

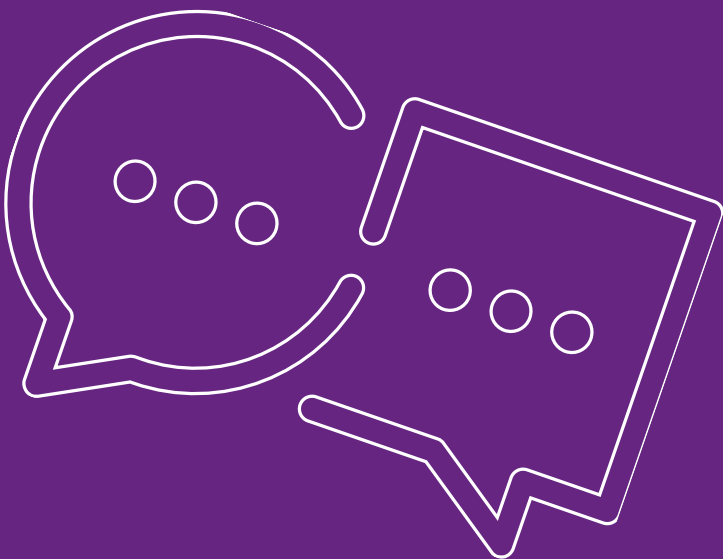


Lancashire &  
South Cumbria  
NHS Foundation Trust

# Communications and Engagement Enabling Strategy



We are  
LSCft



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# 1

## Foreword





# Foreword

## **We are very pleased to share with you the Communications and Engagement Enabling Strategy which sets out our priorities to deliver the Trust's vision over the next five years, April 2021 to March 2026**

Our Trust strategy, which has our vision and values at its heart, outlines our five year strategic direction through six strategic objectives. All of these are underpinned by a number of enabling strategies, including Communications and Engagement.

The aim of this strategy is to transform the conversations we have with staff, service users, carers, members, partners and everyone else whose lives are touched by the work we do.

It will set out the key principles upon which all our communication will be based and how they link to the Trust's overarching vision and values.

The need to share key information during the Covid-19 pandemic and bring stakeholders with us on a journey through uncertainty and change, means communication has been more connected to the needs of staff and public; shaped by a deeper understanding of those needs through wider reaching engagement.

It has highlighted the need to keep messages clear, consistent and timely, to set the right tone and to use a multi-channel approach to ensure messages are both received and understood by our audiences.

Our audience is diverse and our communication and engagement needs to take account of that to make sure our messages are reasonable and understandable for all groups and gives opportunity for their voices to be heard.



# Foreword

As the increased integration of physical health, mental health and social care creates more seamless, person-centred pathways for patients and service users, communications and engagement will need to be more accessible, relevant and offer further opportunities to listen and involve in order to support a smooth, joined up patient journey.

This strategy covers a period of time which is likely to be one of significant opportunity, change and progress for our Trust and our local health and care system.

We want to increase the impact of our communication and engagement beyond just raising awareness through broadcasting messages - to inspiring people to take action and have confidence in everything the Trust does.

**Through a combination of quality online experiences, service user engagement, inspiring activities and engaging internal communications, this strategy will continue to build the Trust's brand and reputation.**

***Alexa Traynor***

Director of Communications and Engagement

**“We want to increase the impact of our communications and engagement beyond just raising awareness through broadcasting messages to inspiring people to take action and have confidence in everything the Trust does.”**

# 2

## Context





# Context

**In addition to understanding our organisation and workforce it is imperative that this enabling strategy reflects the priorities outlined nationally and regionally for the NHS and care sector as well as the Trust's strategic objectives.**

Over the last two years LSCft has begun a journey of improvement and transformation and as part of this journey has significantly enhanced its aspirations to deliver effective communication and engagement activity for service users, carers, staff and partners.

The Trust's strategic aspiration is to become the system leader for mental health, learning disability and autism pathways across our defined geography of Lancashire and South Cumbria. Alongside this there is a full commitment to provide integrated health and care services wherever possible and continue forward with significant improvements for service users, carers and their families. To achieve this ambitious vision we will require effective communications and engagement support both internally and externally.

This includes the need for the Trust to build its reputation, trust and credibility among stakeholders across the system, as well as with service users and their carers.

