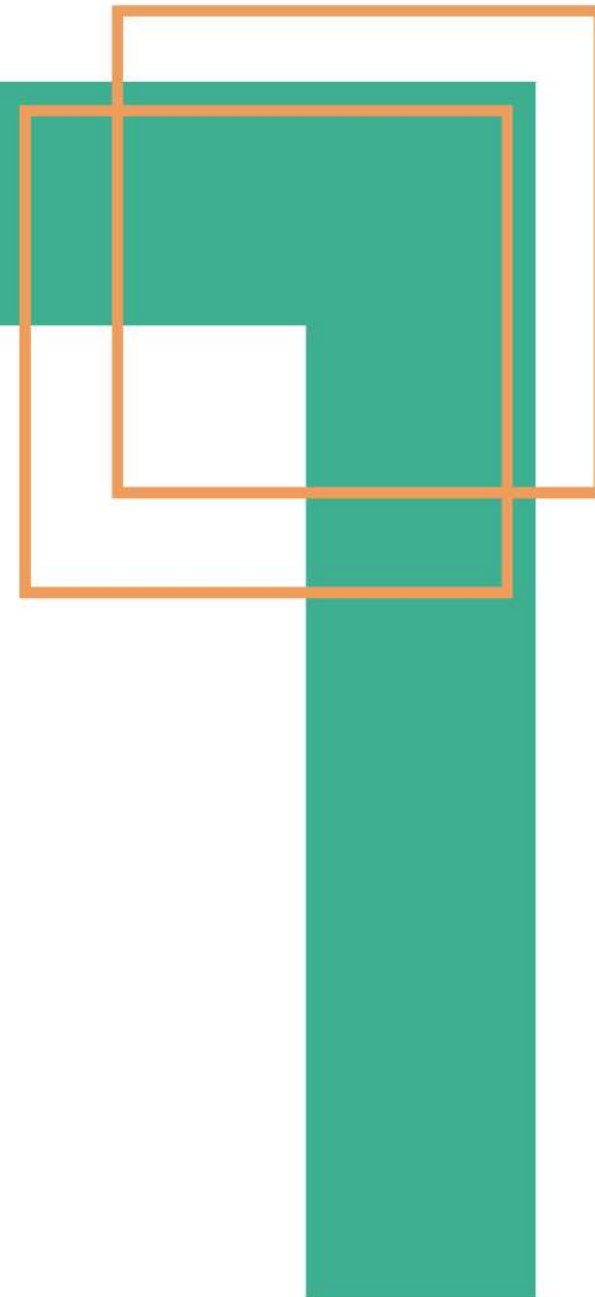


Communications and engagement strategy – 2022-23

28 April 2022



Overview



Vision

To become the best small Island health and care system in the world.

Mission

To meet the health and social care needs of the population efficiently and effectively, in line with accepted professional standards.

Priorities and strategic goals

Priorities

Manx Care's strategic priorities remain unchanged in 2022-23, with one additional focus. These are:

1. Improving patient safety
2. Creating a positive working culture
3. Improving financial health
4. Driving integration of services

Strategic goals:

1. Provide services that truly put patients and service users first, and meet the needs of the individual
2. Provide open, transparent and accountable leadership
3. Deliver collaborative ways of working that actively connect people in our health and care system
4. Deliver better data to support clinical and managerial decision-making
5. Ensure health and care services are clinically and financially sustainable.

Communications approach – 2022-23



The Communications Team has a number of clear objectives for 2022-23, which will also cover the first half of the 2023-24 financial year. With the team almost fully resourced, it will be able to develop and embed the internal communications infrastructure that is required to support the successful and impactful delivery of corporate messaging. Work will take place to define what the Operating Rhythm should look like, alongside work to refine the channel strategy.

In parallel, the team will be able to make clear progress in creating and defining a brand identity for Manx Care at a corporate level, and internally across the Care Group and Corporate Support Services structure. Creating a clear and consistent brand will improve the professional standard of communication, and will support Care Groups and Communications Champions in the development of colleague-specific messaging. It's vital that the internal communications infrastructure and corporate identity work are embedded in line with colleague feedback.

Externally, the Communications team will continue to be clear and consistent in the delivery of corporate messaging, educating the public about Manx Care's strategy as outlined in the Required Outcomes Framework, and highlighting proof-points of delivery against that strategy. If 2021-22 was a year of discover, 2022-23 will be a year of delivery, with a communications agenda in support of this. Communications will be direct yet empathetic, and will highlight challenges in equal measure to successes.

