consistent, timely, engaging and targeted health messages</li> </ul>	<ul style="list-style-type: none"> <li>- We understand exactly what, where, when and why health messages need to be shared</li> <li>- A clearly articulated calendar of events is developed</li> <li>- We have a proactive approach to issuing communications to targeted populations</li> <li>- Success stories and experiences are routinely shared</li> </ul>	<ul style="list-style-type: none"> <li>- Close working established with H&amp;WB, EDIB and strategy teams</li> <li>- See appendix and HR front door</li> <li>- More work to do</li> <li>- Ongoing/complete – monthly videos produced for board / Team Brief and shared online with high levels of positive engagement</li> </ul>

Further details of activity in 2023 are included in Appendix 1.

### 3. Communication plans for 2024

The plans for 2024 include:

- Explore PR opportunities from Cath Labs opening, linked to Heart Month (February)
- Work closely with new Chief Executive to understand areas of focus and interest and possible new channels (eg monthly CEO broadcast, CEO blog etc)
- Explore new professionally produced LHCH awareness videos – general awareness of who we are and what we do, and then a second version to be more clinically focussed and/or recruitment purposes.
- Explore and analyse ways of exploiting AI from a comms perspective.
- Further work with iDigital to explore options for targeted comms messaging.
- Closer working with Divisional Leads/Clinical Leads with the aim of generating high quality PR coverage.
- Closer working with LHCH Charity to exploit PR opportunities.
- Explore reintroduction of LHCH Charity sponsored photo competition.

- Explore ways of building Youtube audience to an income generating income, with a longer-term view of creating regular, bespoke high quality cardiothoracic content and/or mini documentaries.
- Lead on plans for LHCH Grand Awards 2024
- Produce LHCH Annual Report and Accounts to deadline and for Parliament approval.
- Organise and host Annual Members' Meeting
- Lead on Governor elections and continue membership events/activities for 2024.
- Produce quarterly LHCH Matters newsletter, Summary Annual Review and other routine documents.
- Focus on internal comms champions and content sharers – to provide Comms Team with timely news/achievements to promote widely.
- Continue planning and support for health awareness days and events.
- Continue implementing consistent approach to social media comms for LHCH and LHCH Charity. Keep watching brief on Twitter changes and impact of new Threads platform and consider introduction of TikTok.
- Continue identifying and filming high quality patient experience videos.
- Support all divisions with strategic aims and objectives, and be responsive to internal campaign requirements e.g. patient safety, research, education etc.

The 2024 communications calendar is included in Appendix 2.

#### **4. Conclusion**

Excellent progress made on delivery of Trust's communication strategy within the first 12 months. Major focus of 2023 was on delivery of the Trust's new website/intranet project – great achievement to complete on time, budget, and with positive feedback. High quality patient videos across the year have generated positive feedback. There has been positive engagement and increases across all social media channels in line, thanks to the focus provided by the joint digital comms role (Trust/Charity). Extensive divisional support required and delivered, always to the highest of standards.

More work required in 2024 to focus on positive PR and brand awareness, and an understanding of what can reasonably be delivered with limited team resources.

#### **5. Recommendations**

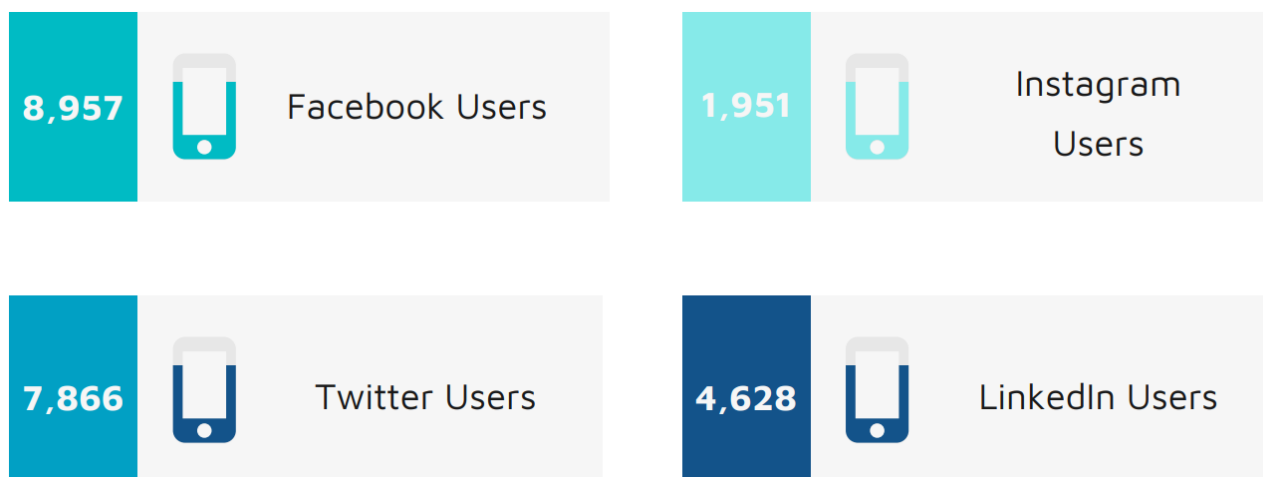
The Board of Directors is asked to note the contents of the report.