The Trust Strategy is clear that maintaining positive relationships and increasing collaboration across the local health and social care economy is key to the delivery of our services and addressing health inequalities.



# Context

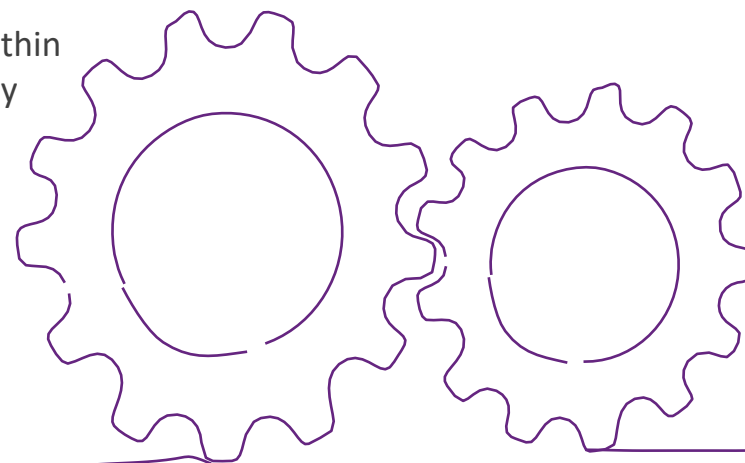
The NHS White Paper and the move towards Integrated Care Systems (ICS) demonstrate that establishing and maintaining positive relationships with key stakeholders needs to be a fundamental part of the Trust's vision and our approach to communication and engagement.

Just as our operating model for our clinical services will need to develop to face into new Integrated Care Partnerships (ICPs), so too will our communications and engagement to ensure we maximise our impact and the voice of our service users and carers.

The Lancashire and South Cumbria ICS communications strategy will see continued moves towards more coordinated engagement and communications which better harnesses the experiences of people living and working in Lancashire and South Cumbria.

As the lead provider of mental health and learning disability services across the ICS footprint our communications and engagement strategy will ensure we are well placed to support this aspiration and work in collaboration with our partners to represent the voice of our service users and carers for the benefit of both our organisation and the wider system.

As we develop new models of care and expand and develop the skill mixes within our workforce to deliver them, our Communications and Engagement Strategy activity will need to increasingly build our reputation and make the Trust an attractive place to work, for our current workforce but also act as a magnet in attracting new staff to come and work for us.







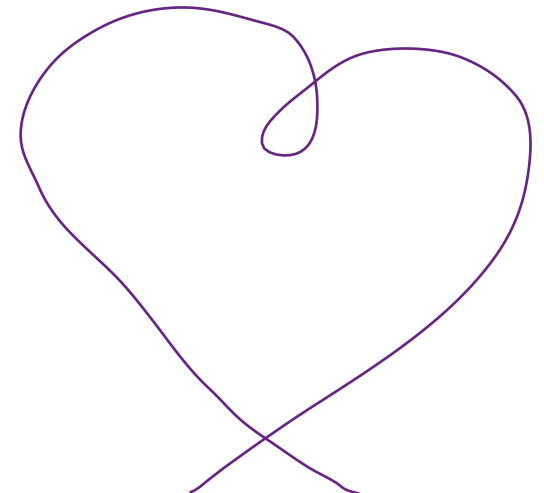
# Context

With such a significant agenda the Trust took the decision to strengthen the communications function of the organisation in recognition of the positive impact it can have on staff, service users, carers and stakeholder communications and engagement.

Despite the challenges presented by the Covid-19 pandemic, over the past twelve months steady progress has been made in delivering a more consistent approach to our communications both within the organisation and to our stakeholders, community and partners most notably:

- Establishing a new brand identity with a distinctive design style: **'We are LSCft'**
- Enhancing internal communications by introducing a monthly staff Engage event led by the Chief Executive Officer and new internal communication channels 'The Update' and 'We are Proud'
- Establishing a communications business partner approach to support the new locality-based structure and deliver activity both internally and externally

**The Trust will now use this foundation to ensure our communications and engagement at all levels is as effective as it can be as well as ensuring our approach is able to keep pace and is agile enough to respond to a changing environment.**



# 3

## Trust Strategic Framework



# Our Vision

To support our local communities by excelling in everything we do, together

Together our staff, service users, carers and partners will experience a culture of compassion and inclusivity, making LSCFT a place where we can all thrive and feel proud. Our values and behaviours are the principles that guide all that we do every day

