

## Board of Directors (in Public)

### Item 5.3

**Subject:** Communications Strategy Progress Update  
**Date of Meeting:** 30<sup>th</sup> July 2024  
**Prepared by:** Matthew Back, Head of Comms  
**Presented by:** Jane Royds, Chief People Officer  
**Purpose of Report:** To Note

BAF Reference	Impact on BAF
N/A	None

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

#### 1. Executive Summary

The purpose of this paper is to update Board of Directors on progress with the Trust's Communications Strategy in the first 6 months of 2024.

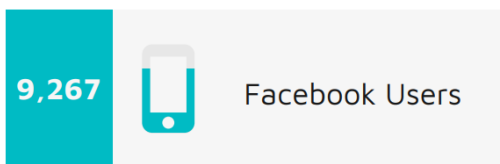
The strategy, approved in Autumn 2022, set out a vision for the development, delivery, monitoring and evaluation of a cohesive, proactive and high-quality programme of planned and reactive communications activities. It aims *to deliver the very best internal and external communications every day, which align with, and actively support LHCH's vision and strategic objectives.*

#### 2. Comms Highlights 6 month (Jan – June 2024)

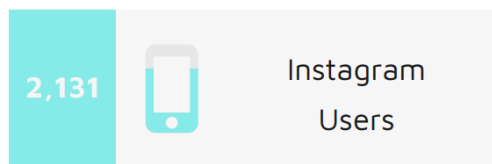
- Successful production and completion of LHCH Annual Report and Accounts 23/24, including laying before Parliament.
- Extensive support for completion of LHCH Quality Report 2023/24.
- Two editions of LHCH Matters newsletter produced

- Successful formal opening of LHCH Cath Labs
- Extensive comms/plans re. Executive changes, including new CEO appointment
- Extensive strategic comms planning and preparation.
- Interviews and farewell communications for Dr Perry and Mr Page
- Introduction of new monthly CEO update videos for staff
- Co-ordinated governor elections to fill vacant seats (5 seats to be filled by end of July 2024; 2 seats remain vacant, with plans put in place to address in Q3)
- Ongoing planning, administration support and weekly input with Council of Governors
- Launch of LHCH's Grand Awards 2024 – nominations, sponsorship and event plans
- Supported multiple awareness days and staff wellbeing events, and led successful comms for Learning Disability Awareness Day
- Coordinated two comms/PR photoshoots with staff
- Good BBC1 coverage of Grant's patient story – cardiac arrest, bypass surgery
- Coordinated onsite filming for use at Royal College of Physicians Conference
- Weekly research meetings and research communication updates.
- Ongoing LHCH Charity communications and PR support
- Filming monthly patient stories and introducing staff stories for Board / Team Brief
- Supported comms for multiple vacancies and collaborated with HR Team.
- Supported all divisions with training and education videos.
- Supported HR/Education with extensive comms messaging.

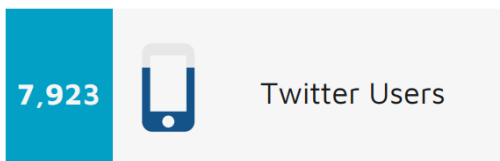
### 3. Social Media Highlights – End of June 2024



Increase of 350 followers



Increase of 190 followers



Increase of 65 followers



Increase of 926 followers


### Facebook 6 month highlights 2024

- We gained 650 followers in 2023, and have gained 350 to date this year. We are currently gaining an average of 58 followers per month in comparison to 53 last year.
- Our reach for the year currently sits at 223,081, averaging a monthly audience reach of 37,180.
- Facebook remains our top performing platform, with most interactions from patient and staff content.
- Our top four performing posts were as follows:

	Today marks the last working day of a LHCH legend, Mr Richa...	Boost	28 March 11:30	8.6K Reach	417 Reactions	109 Comments	21 Shares
	We're so pleased with the news yesterday that LHCH has bee...	Boost	8 March 08:31	9.4K Reach	346 Reactions	37 Comments	33 Shares
	LHCH is delighted to have implanted the world's smallest lea...	Boost	2 May 16:02	9.2K Reach	330 Reactions	25 Comments	39 Shares
	Today we wished a fond farewell to Dr Raphael Perry. Dr Perry...	Boost	16 February 15:35	4.9K Reach	296 Reactions	73 Comments	4 Shares
	This morning, Liz Bishop, Chief Executive and Manoj Kuduvali...	Boost	20 March 11:45	8.2K Reach	291 Reactions	45 Comments	8 Shares

