NHS

DIGITAL
COMMUNICATION
STRATEGY

Digital Communication Strategy

2018 - 2020

Purpose

To set out the Digital Communication Strategy for the six CCGs which makes best and appropriate use of online technology to inform, create a dialogue and engage with patients, the public and wider stakeholders.

Recommendation

That the proposals set out in this Digital Communication Strategy be ratified and recommended to the Governing Bodies for approval.

Scope of the strategy

The Digital Communications Strategy does not include internal IT systems and should not conflict with the STP Technology Programme.

National Perspective

Latest OFCOM research reveals that we are living in a digital age. Most of us, silver surfers included, carry internet access in our pockets. We use digital technology to manage our money, our friends, our diaries and thanks to Google (other search engines are available) we have instant access to an encyclopeadic amount of information.

Internet Access	2016	2017	2018
Total household internet take-up	86%	88%	87%
Number of fixed broadband connections	24.7m	25.3m	26.0m
Number of superfast broadband connections	9.2m	10.8m	12.8m
Proportion of adults with broadband (fixed and mobile)	81%	83%	90%
Proportion of homes with a tablet computer	59%	58%	58%
Proportion of people who use their mobile phone to access the internet	66%	66%	78%

The challenge for CCGs, is to cut through the plethora of digital channels available and make CCG information relevant and useful to people who lead busy lives and have little or no interest in NHS governance unless they wish to make a complaint or take issue with a decision that has affected them personally.

Current Local Position

The CCGs currently use digital communications in the following ways:-

WEBSITES are used as a means of meeting statutory duties to inform and publish key documents and information. This requirement is outlined in the Publication Scheme which is compliance monitored by the Information Commissioner.

Public sector websites tend to be used as a repository of information. They are not transactional websites eg we do not use them to make payments or make appointments and unless people are sign posted to content through other digital media channels, the public do not know when content has been changed or added. Traffic is directed to the websites through social media and media relations.

In 2017, the North Staffs and Stoke-on-Trent CCGs' websites underwent a complete re-design and relaunch following engagement with Patient Congress. The websites are now Accessibility compliant to AA standard and include a BSL video, read speaker, Google translate and text only and large text formats. The websites are hosted on the latest Joomla CMS (Content Management System) meaning that they are fully searchable and the Graphical User Interface (GUI) has been redesigned to allow for easy navigation. The current websites for the South and East CCGs require an upgrade to the latest CMS to allow improved functionality, navigation and compliance with Accessible Information Standards.

In addition, the websites for the Northern CCGs include a password protected area for PPG Chairs where they can access meeting notes and agendas, resources such as toolkits and speakers for their meetings. This was developed as a result of a Community Conversation with PPGs and delivers an efficient way to meet an otherwise resource intensive need to support Practice PPGs.

In 2018, the websites in the South and East of the county were updated to align with the North.

As part of our digital strategy concerning the websites, there is scope to make improvements and efficiencies. By commissioning some extra development work, we can combine the four CCG websites from the South and East with the established, shared content management system (CMS) currently being utilised by North Staffordshire CCG and Stoke-on-Trent CCG. This approach will create efficiencies in terms of content management, utilising shared content wherever possible. This approach will also make it easier to manage the website, ensuring new and fresh content is always uploaded, as well as allowing the CCGs to nominate content leads to ensure efficient and consistent content management across all six websites.

SOCIAL MEDIA is used as a means to inform people about behavioural change campaigns, key decisions and to seek feedback on consultations.

Twitter is used in all 6 CCGs but there is a need to increase followers and use it as a two-way dialogue rather than one-way communication. It is used to promote national campaigns, live Tweet from PCCC, GBs, Community Conversations and AGMs, promote local campaigns and good news, share system and national messages.

In 2018, the 6 separate Twitter accounts were joined together in 1 single account. This decision and approach created several efficiencies and benefits across all 6 CCGs:

- By having one Twitter account to cover all six CCGs we can strengthen our two-way communication with the public, staff and stakeholders covering the whole of Staffordshire

rather than just one location. This helps share best practice across all of Staffordshire without creating duplication of efforts.
- Utilising one account means we can be more efficient and targeted with our messaging.
- Managing one account is less time consuming than managing six.
- By having one account we can ensure that all engagement and queries are going to one account meaning that we only need to monitor one account rather than six thus resulting in messages and mentions being replied to in little to no time at all, whereas with six messages and mentions are difficult to keep on top on as it is time consuming to monitor six accounts throughout the day.
- Using one social media account means that we have a bigger potential reach for all of our messages.