## Our Values

**We are Kind**      **We are Respectful**      **We are Always Learning**      **We are a Team**

## Our Quality Priorities

**SPPA**

## Our Strategic Objectives

- 1**

We will put **service users** at the heart of all we do, supporting effective care, recovery and wellbeing
- 2**

We will employ and retain the best **staff** because our work culture will be inclusive and a supportive place to work
- 3**

We will deliver **safe** care and we will embrace an open and learning culture, ensuring we continually improve
- 4**

We will respond to people's needs by striving for the highest **standards** of quality, proactively reducing health inequalities
- 5**

In order to support our local communities by excelling at everything we do together, we will always collaborate with our **system partners**
- 6**

We will provide **sustainable** services that are delivered in an effective and efficient way, at the time people need it



# Enabling Strategy

“This strategy is a key enabler to developing the capability and capacity to deliver the vision, values and strategic priorities outlined in our Trust Strategy.”



# 4

## Developing the Enabling Strategy





# Where are we now?

The analysis below lays out our current opportunities and challenges in terms of how we can deliver the communications and engagement strategy.

Opportunities	Challenges
<ul style="list-style-type: none"><li>• A new Trust Strategy and priorities with an aim to become an outstanding Trust provides the opportunity to engage and re-energise staff with a common vision and value set</li><li>• Increased use and familiarity with digital technology during the pandemic is an enabler for improving accessible internal and external communications (e.g. Online Engage events)</li><li>• The structure of the Communications Team has been realigned to better support delivery of an effective communications and engagement function</li><li>• New communications team brings together a range of skills, including specialist knowledge of the media and internal and external communication skills, to add value and support good communication and engagement</li><li>• Opportunity to build on improving levels of staff and service user satisfaction</li><li>• New leadership team offering a refreshed focus supported by a new Trust Strategy</li><li>• The Trust has a wealth of opportunity in positive stories to harness and do more to promote itself positively to improve reputation and public perception</li><li>• Progress made in regard to improvement plan gives the opportunity to celebrate successes and create a positive narrative and culture based on our values</li></ul>	<ul style="list-style-type: none"><li>• The Trust has experienced challenges in recent years resulting in reputational damage and a predominantly reactive approach, particularly in the case of external communications</li><li>• The large geographical footprint covered by LSCft presents a challenge for effective stakeholder engagement and public involvement and more needs to be done to increase levels of engagement across a number of external stakeholder groups supported by partners</li><li>• The high level of demand for some services following Covid-19 could create a gap between service delivery capacity and meeting needs and expectations of service users presenting operational and reputational challenges</li><li>• The current website and intranet sites are not provided in responsive design and feedback from staff and service users suggest this experience may be a barrier for the Trust on a wider scale</li><li>• Maintaining high levels of staff and stakeholder engagement as we continue to move through a period of NHS organisational change</li><li>• Ensuring narrative is clear and understandable around new clinical models and focus to integrate care and bring care closer to home</li><li>• Creating a strong narrative about the Trust's improvement journey which continues to motivate and enthuse staff on a longer term journey</li><li>• Gaining meaningful opportunities to engage frontline staff alongside their clinical commitments</li></ul>



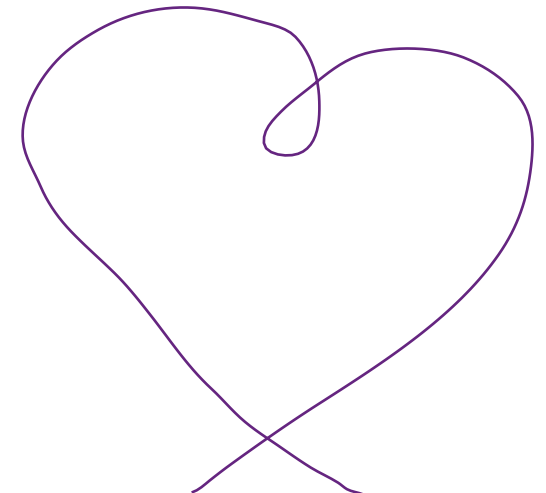
# Co-production: engaging with our stakeholders

**We have undertaken a range of engagement activities with all our stakeholders to support development of our Enabling Strategy.**

We commissioned *Healthwatch Together* to hold conversations with **our service users and their carers** about their experiences in using our services to inform our strategy development.