## **Appendix 1 – Details of Communication activity in 2023**

### **(a) Communications Highlights 12 month (Jan – Dec 2023)**

- New LHCH website and staff intranet project commissioned, initiated, engagement undertaken, designed, approved and launched successfully, with positive initial feedback. Website launched in Sept '23 and staff intranet launched Nov '23.
- Planned and delivered a highly successful LHCH Grand Awards in November 23 – securing £30k+ in sponsorship, and raising £1k+ for LHCH Charity on the night. Attended by 400 staff.
- Extensive strategic comms requirement throughout Autumn/Winter 23, regarding executive changes.
- Collaborated with LHCH Charity on a highly successful Christmas Campaign which generated £30k+, including £3k+ directly from LHCH Facebook page.
- Implemented a more consistent and analytical approach to social media comms for LHCH and LHCH Charity
- Produced LHCH Annual Report and Accounts 22/23, LHCH Summary Review of the Year 2023, and LHCH Quality Report.
- Produced quarterly editions of LHCH Matters newsletter.
- Launched regular new electronic Stakeholder Briefings
- Changed the approach to internal comms via Sway to capture usage stats, which show approx. a quarter of staff read the weekly bulletins.
- Supported extensive industrial action internal comms.
- Supported the development and design of multiple new LHCH strategies (People Plan, Finance Strategy, Estates Strategy, Patient and Family, Nursing Strategy, Volunteers Strategy, Specialist Palliative Care etc)
- Led and or supported divisional teams with comms for multiple events throughout the year - NHS 75 BBQ, King's Coronation, Nurses Day, Live Well Work Well, health awareness days, Schwartz Rounds, Team Brief etc.
- Planning for formal Cath Labs opening (Feb 2024)
- Committed to close collaboration with research team and production of weekly research updates.
- Led governor elections process.
- Led Employee of the Month process.
- Announced new LHCH Charity ambassador.
- Ongoing LHCH Charity communications and PR support
- Interviewed, filmed and edited monthly video patient stories for Board / Team Brief
- Continued delivering membership/governor events and activities.
- Extensive comms support for launch and ongoing awareness of Breathing Point website, in partnership with Innovation Agency.
- Supported comms for multiple vacancies and collaborated with HR Team.
- Supported all divisions with training and education videos.
- Supporting comms for staff survey, Pulse Checks, vaccination campaigns etc
- Excellent engagement/reach seen on all four social media channels. Facebook performs best with patient experience/staff story content; and Twitter engagement with clinical and staff focused content remains positive. Instagram audience continues to grow fastest. LinkedIn performs strongly with professional content.