Communications objectives



1 – Organisational level (external)

- Continue to increase profile and visibility of the Manx Care brand; build the strategic narrative
- Promote engagement with the strategic objectives outlined within the 2022-23 Required Outcomes Framework and Manx Care's broader corporate strategy; highlight proof-points of strategic execution and success
- Raise the profile of Manx Care's Executive Leadership Team, including the 'public faces' of the organisation
- Increase visibility of colleague success stories
- Highlight the transformative activity taking place across the health and social care sector, and how this will ultimately impact patients/service users, colleagues and Manx residents
- Oversee communications for the Covid-19 vaccination programme
- (TBC) Develop a recruitment marketing strategy to position Manx Care as an employer of choice – *this activity is now being delivered by OHR and Workforce and Culture; Communications activity will support this once a strategy has been agreed*

2 – People focused (internal)

AIM – a shared responsibility amongst every senior leader within Manx Care: To build an open and transparent relationship between senior leaders and colleagues; to demonstrate visible leadership

- Promote engagement with the strategic objectives outlined within the 2022-23 Required Outcomes Framework and Manx Care's broader corporate strategy; highlight proof-points of strategic execution and success
- Improve colleagues' knowledge of the role they play within Manx Care, and how they will help the organisation to achieve the priorities set out in the Required Outcomes Framework
- Raise the visibility of the Executive Leadership Team, and other senior leaders
- Share success stories generated by colleagues and from across Manx Care's services
- Highlight the transformative activity taking place across the health and social care sector, and how this will ultimately impact patients/service users, colleagues and Manx residents
- Develop and implement a non-monetary reward and recognition programme across Manx Care to support the establishment of a strong recognition culture

Communications objectives – the ‘HOW’ (external)



1 – Organisational level (external)

- Continue to increase profile and visibility of the Manx Care brand; build the strategic narrative
- Promote engagement with the strategic objectives outlined within the 2022-23 Required Outcomes Framework and Manx Care's broader corporate strategy; highlight proof-points of strategic execution and success
- Raise the profile of Manx Care’s Executive Leadership Team, including the ‘public faces’ of the organisation
- Increase visibility of colleague success stories
- Highlight the transformative activity taking place across the health and social care sector, and how this will ultimately impact patients/service users, colleagues and Manx residents
- Oversee communications for the Covid-19 vaccination programme
- (TBC) Develop a recruitment marketing strategy to position Manx Care as an employer of choice – *this activity is now being delivered by OHR and Workforce and Culture; Communications activity will support this once a strategy has been agreed*

HOW will we achieve this?

- Develop a brand strategy and visual identity for Manx Care; ensure this is consistently implemented
- Develop a corporate strategy suite of literature (in anticipation of publication of a three-year strategy for 2023 – 2026)
- Highlight proof-points of strategic execution and success (as outlined in the Required Outcomes Framework), including the personal achievements of our colleagues; be transparent about challenges as much as successes
 - Increase visibility and knowledge of Manx Care’s strategic and operational activity through the use of external channels including media (local and trade), social media, public Board meetings and public Board events
- Increase knowledge around the impact that transformation activity will have on the future delivery of health and social care services on the Island
- Continue to promote the ways in which members of the community can engage with Manx Care
- Develop Manx Care’s social media presence to enhance engagement with the public across digital channels (being mindful that colleagues are also members of the public)
- Develop and utilise a community network to promote engagement with the public across the Island and those who are classed as ‘hard to reach’
- Define and deliver targeted campaigns aimed at highlighting commemorative days and awareness events
- Support Manx Care’s attendance at professional and community events
- Oversee VIP visits to the organisation
- Support the development of a new Manx Care website (Cabinet Office-led programme)



Communications objectives – the ‘HOW’ (internal)



AIM – a shared responsibility amongst every senior leader within Manx Care: To build an open and transparent relationship between senior leaders and colleagues; to demonstrate visible leadership.

2 – People focused (internal)

- Promote engagement with the strategic objectives outlined within the 2022-23 Required Outcomes Framework and Manx Care's broader corporate strategy; highlight proof-points of strategic execution and success
- Improve colleagues' knowledge of the role they play within Manx Care, and how they will help the organisation to achieve the priorities set out in the Required Outcomes Framework
- Raise the visibility of the Executive Leadership Team, and other senior leaders
- Share success stories generated by colleagues and from across Manx Care's services
- Highlight the transformative activity taking place across the health and social care sector, and how this will ultimately impact patients/service users, colleagues and Manx residents
- Develop and implement a non-monetary reward and recognition programme across Manx Care to support the establishment of a strong recognition culture

HOW will we achieve this?