The Trust's Equality and Diversity Lead has conducted an Equality Impact Assessment for the Communications and Engagement Strategy to ensure that we put equality, inclusion and human rights at the centre of the design and delivery of inclusive services for the **diverse communities** we serve.

We held virtual engagement sessions with our **staff**, who voiced some key points in relation to our communications and engagement which fall into four themes.





# Co-production: engaging with our stakeholders

## Accessibility

Ensuring communication that is accessible to all our staff regardless of whether they are temporary or have a permanent contact

## Communication involving people, service users and carers and stakeholders

Involving service users and carers; seeking their views and bringing them along with us using clear accessible communications. Clearly linking to the Service User and Carers Enabling Strategy

## Communicating with partners

Valuing our partners and the way in which we communicate; promoting the organisation in the right place and building engagement with the right organisations and audiences

## Improving the Trust's digital presence

Developing new, improved Trust web and intranet sites





# Communications Principles

Our approach to communication will reflect our Trust Vision and Values and seek to promote them at all times, whether the audience is within the Trust or outside it. The key principles underpinning all of our communications are:

- We are Lancashire and South Cumbria NHS Foundation Trust – one Trust, one Team
- We communicate openly with people in language and formats that enable effective and timely two-way conversations
- We are consistent in our messaging and will adapt to support the needs of different people
- We will always communicate clearly and we will seek feedback on our effectiveness
- We are committed to excellence in our communications and engagement and will continually review our outputs so that they are interesting and innovative
- We will celebrate the organisation, our staff, service users and carers at every opportunity
- We will promote our activity both internally and externally

# 5

## Enabling Priorities



# Our Enabling Priorities

Our Communications and Engagement Enabling Strategy outlines our commitment to positioning LSCft as the system leader for mental health, learning disability and autism pathways across Lancashire and South Cumbria and provider of integrated health and care.

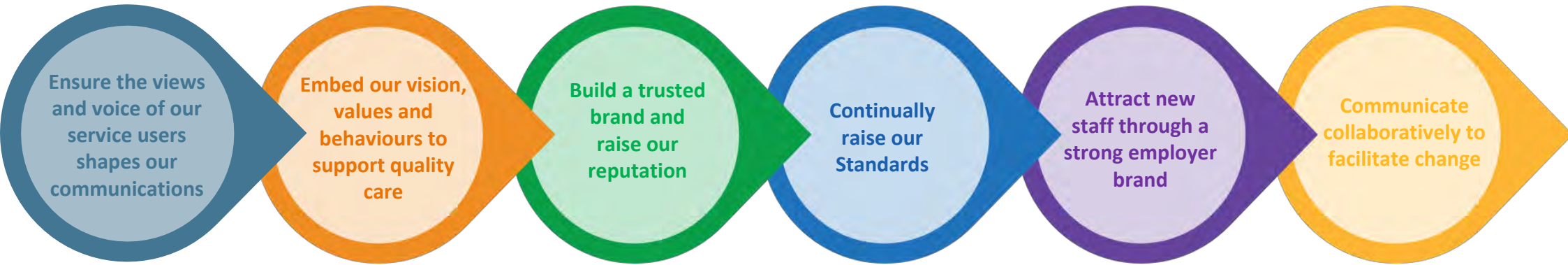
The communications and engagement Enabling Strategy offers a cross cutting and underpinning element of all the other Enabling Strategies.

The following section provides an overview of how Communication and Engagement will support the delivery of these Enabling Strategies.

**“To achieve our ambition we want to achieve a strategic shift in the way we approach our communications and engagement”**



# Our Enabling Priorities



We will listen to, engage and involve our service users, respond to their views and adapt our communication methods and messages to meet their needs

We will involve and inform our staff in the vision and the direction of the organisation, and create opportunities to make sure they feel valued and rewarded when they live our brand values

We will encourage and support staff to share stories and ideas; celebrate our successes and raise the profile of the Trust by positively promoting our work and reputation

We will raise the quality of communication and engagement to match the Trust's ambitions, ensuring innovation and best practice in inclusivity and accessibility

We will develop an exciting employer offer which captures our 'unique selling points' and proactively promote the Trust as a great place to work