## (b) Social Media Highlights – End of Dec 2023



## (c) Facebook Highlights 2023

- Throughout 2023, we gained 650 followers or an average of 54 per month.
- Total reach for the year - 773,670 (a 4% increase on 2022).
- Total page visits - 55,259 (a 60% increase on 2022).
- The LHCH Charity Christmas campaign generated £3k via our Facebook page.
- Facebook remains LHCH's top performing social media platform.
- Our top four performing posts were as follows:

	'At the going down of the sun and in the morning, we ... Liverpool Heart and Chest Hospital and Charity	Boost post	12 Nov 2023	26.1K Reach	1.2K Reactions
	Daniel Craig takes on new role as LHCH Charity ambas... Liverpool Heart and Chest Hospital and Charity	Boost post	16 Jan 2023	25.6K Reach	633 Reactions
	Today we say farewell and wish a very happy retiremen... Liverpool Heart and Chest Hospital and Charity	Boost post	28 Feb 2023	4.8K Reach	485 Reactions
	"I got the phone call from LHCH and was told I had the... Liverpool Heart and Chest Hospital and Charity	Boost post	21 Dec 2023	8.7K Reach	447 Reactions

## (d) Instagram Highlights 2023

- Throughout 2023, we gained 380 followers or an average of 32 per month.
- Total reach for the year - 70,192 (a 130% increase on 2022).
- Total profile visits - 7,124 (a 47% increase on 2022).
- Our top four performing posts for the year were as follows:

	"I got the phone call from LHCH and was told I had the... lhch.ft	Boost post	21 Dec 2023	1.5K Reach	216 Likes
	A very Happy Christmas from all our staff on Oak Ward... lhch.ft	Boost post	25 Dec 2023	1.4K Reach	215 Likes
	It's been a brilliant day today at LHCH as we've celebra... lhch.ft	Boost post	12 May 2023	1.3K Reach	206 Likes
	Huge congratulations to Critical Care Nurse, Lauren Far... lhch.ft	Boost post	29 Jun 2023	1.2K Reach	202 Likes



## (e) Twitter / X Highlights 2023

- Throughout 2023, we gained 249 followers or an average of 20 per month.
- Impressions (amount of time the post is viewed)
  - Jan - Jul 2023 = 103,000
  - Aug - Dec 2023 = 73,500.
- Since the takeover of Twitter and rebrand into X, UK-wide usage has dropped 18%.
- Our top performing posts for the year, based on impressions, engagement and engagement rate are as follows:

<p><b>LHCH</b> @LHCHFT · May 31</p> <p>The <a href="#">@idigitalnhs</a> Tech Bar was officially opened this morning by Jane Tomkinson, CEO &amp; Val Davies, Chair.</p> <p>The Tech Bar enables people to turn up without a booking &amp; have any digital related problem looked at. <a href="#">#Welldone</a> to all of the team involved in providing this key service. 🍷 <a href="https://pic.twitter.com/uvWUVMkAyp">pic.twitter.com/uvWUVMkAyp</a></p> <p><a href="#">View post activity</a></p>	5,335	405	7.6%
<p><b>LHCH</b> @LHCHFT · Jul 10</p> <p>How can robots help us feel better?</p> <p>Hear Professor Mark Field talk about the effects of transcranial doppler ultrasound &amp; how this new system will ensure better &amp; safer patient care for those undergoing highly specialised aortic arch surgery at LHCH. □ <a href="https://tinyurl.com/3te75y3w">tinyurl.com/3te75y3w</a> <a href="https://pic.twitter.com/YlIimbPnVD">pic.twitter.com/YlIimbPnVD</a></p> <p><a href="#">View post activity</a></p>	4,385	152	3.5%
<p><b>LHCH</b> @LHCHFT · Nov 30</p> <p>LHCH is pleased that, following three years of construction work, the Catheter Laboratories (Cath Labs) redevelopment project will be officially opening early 2024. 🍷</p> <p>Read about our redevelopment in full here <a href="https://tinyurl.com/n2pd4kk2">tinyurl.com/n2pd4kk2</a> <a href="https://pic.twitter.com/Kit62Selap">pic.twitter.com/Kit62Selap</a></p> <p><a href="#">View post activity</a></p>	4,079	148	3.6%

## (f) LinkedIn Highlights 2023

- Throughout 2023, we gained 1,182 followers or an average of 99 per month.
- LinkedIn is our top performing site re. follower growth.
- Total page views for the year - 7,013 or an average of 580 per month.
- We rank 7<sup>th</sup> when our growth rate is compared to similar NHS trusts across Merseyside, Cheshire and Greater Manchester (1<sup>st</sup> Manchester University NHS, 2<sup>nd</sup> LUHFT, 3<sup>rd</sup> Mersey Care, 4<sup>th</sup> Alder Hey, 5<sup>th</sup> Wirral, 6<sup>th</sup> St Helens & Knowsley)
- Our top performing posts in 2023:
  - New Medical Director - 398 reactions and 15,248 impressions.
  - New CEO announcement - 314 reactions and 8,304 impressions.
  - Laura's patient story - 215 reactions and 9,627 impressions.