## Instagram 6 month highlights 2024

- We gained 380 followers in 2023 and have gained 190 followers over the last 6 months.
- We are performing at the same rate as last year with an average of 32 new followers per month.
- Our reach for the year sits at 7,800 accounts, with most interactions from patient and staff content.
- Our top four performing posts for the year were as follows:

	Today marks the last working day of a LHCH legend, Mr Richa...	Boost	28 March 11:30	--	216 Likes	18 Comments	--
	Last week @bbcbreakfast featured Grant's incredible story. T...	Boost	30 April 16:15	--	203 Likes	14 Comments	7 Shares
	Today we wished a fond farewell to Dr Raphael Perry. Dr Perry...	Boost	16 February 15:45	--	177 Likes	0 Comments	--
	This morning, Liz Bishop, Chief Executive and Manoj Kuduvalli...	Boost	20 March 11:45	--	172 Likes	8 Comments	1 Shares
	LHCH is thrilled that our state-of-the-art catheter laboratory r...	Boost	19 February 11:46	--	167 Likes	0 Comments	4 Shares

## Twitter / X 6 month highlights 2024

- We are performing at the same rate as last year for monthly new followers - 21.
- Since the takeover of Twitter into X, the analytics function has been severely restricted whilst the platform has also reported a loss of nearly three million British users.
- Content that performs the best is centred around staff (achievements e.g EOTM, conferences and awards presented at or attended, staff retirements).
- Top performing posts over the last 6 months (based on likes)
  - *CEO Announcement - 2,868 views / 68 likes.*
  - *Mr Richard Page retirement - 2,231 views / 63 likes.*
  - *LHCH implants world's smallest leadless pacemaker - 2,936 views / 62 likes.*
  - *Dr Raphael Perry retirement - 4,031 views / 53 likes.*
  - *ACHD service first implants - 2,346 views / 48 likes.*

## LinkedIn 6 month highlights 2024

- We gained 1,182 followers in 2023 and have gained over 926 followers over the last 6 months.
- Monthly followers gained in 2023 – 98, which compares with 154 gained followers per month in 2024.
- We are over performing on monthly followers by 57%.
- We've had 5,134 page views – average 855 per month, compared to 580 last year.
- Top performing posts over the last 6 months:
  - *Cath Lab re-development opening - 452 likes.*
  - *Mr Richard Page retirement - 350 likes.*
  - *Dr Raphael Perry retirement - 322 likes.*
  - *CEO Welcome - 297 likes.*
  - *Cath Lab pre-opening video ft Dr Nick Palmer - 255 likes.*

#### 4. Update on progress delivering against our ambitions

Ambition	We will...	We'll know it's right when...	Progress Jan-June 2024
<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 (website, intranet, staff app)</li> <li>- Establish in the minds of staff that LHCH is a world class research centre.</li> <li>- Promote LHCH's key messages, vision, values, priorities and plans to inspire commitment and support of Trust priorities</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 consistent story of LHCH's world class care</li> <li>- Staff are equipped to articulate LHCH's story of world class care</li> </ul>	<ul style="list-style-type: none"> <li>- New website/intranet project completed and embedded.</li> <li>- Routine catch ups with Divisional/Operational Leads and attendance at Ops Board</li> <li>- Ongoing</li> <li>- Ongoing</li> <li>- To be developed in partnership with Divisional leads in 2024</li> <li>- To be developed in partnership with Divisional leads in 2024</li> <li>- Consistent rhythm of weekly research messages</li> </ul>
<b>Work to advance quality and outcomes</b>	<ul style="list-style-type: none"> <li>- Raise awareness of safety culture, FTSU &amp; other campaigns (eg HALT, sepsis awareness, speak out safely, pressure ulcer prevention etc)</li> <li>- 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</li> </ul>	<ul style="list-style-type: none"> <li>- There is a clear annual calendar of awareness days and campaigns</li> <li>- We have a proactive approach to marking quality and outcomes</li> <li>- We have a collaborative and coordinated approach, between clinical teams and comms.</li> <li>- Everyone at LHCH is aware of safety campaigns / health days</li> </ul>	<ul style="list-style-type: none"> <li>- Completed - see appendix 1</li> <li>- Completed and ongoing through website/social media (externally), Team Brief (internally)</li> <li>- Regular comms/clinical catch ups established</li> <li>- Weekly/monthly awareness campaigns communicated heavily internally/externally</li> </ul>
<b>Increase value</b>	<ul style="list-style-type: none"> <li>- Evaluate effectiveness of all internal comms, ensuring recommendations are implemented where possible.</li> <li>- Ensure all comms delivery is cost effective</li> <li>- 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.</li> <li>- Explore opportunities for generating additional income and/or Charitable donation through use of LHCH's web and social media channels</li> <li>- Communicate environmentally sustainable services and plans to drive greater efficiency and behaviour change</li> </ul>	<ul style="list-style-type: none"> <li>- We have a strategic and value based approach to undertaking all communication activities</li> <li>- All communications output is costed, including comms team time, budgeted and appropriately evaluated</li> <li>- There is greater brand recognition of LHCH Charity, leading to increased donations</li> </ul>	<ul style="list-style-type: none"> <li>- Completed - quarterly comms board reports produced</li> <li>- Further work needed in Q3/Q4 to become more targeted and more evidence based.</li> <li>- Ongoing. Weekly planning meetings introduced, regular review of Charity campaigns and supporter stories. Highly successful story on BBC1 following cardiac arrest, led to ongoing Charity involvement and event planning.</li> <li>- Planning ongoing for 2024 Christmas Campaign</li> </ul>