We will work in partnership with system partners to consistently communicate regional health and social care priorities and support system wide reduction in health inequalities



# Summary

Priority	Aim	Area of focus	Measuring success
<p><b>1. Ensure the views and voice of our service users shape our communications</b></p>	<p>We will listen to, engage and involve our service users, respond to their views and adapt our communication methods and messages to meet their needs</p>	<ul style="list-style-type: none"> <li>• Development of a <b>Trust Membership Action Plan</b> including calendar of engagement events and annual members meeting in place</li> <li>• New website which clearly explains the Trust's role/services</li> <li>• Service signposting provided through the Trust's communication channels, including digital and printed</li> <li>• New Quarterly Trust E-Magazine</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from service users, carers and stakeholders</li> <li>• Delivery of new website and increase of users</li> <li>• Increase in Trust membership</li> <li>• Friends and Family Test results, annual NHS staff survey</li> <li>• Response rates and feedback in any targeted surveys</li> <li>• Increased engagement with Trust social media channels</li> </ul>
<p><b>2. Embed our vision, values and behaviours to support quality care</b></p>	<p>We will involve and inform our staff in the vision and the direction of the organisation, and create opportunities to make sure they feel valued and rewarded when they live our brand values</p>	<ul style="list-style-type: none"> <li>• High profile Trust Strategy launch</li> <li>• Embedding vision, values and behaviours across all of Trust</li> <li>• Enhanced internal communications and engagement channels</li> <li>• New Trust-wide approach to reward and recognition</li> <li>• Programme of executive and senior leader visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of new Trust intranet and increase in page visits</li> <li>• Staff Friends and Family Test results</li> <li>• Annual NHS staff survey satisfaction score</li> <li>• Attendance at events including Engage and LiA</li> <li>• Response rates and feedback in any targeted surveys</li> <li>• Retention data</li> <li>• Participation in staff reward and recognition events</li> </ul>
<p><b>3. Build a trusted brand and raise our reputation</b></p>	<p>We will encourage and support staff to share stories and ideas; celebrate our successes and raise the profile of the Trust by positively promoting our work and reputation</p>	<ul style="list-style-type: none"> <li>• New Trust-wide approach to reward and recognition</li> <li>• Regular flow of positive stories, features and pictures issued to external media and via social media</li> <li>• Communications support for key programmes of work including 'Time to shine' (CQC), Freedom to Speak Up</li> <li>• Coordinated approach to external award entries</li> <li>• New Quarterly Trust E-Magazine</li> <li>• CEO Blog</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of enhanced staff engagement channels and events</li> <li>• Participation in staff reward and recognition events</li> <li>• Number of corporate entries into key national awards</li> <li>• Patient feedback gathered and reported in Patient Experience Reports</li> <li>• Friends and Family Test results</li> <li>• Media coverage: balance of coverage (positive vs negative) and breadth of reach- increase in coverage</li> <li>• Digital and social media analytics: impressions, followers, shares, likes</li> </ul>



# Summary

Priority	Aim	Area of focus	Measuring success
<b>4. Continually raising our Standards</b>	We will raise the quality of communication and engagement to match the Trust's ambitions, ensuring innovation and best practice in inclusivity and accessibility	<ul style="list-style-type: none"> <li>• Continue to develop internal expertise and reduce reliance on outside contractors and/or agencies</li> <li>• Develop of new website/intranet which meet accessibility standards</li> <li>• Develop new channels, content and audiences - particularly in the social and digital arenas</li> <li>• Ensure anyone can request any information in an alternative language or format and how to do this is clearly communicated</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of new Trust website/intranet</li> <li>• Online analytics - increase in page visits and click-throughs on public website and intranet</li> <li>• Patient feedback gathered and reported in Patient Experience Reports</li> <li>• Friends and Family Test results</li> <li>• Media coverage: balance of coverage and breadth of reach - increase in coverage</li> <li>• Digital and social media analytics: impressions, followers, shares, likes</li> </ul>
<b>5. Attract new staff through a strong employer brand</b>	We will develop an exciting employer offer which captures our 'unique selling points' and proactively promote the Trust as a great place to work	<ul style="list-style-type: none"> <li>• Develop recruitment communications strategy</li> <li>• Ensure regular flow of positive stories, features and pictures issued to external media and via social media</li> <li>• Embed Trust brand and values into recruitment, and on boarding processes</li> <li>• New Quarterly Trust E-Magazine</li> <li>• CEO Blog</li> </ul>	<ul style="list-style-type: none"> <li>• Friends and Family Test results</li> <li>• Media coverage: balance of coverage and breadth of reach - increase in coverage</li> <li>• Digital and social media analytics: impressions, followers, shares, likes</li> </ul>
<b>6. Communicating collaboratively to facilitate change</b>	We will work in partnership with system partners to consistently communicate regional health and social care priorities and support system wide reduction in health inequalities	<ul style="list-style-type: none"> <li>• Work with system partners to support public communications and engagement on changes to services, providing a wide range of ways people can be involved</li> <li>• Take the lead on promoting key mental health messages and priorities across the region supported by partners</li> <li>• Lancashire and South Cumbria Resilience Hub</li> </ul>	<ul style="list-style-type: none"> <li>• Online analytics - increase in page visits and click-throughs on public website</li> <li>• Media coverage: balance of coverage and breadth of reach - increase in coverage</li> <li>• Digital and social media analytics: impressions, followers, shares, likes</li> <li>• Campaigns delivered</li> <li>• Communications to communications engagement with key partners via established networks</li> </ul>