You Tube – The Northern CCGs have a channel which is used to promote campaigns. YouTube is currently the most visited Google website/tool with 40 million unique users visiting the platform. Clearly, utilisation of YouTube should be a key element for the six Staffordshire CCG's digital strategy moving forwards.

We will develop the presence of the Northern CCGs, incorporating all 6 of the CCGs to develop an online video channel presence to help reach out to key stakeholders and patients and the public alike.

A successful YouTube channel across the 6 Staffordshire CCGs will help to develop and enhance the current web presence and digital ecosystem of the CCGs. The videos that are produced and stored on the CCG's channel will be easily shareable across the 6 public facing websites, as well as the newly established shared Twitter profile.

We will develop bespoke, individual content including animations, video blogs (vlogs), educational videos, giforaphics to help disseminate key messages and information about the CCGs and their work.

Facebook – Four of the six CCGs have Facebook pages. The Northern CCGs have used Facebook advertising to target communications such as winter campaign and alternatives to A&E in non-English speaking languages.

Specific recommendations relating to Facebook are provided in Annex 1.

57 of the GP Practices in the North have Facebook pages and there has been significant work undertaken to support the PPGS to set up their own Facebook Pages. Through Dr Ruth Chambers work, Facebook have been to visit North Staffs to observe good practice in health services.

A weekly roundup of social media dialogue is captured and circulated to the Executive Management team in The Buzz.

SOCIAL MEDIA AND YOUNG PEOPLE

Engagement with young people has been undertaken to understand how young people wish to engage with the CCGs and health and what they need to know. A full report is provided at Annex 2.

Highlights and findings for improving the CCGs social media presence for younger people' include:

- The highest proportion of users for each social media platform are aged within the 16-34 bracket.
- Users aged 16 or younger are most likely to use social media every day.
- 37.5% of the younger audience questioned answered that they would like to see health tips/support and general health messages.
- 82% of participants in the survey stated that they would like to see this in an engaging format of images with text and links. It was decided that this would be educational for the audience as well as allowing them to understand where to go if they needed help.
- Young people surveyed suggested utilising Snapchat or Instagram Stories to create engaging content.

Recommendations from the report:

- Create an Instagram account that covers all six Staffordshire CCGs.
- This account will strengthen our communication and online presence with the younger audience- allowing the CCGs to engage closely with the next generation of health-care users.
- Instagram can be used to share posters and images regarding briefings about the CCG, such as ongoing projects and the outcomes or projects that are currently being worked on.
- Public events can also be shared with relevant hashtags to inform the audience of current affairs and events within the CCG.

E-NEWSLETTERS are used to provide information updates and seek feedback on consultations with Patients, GPs and PPGs.

Following a survey with GP Practice Newsletter recipients across all six CCGs, the newsletter has recently been aligned into one document

By bringing all the separate distribution lists into one account we have been able to produce a "master" newsletter that includes one introduction and all content across the Staffordshire and Stoke-on-Trent area.

This approach ensures that the newsletters remains relevant and of a manageable length. It ensures that any location specific content will only be viewed by people in that location, and that it can be prominent at the beginning of the newsletter.

- For consistency, articles are split into sub-sections e.g. News from the CCG (which will include location specific articles); Looking after you; Health awareness days; Have your say (for any surveys); Other news.

- Dates for the next Primary Care Commissioning Committee and Governing Body meetings, with a link to the papers are included. The health awareness days section will be aligned to the CCGs' campaign calendar, providing a framework for communications and supporting local amplification of priority areas.

Comment on new approach to Our NHS Newsletter
The public facing newsletter has recently been refreshed and refined to ensure that local content is prominent whilst a 'write once' process can now be applied to Staffordshire wide content. As the table below illustrates, the numbers of recipients has been detrimentally affected by the introduction of the General Data Protection Regulations in 2018 and a 'push' campaign will now be developed to encourage sign up.