## Appendix 2 – 2024 Communication Calendar

# LHCH Communications Activity Calendar 2024

### January

- Dry January
- Blue/Brew Monday 15th
- Tu B'Shevat 24th

### February

- Heart Month
- Live Well Work Well 1st
- Wear Red Day 2nd
- LGBT History Month
- Time to Talk Day 1st
- World Cancer Day 4th
- National Apprenticeships Week 5th
- Valentine's Day 14th
- Nirvana Day 15th
- Shrove Tuesday 13th

### March

- Walk all over cancer 1st
- International Women's Day 8th
- National No Smoking Day 13th
- Nutrition and Hydration Week 11th
- Healthcare Science Week 11th
- MASD Awareness Day 21st
- World Sleep Day 15th
- Mothering Sunday 10th
- HSJ Partnership Awards 21st
- LHCH Matters Newsletter
- Purim 23rd
- Holi 25th
- Hola Mohalla 25th
- Palm Sunday 24th
- Good Friday 29th
- Easter Sunday 31st

### April

- LHCH Matters Newsletter
- LHCH Annual Report & Accounts
- Stress Awareness Month
- Eid al-Fitr 9th
- Rama Navami 17th
- Passover 22nd
- Theravada New Year 24th
- World Health Day 7th
- Ridvan 20th

### May

- LHCH Members Event
- CF Week 1st
- Dying Matters Week 6th
- National Walking Month
- World Asthma Day 7th
- Stroke Awareness Day 10th
- International Nurses Day 12th
- Equality, Diversity and Human Rights Week 13th
- World Fibromyalgia Awareness 12th
- National ODP Day 14th
- Mental Health Awareness Week 13th
- Dementia Action Week 13th
- World Hypertension Day 17th

### June

- Pride Month
- LHCH Matters Newsletter
- Volunteer's Week 1st
- Bike Week 10th
- Heart Rhythm Week 5th
- Men's Health Week 12th
- Shavout 11th
- Learning Disability Week 17th
- Estates & facilities Day 19th
- Breathe Easy Week 20th
- HSJ Digital Awards 6th
- Eid al-Adha 16th
- Armed Forces Day 29th

### July

- NHS 76th Birthday 5th
- Martyrdom of the Bab 8th
- South Asian Heritage Month
- Haile Selassie Birthday 23rd

### August

- World Lung Cancer Day 1st
- Cycle to Work Day 1st

### September

- Flu campaign start
- NHS Staff Survey
- LHCH Matters Newsletter
- Know Your Numbers Week 9th

- Emergency Services Day 9th
- World Sepsis Day 13th
- World Patient Safety Day 17th
- Organ Donation Week 23rd
- HSJ Patient Safety Awards 16th
- International Week of Happiness at Work 23rd
- World Heart Day 29th
- Aortic Dissection Awareness Day 19th
- Falls Prevention Awareness
- World Pharmacist Day 25th
- Lung Health Day 23rd
- HR Professionals Day 28th

### October

- LHCH Matters Newsletter
- Stoptober
- Freedom to Speak Up Month
- Black History Month
- World Mental Health Day 10th
- Yom Kippur 11th
- Allied Health Professionals Day
- Restart a heart day 16th
- Infection Prevention Week 20th
- Vijayadashami 12th
- Nursing Times Awards

### November

- Lung Cancer Awareness Month
- World Radiography Day 8th
- World Diabetes Day 14th
- World COPD Awareness Day 15th
- Remembrance Day 11th
- Diwali 1st
- Occupational Therapy Week
- Stop Pressure Ulcers Day 21st
- Disability History Month
- LHCH Grand Awards
- International Men's Day 19th
- Mary Seacole B'day 23rd

### December

- LHCH Charity Christmas Campaign
- LHCH Matters Newsletter
- Volunteers' Day 5th
- Hanukkah 7th
- Christmas Day 25th

- Religious Holidays
- LHCH Charity Events
- Live Well, Work Well Staff Events
- Armed Forces Events