## Enabling Priority One

**Ensure the views and voice of our service users shapes our communications**

### **Our Pledge:**

We will listen to, engage and involve our service users, respond to their views and adapt our communication methods and messages to meet their needs



Ensure the views  
and voice of our  
service users shapes  
our communications



Ensure the views  
and voice of our  
service users  
shapes our  
communications

# Enabling Priority One

## Key Objectives

- We will promote and encourage people to get involved through positive relationship building – Service User Council, membership, Council of Governors etc.
- We will engage service users and carers to shape our work, focusing on the things that matter using preferred channels

## What does success look like?

- Service users have opportunities to get involved which are flexible and will allow participation at varying levels, from 'armchair' to formal attendance at regular meetings
- Innovative use of technology allows our local population the opportunity to get involved when and where they want to do so
- Service user feedback is used to inform and shape our services and improvement plans
- Internal communications supports the voice of our service users to be heard by our staff and we always consider our messaging from a service user perspective

**Aligned to: Service Users, Safe & Standards**





## Enabling Priority Two

# Embed our vision, values and behaviours to support quality care

### Our Pledge:

We will involve and inform our staff in the vision and the direction of the organisation, and create opportunities to make sure they feel valued and rewarded when they live our brand values



Embed our  
vision, values  
and behaviours  
to support  
quality care



# Enabling Priority Two

## Key Objectives

- We will involve and inform Trust staff in the vision and the direction of the organisation, delivering a consistent and inspiring strategic narrative and enabling them to contribute and understand how their roles support the success of the Trust and the impact on our service users
- We will develop a culture of appreciation with the right reward and recognition processes in place to proudly celebrate successes
- We will maximise opportunities for two-way communication and engagement and promote actions and outcomes through effective internal communications channels and systems

## What does success look like?

- Staff living our values and behaviours and recognised for doing so
- Our staff recommend LSCft as a place to work and receive care
- Teams and services say they are able to shape decisions and are supported to implement new ideas
- Staff feel confident that they can raise concerns and that they will be listened to and acted upon

**Aligned to: Staff, Standards & Sustainable**



## Enabling Priority Three

# Build a trusted brand and raise our reputation

### Our Pledge

We will encourage and support staff to share stories and ideas; celebrate our successes and raise the profile of the Trust by positively promoting our work and reputation



**Build a  
trusted brand  
and raise our  
reputation**



# Enabling Priority Three

## Key Objectives

- We will build a recognisable and trusted brand for the staff and stakeholders, based on our vision and values
- We will engage and communicate internally and externally with a consistent focus on promoting and showcasing best practice
- We will celebrate our successes, big and small, both within and outside of our organisation
- We will build on existing staff communications to encourage and support staff to be part of the conversation and to share stories; ideas; successes and suggestions.