Comment on Your Voice

The Northern Staffordshire CCGs have introduced a newsletter for PPG members to sign post them to content on the Password protected area of the website. It is proposed that this newsletter is extended to all six CCGs.

Cannock Chase Clinical Commissioning Group
East Staffordshire Clinical Commissioning Group
North Staffordshire Clinical Commissioning Group
South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
Stafford and Surrounds Clinical Commissioning Group
Stoke-on-Trent Clinical Commissioning Group

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Digital Engagement
September 2018

		Stoke-on-Trent	North Staffs	East Staffs	SESSP	Cannock	Stafford & Surrounds
Facebook	Likes	218	48	14	111	x	x
	Followers	223	52	19	114	x	x
Twitter	Followers	470					
Website:	Traffic / month May 2018	3,500	5,700	No Analytics available	664	993	2,900
Website	CMS Upgrade	Yes	Yes	Yes	Yes	Yes	Yes
YouTube	Channel	Yes	Yes	No	No	No	No
PPG Area	Members	22	31	x	x	x	x
GP Bulletin	Subscribers	722		65	188	242	303
Patient Newsletter	Membership pre GDPR	1012	895	249	81	187	263
	post GDPR	91	102	41	21	30	38
Your voice newsletter	Membership pre GDPR	94					
	post GDPR	38					

Cannock Chase Clinical Commissioning Group
East Staffordshire Clinical Commissioning Group
North Staffordshire Clinical Commissioning Group
South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
Stafford and Surrounds Clinical Commissioning Group
Stoke-on-Trent Clinical Commissioning Group

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Areas for Development

The Staffordshire CCGs have already begun the process of developing their digital ecosystem to help bolster digital engagement with key stakeholders, both internal and external.

The CCG websites have recently been updated to ensure that they have industry-leading aesthetics, with considered user journeys to ensure that they're easy to navigate for all users. The Twitter profiles have been reduced down to one shared feed, removing repetition across the Staffordshire geography and a more focused approach to engagement and sharing messages.

To further develop this, the CCGs will develop and implement a digital communications and engagement plan, incorporating the below elements:

Digital communications plan activities

- Young people social media engagement - Instagram, Twitter, & Snapchat
- Digital Communications – E.g. Flip book, interactive online tools, animation.
- Applications – where appropriate. NB - Application usage is decreasing, with many organisations opting for a robust and responsive website instead. When considering our digital estate, it may be better to develop the links on the CCG website rather than dilute it by adding more entry points for information.
- Social media masterclass & protocol for CCG staff
- Social media plan, incorporating;
    - Winter pressures Tweetathon
    - Paid for Facebook advertising
    - Sponsored Twitter advertising
    - Sponsored Instagram advertising
    - Organic content developed utilising CCG communications aims and objectives
    - Organic content developed utilising national messages
    - Amplification of national campaigns
    - Boomerang/Instagram stories to bolster engagement with young people
- Podcasts
- Animations
- Multimedia quizzes
- Infographics and gifographics
- Multimedia games
- Digital tools – interactive websites designed for specific purposes, such as education or inciting behavioral change.

Intelligence to inform digital communications plan

The intelligence underpinning all of the planned activity should pull from myriad sources and be relevant for internal (staff) and external (patients and public) stakeholders. The digital strategy should tap into national and clinically-led messages to help bolster the reputation of the CCGs. The strategy

should identify where there may be a lack of public or staff knowledge and aim to address those gaps.

To do so, the strategy should focus on:

- Clinically led messages
- Dispelling fake news
- More strategic messages
- More links to priorities & QIPP programmes
- Encouraging staff to amplify our messages.

By focusing on delivering messaging around each of these issues, the CCGs will bolster their current offer of more general communications and engagement messaging, as well as the standard health and wellbeing messaging.