- Increase visibility of Manx Care's strategic delivery; highlight proof-points of strategic execution and success, including the personal achievements of our colleagues; be transparent about challenges as equally as successes
- Work with Triumvirate Leadership Teams to support their internal communication delivery across their Care Groups
- Develop a Communications Champion network
- Develop and implement periodic communications surveys (qualitative and quantitative data)
- Establish an internal communication infrastructure and channel strategy in line with colleague feedback; periodic measurement to ensure this remains fit for purpose
- Develop a corporate intranet for Manx Care (subject to funding approval)
- Design a non-monetary reward and recognition programme; drive engagement with this through development of a Recognition Champion network
- Improve Board and Executive Visibility; oversee formulation of Safety Walk-around and service visit programmes for Non-Executive Directors and, where appropriate, members of the Executive Team; ensure that Executives and Non-Executive Directors maximise their opportunities to visit Manx Care's services
- With the Workforce and Culture (W&C) Team:
 - Establish how Manx Care will drive organisational engagement with the CARE Values (for example through the appraisal process); rebrand the CARE Values; support the design and delivery of a programme of training to embed this across the organisation and help colleagues identify what the values are, and how they align with their own personal values
 - Support key W&C initiatives including the Change Coach programme, colleague surveys including Psychological Safety, Staff Suggestion scheme and other agreed programmes of work



Channels



Internal

Current

- Email
- Vlog/Blog
- Colleague events (including listening sessions, F2F 'meet and greet' sessions, formal CEO/ELT presentations, informal networking)
- Let's Connect
- Board events, including Safety Walk-arounds
- Noticeboards (posters)
- Digital display screens overseen by W&C team, unless direct Communications support has been requested from a service area)

To be established

- Intranet
- Any others to be confirmed

External

Current

- Local and trade media (PR and editorial)
 - Reactive press and media management
- Social media
- Council of Voluntary Organisations (gateway to Third and Voluntary sectors)
- Events, charitable partnerships and sponsorships
- Bi-monthly public Board meetings
- Advertising

To be established

- Website (support for central development programme)
- Community network distribution
- Any others to be confirmed

The channel strategy will be further developed following receipt of feedback from colleagues.

Operating Rhythm



- **Fortnightly** – CEO Blog (updates on key deliveries, visits and other activities), alternating with a Guest Blog
- **Fortnightly** – ‘Word from the Chairman’ (email Blog and important news update from Andrew)
- **Fortnightly** – Let’s Connect call; post-event follow-up email sharing resources and replay details
- **Monthly** – Performance summary (issued to the public and to colleagues) – *from January 2023 onwards*
- **Monthly** – Patient Story (produced for each Board meeting)
- **Monthly** – Issue Transformation Programme monthly newsletter (internal and external version)
- **Monthly** – Issue CARE Award/Team of the Month winner (including any other important recognition news)
- **Monthly** – ‘Time with Teresa’ (monthly informal check-in, organised by Workforce and Culture)
- **Bi-monthly** – Retirement and long service recognition update
- **Bi-monthly** – Public Board meeting
- **Annual** – AGM event; Annual Report (overseen by the Board Secretary and the Communications Team)
- **Annual** – Publication of the Required Outcomes Framework, Annual Performance Update and other annual statutory documents as required
- **Annual** – Formal Colleague Recognition event

- **Frequency TBC** – Colleague newsletters (including Information Governance, Patient Quality and Safety)
- **Frequency TBC** – Colleague Listening events
- **Frequency TBC** – Colleague/other stakeholder events
- **Ad-hoc** – operational updates, to include:
 - Important news and strategic updates Workforce and Culture Team activity, including ‘You Said’ colleague playback
 - Transformation Programme activity
 - Visible Leadership activity
 - Colleague stories

The Operating Rhythm will be further developed following receipt of feedback from colleagues.

Communication objectives – other considerations



Measurement (high-level)

- Stakeholder feedback
- Communications surveys
- People engagement surveys (formal) – *if these proceed in 2022-23*
- Listening Session feedback (informal)
- Public sentiment
- Knowledge of Manx Care strategy, and ability to articulate progress against that

Budget

- To be confirmed.

The public faces of Manx Care – build visibility and awareness

- Andrew Foster CBE – Chairman
- Teresa Cope – CEO
- Dr. Sree Andole – Executive Medical Director
- Paul Moore – Executive Director of Nursing
- Sally Shaw – Executive Director of Social Care
- Jackie Lawless – Finance Director
- (Secondary) Dr. Gareth Davies, Ross Bailey/Mick Fleming, Dr. John Snelling, Barbara Roberts, others TBC

Creating inclusivity through the use of language and tone of voice

- Where possible, 'staff' should be referred to as colleagues or 'our people' as these are more inclusive terms, especially in formal written and spoken internal and external communication.
- It is acknowledged that there will be occasions where the term 'staff' will need to be used.
- Clear, consistent, warm and personable yet direct and delivered with empathy. We will be as transparent about our challenges as much as our successes.

Internal communication direction

- Communications should be clearly labelled to help colleagues understand what we want them to do with the information we're giving them
- Personal messages from Teresa should start with 'A message from Teresa Cope: xxxxx'
- Similarly, personal messages from Andrew Foster CBE or any of the other Executive Leadership Team members should follow the same pattern
- Communications should start with a direction, for example 'ACTION REQUIRED: XXXX', 'QUICK READ: XXX', 'FIVE-MINUTE READ: XXX', 'FOR INFORMATION: XXX', 'IN CASE YOU MISSED IT: xxx' and so on



Thank you