<b>Demonstrate the development of people</b>	<ul style="list-style-type: none"> <li>- Explore entry into national awards for best practice and highlight national awards and survey successes</li> <li>- Support the ongoing promotion of LHCH as the best place to work – ‘why work anywhere else’</li> <li>- Deliver effective comms to support divisions enabling them to fulfil their respective business plans, and Trust’s vision of ‘being the best’.</li> <li>- Create brand/comms ambassadors, internally and externally, who will contribute to delivering all objectives and widen our reach/reputation</li> <li>- Influence behaviour, helping to embed Trust’s values, policies and initiatives and support embedding of the People Plan</li> </ul>	<ul style="list-style-type: none"> <li>- We have a proactive and consistent approach to celebrating staff / team success both internally and externally</li> <li>- Staff stories are routinely created and shared across the Trust</li> <li>- We have a proactive approach to entry into national awards</li> <li>- Colleagues across the Trust become active partners in communicating achievements / successes.</li> </ul>	<ul style="list-style-type: none"> <li>- Complete/ongoing as all awards success celebrated online (social/website) and internally (team Brief, corridor posters etc) and via Grand Awards event</li> <li>- Ongoing/complete – via social media, newsletters, weekly bulletin through Team of the Week</li> <li>- Focus in Q3/Q4 to encourage comms champions and greater willingness to share content.</li> </ul>
<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>- Ongoing task to capture and collate successes. Recent addition to Ops Board attendee list is beneficial.</li> <li>- New bi-monthly stakeholder bulletin to be launched from September 2024</li> <li>- Focus in Q3/Q4 to seek 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 1 / HR front door</li> <li>- Done through LHCH Matters and website, but renewed focus in Q3/Q4</li> <li>- Ongoing/complete – monthly videos produced for board / Team Brief and shared online with high levels of positive engagement</li> </ul>

## **5. Comms plans for July - Dec 2024**

- Strategic comms around system working and future plans.
- Finalise event, nominations and sponsorship for LHCH Grand Awards 2024
- Produce Summary Annual Review 2024 and support Annual Members' Meeting
- Continue planning and support for health awareness days and events.
- Produce quarterly LHCH Matters newsletter and other routine documents.
- Maintain membership events/activities for 2024 and begin plans for 2025.
- Support all divisions with strategic aims and objectives, and be responsive to internal campaign requirements eg patient safety, research, education etc.
- Continue implementing consistent approach to social media comms for LHCH and LHCH Charity. Monitor X/Twitter changes and analyse benefits of TikTok.
- Work with Divisional Leads/Clinical Leads, Research and LHCH Charity to generate quality PR coverage and exploit PR opportunities.
- Continue identifying and filming high quality patient and staff experience videos for monthly meetings.
- Relaunch LHCH photo competition in Autumn 2024, following bid to charitable funds and Exec Team.
- Prepared to support Trust's new Strategic Plan once completed/approved and adapt Comms Strategy to reflect any new aims, ambitions, objectives.
- Professionally produce new LHCH awareness video – currently scripted and storyboarded with view to film in September.
- Comms focus on driving increased uptake of NHS Staff Survey.
- Explore and analyse ways of exploiting AI from a comms perspective.
- Explore opportunities with TV production companies for dedicated cardiothoracic filming/programming.
- Further work with iDigital to explore options for targeted comms messaging.
- 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.

## **6. Conclusion**

- Continued progress on delivery of Trust's communication strategy.
- High quality social media output with positive engagement from patients and staff, and growth across social media channels, especially LinkedIn.
- Extensive divisional support delivered between Jan-June 2024.
- Further progress required in Q3 and Q4 to focus on PR opportunities, brand building, where possible within team's limited resources.

## **7. Recommendations**

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



# 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
- Vijaydashami 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