Resources

Contained within the Local Provider Framework, the CSU is contracted to deliver the following:-

- training for the Authority's leadership team, including …social media training….as required.
- develop and implement cost effective communications and direct campaigns to maximise reach with its population, patient base and other key stakeholders, through channels including an effective digital presence.
- Managing, maintaining and refreshing content on the Authority's website including ensuring the website meets all ISO standards, Department of Health guidelines and national branding guidance for public-facing communications
- Ensure that there is a website-based facility to publish statutory information, such as Board papers, expenditure and FoI publication scheme
- Training the Authority's Leads on how to manage content on the website and the intranet, (2 training sessions per annum across Staffordshire)
- Working with the Authority to test and develop innovative digital channels (for example, use of podcasts within nine months of appointment and electronic publishing platforms)
- Social Media - managing the Authority's social media presence including Twitter and Facebook accounts, delivering a high impact, low cost presence, and reporting on this including:
  - Moderating comments made, to be provided within office hours
  - Responding to comments appropriately in a timely and accurate fashion or alternatively seeking a comment from other Authority officers where necessary and applicable within office hours.
  - Adding, blocking, etc. as required by the Authority both individuals and organisations within office hours.
  - Updating content regularly to reflect Authority's agreed communications priorities, emerging issues, national campaigns, policies etc.
  - Monitor all mentions of the Authority in the local area on social media (including Twitter and Facebook) and, where appropriate, advise the Authority on required responses.
  - Digest, summarise and periodically report to the Authority relevant social media activity.

· Regarding the publication of expenditure, the supplier Authority will upload data onto Authority and Data.gov websites as required by the Authority. Training can be provided by the Supplier from the 1000 hours of support time per annum as agreed.

In August 2017, the Northern CCGs appointed a Digital Communication Apprentice for 18 months who is completing her academic studies at Newcastle College.

It is recommended that the post be made substantive and permanent to:-

- Create and publish digital content for online and social media channels which enhance the reputation of the CCGS in line with the strategy

- Broaden creation of animated, video and photographic content

- Evaluate existing digital channels for effectiveness, reach and reputation using tools such as Tweet Deck, Google analytics and Social Sign in.

- Support the Communications and Engagement Team to migrate existing and new content to a single CMS.

- Support the Communications and Engagement Team to populate IAN and develop new digital based internal communications channels

- Monitor social media dialogue and create the weekly 'Buzz' round up of comments to update Board and Executive members of the organisation.

- Look for good practice being adopted by other Health Care providers, public and private sector organisations and make recommendations for improvement.

Evaluation

It is essential to the success of any strategy to agree evaluation criteria and Key Performance Indicators (KPIs) at the beginning of the programme. A robust strategy is outcomes focused and all activity and engagement planned should be geared to deliver each of the chosen outcomes.

The outcomes should be 'SMART' – specific, measurable, attainable, relevant and time-based.

As such, the Staffordshire CCG's digital strategy should aim to deliver the below outcomes:

1) A more engaged digital community across all age groups – using several platforms
2) Better informed and educated external stakeholders, measured through follower count and social media interaction
3) Greater staff engagement and amplification of messages – internally, externally and across social media platforms and the staff intranet.

Specific – Digitally focused, concentrating on driving engagement across stakeholder groups.

Measurable – Website and social media analytics can be used to measure engagement. Statistics can also be used to ascertain which parts of the strategy were most successful – then this approach can be repeated going forwards.

Attainable – Using/measuring current activity and engagement levels as a baseline, creating an increase over the programme is certainly attainable.

Relevant – Digital engagement is the crux of a digital communications strategy, so increasing

Time-based –Annual Review and report to Communication, Engagement, Equality & Employment Committee.

Key performance indicators (KPIs)

All relevant KPIs for the programme are listed below:

- Social media engagement – link clicks, click throughs, message views, replies, likes, retweets video views etc.
- Website traffic – page views, interactions, shares to social media
- Intranet traffic - age views, interactions, shares to social media
- Staff survey
- Twitter/Facebook polls.

By using a current Google Analytics report as a baseline, these KPIs can be used to measure engagement with the strategy as it is implemented. We can use monthly checks to measure what digital content is being successfully engaged with, who is engaging with it, and which platforms are being used to engage.

This approach to evaluation will allow us to segment our future approach to digital communications. We can identify which groups are engaging with which content and what platforms they're using to engage.