## What does success look like?

- Improved morale and pride in the organisation our staff work for
- Increased success in gaining external award shortlists and wins
- High levels of engagement with LiA programme to raise standards
- High levels of engagement with staff reward and recognition scheme



**Aligned to: Service Users, Staff, Safe, Standards**



## Enabling Priority Four

# Continually raise our Standards

### Our Pledge

We will raise the quality of communication and engagement to match the Trust's ambitions, ensuring innovation and best practice in inclusivity and accessibility

A decorative graphic on the right side of the slide, consisting of several overlapping, semi-transparent purple shapes that form a stylized eye or lens. A white circle is centered within this graphic, containing the text 'Continually raise our Standards'.

**Continually  
raise our  
Standards**



# Enabling Priority Four

## Key Objectives

- We will continue to raise the quality of communications and engagement and strengthen the communications service as strategic partners who are responsive and confident to develop their skills and implement new, innovative ways of working
- We will create an integrated digital journey across our website, intranet, social media and other digital platforms, that is easy to navigate, consistent, easily accessible and recognisable
- We will prioritise inclusion by ensuring our communication is available in different mediums/formats but also be inclusive in tone, imagery, language and information
- We will develop a culture which embraces staff engagement as standard practice by supporting leaders across the organisation to engage effectively with their teams.

## What does success look like?

- We will have increased levels of engagement and interaction with our range of accessible channels
- Our communications service will have a reputation as the best in sector
- More staff will say that they receive effective strategic and expert communications advice and guidance across the whole organisation

**Aligned to: Service Users, Staff, Standards & Sustainable**



## Enabling Priority Five

# Attract new staff through a strong employer brand

## Our Pledge

We will develop an exciting employer offer which captures our 'unique selling points' and proactively promote the Trust as a great place to work



**Attract new  
staff through a  
strong  
employer  
brand**



# Strategic Priority Five

## Key Objectives

- We will enhance our reputation to attract the best people by considering recruitment, retention and attraction in all our communications and engagement activity
- We will establish our employer value proposition so we are clear and consistent on what our Trust has to offer to prospective talent
- We will proactively promote new ways of working, new roles and role designs that offer flexibility and offer a 'unique selling point'
- We will promote the region as a place to live and work as a means of drawing on wider pools of talent

## What does success look like?

- We have a consistent and engaging approach to recruitment and on-boarding which supports our vision and values and enhances our brand
- There will be fewer vacancies and greater success in filling hard to recruit posts
- We attract staff by promoting more opportunities to work flexibly and innovatively

**Aligned to: Staff, Standards & Sustainable**





# Enabling Priority Six

## Communicating collaboratively to facilitate change

### Our Pledge

We will work in partnership with system partners to consistently communicate about regional health and social care priorities and support reduction in system wide health inequalities



Communicating collaboratively to facilitate change



# Enabling Priority Six

## Key Objectives

- Work with system partners to support public communications and engagement on changes to services, providing a wide range of ways people can be involved
- Actively promote self-care, signposting consistently to Trust services and those of our partners, to encourage and promote wellness through awareness campaigns to support people who may then not need to access formal services
- Take the lead on promoting key mental health messages and priorities across the region supported by our partners

## What does success look like?

- We will increase the number of organisations and people who we communicate with by developing a schedule of briefings to strengthen relationships
- We will have identified opportunities to engage with our service users on key areas of transformation for the Trust
- Our new website will showcase not just our services but signpost to NHS, care and voluntary sector organisations able to offer support on the wider determinants of health for our service users

**Aligned to: Service Users & Sustainable**

# 6

## Equality Assurance





# Equality Assurance

## Equality Impact Assessment

*LSCft puts equality, inclusion, and human rights at the centre of the design and delivery of inclusive services for the diverse communities we serve, and the empowering culture we create for our staff.*

*The legal case is set out in the Equality Act 2010 and the practice is embodied by our staff every day, without exception. We are stronger together.*

## Potential Impact

Multiple listening and engagement sessions across networks, localities, and among protected characteristics groups has enabled the Communications and Engagement strategy team to gather quantitative as well as qualitative data and experiences to help shape the Trust's commitment to become a great and safe place to work and learn. The work with the Trust's Staff Networks and analysis of WRES, WDES and gender pay gap data, as well as employee relations cases has identified ways in which the Trust can improve its approach to attract, recruit and develop a talented and diverse workforce in line with the NHS People Plan which calls for a culture of inclusion and belonging.



**Lancashire &  
South Cumbria**  
NHS Foundation Trust

**For more information of accessible formats  
please contact [communications@lscft.nhs.uk](mailto:communications@lscft.nhs.uk)**

