

Internal communications review

Findings and next steps

Context

The Best Place to Work 'crowd' said:

- 'clearer, quicker comms on Trust-wide matters'
- 'reintroduce the equivalent of Connections magazine to boost morale, with some print copies' (Shining Bright)



Reflecting the wider conversation:

- 'The bigger picture' - informed clearly (208 votes)
- 'Great relationships' - gratitude, celebration, connection and reward (305 votes)



Agreed action: review our communications approach to ensure it's current and fit for purpose (June 2020)

Where are we now?



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- More in-depth view - staff views on Trust-wide communications
- Do we meet staff information needs?
 - communication 'behaviours' and content
- Do we have the right channels?
 - current and preferred information sources/ routes
- Views of 309 staff (12% WTE/ 10% staff) representing all areas: services and corporate
- Spoke to other Trusts: SWYFT, BTHFT, LYPFT, ANHSFT

Our approach



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How would you describe the Trust's approach to sharing Trust-wide information (1-5, 1 slightly / 5 definitely agree)

Honest	55% scored 4 or 5	(32% / 23%)	
Open	54% 4 or 5	(33% / 21%)	
Easy to understand	52% 4 or 5	(34% / 18%)	
Timely	46% 4 or 5	(33% / 13%)	
Two-way	39% 4 or 5	(25% / 14%)	Outlier (1 / 2s)
Relevant to my role	36% 4 or 5	(22%/ 14%)	Outlier (1 / 2s)

Some comments

- **Information overload** - no time to read, not relevant
 - 'too many emails', 'too much information just thrown at us'.
- **Not always accessible** - 'management speak'.
- **Top down/ closed doors** - 'as it stands I have no idea of the current management structure of the Trust, who reports to whom and who has responsibility for what'; 'find things out by accident rather than intention'.
- **Perceived lack of involvement** - 'admin regularly missed out', 'MH focus', 'relevant to staff in Bradford', 'not sure well communicated with when comes to direction of our own services'.
- **Follow through** - close the conversation, 'if say something's happening, what next?'; 'lots of votes & responses...not remotely addressed'.
- **Local links/ leadership** - making the links between corporate messages and individual services / localities; 'information not always passed on below a band 8'; 'should come from SLT down through structures'.

Information needs

Do you get enough information for your role?

- 1) 52% yes, enough for my role
- 2) 34% sometimes

How would you prefer to receive Trust-wide information (scored 4 & 5)

- 1) 70% **team meeting**
- 2) 62% **e-Update** (short news stories with links)
- 3) 56% **Connect**
- 4) 53% e-newsletter (short updates & staff stories)
- 5) 47% screensavers
- 6) 42% cross-team / functional meetings
- 7) 28% noticeboards
- 8) 12% Trust's Facebook account
- 9) 11% Trust's twitter account

Key themes

- **Capacity** - limited time to read.
- **Relevance / connection** – information not required for their role.
- **Communication gaps** - key cascades for staff, ‘find things out by accident/ third hand’, ‘always amazed at what I don’t know is happening’ (exec briefings).
- **Not engaging all groups** - ‘feel managers well represented but higher level clinical staff ..not often included or disenfranchised by Trust communication’

Other Trusts



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- **All do an e-bulletin** – most weekly (one bi-weekly), slightly different formats, no hard measures (but starting to buy-in).
- **Weekly CE blog** – but different day.
- **Managers brief** – usually monthly, face-to-face then cascade.
- **Staff magazine** – in two, ranges from weekly to bi-annual.
- **Phone apps** – to host key internal communications in two; one to support crisis comms.
- **Communications package** – one Trust: news ticker, visual prompts on-screen to access materials, e-bulletin design, lock screen (urgent messages), pop-up surveys, analytics.

Our current channels

- **e-Update** (six-week tracking open-rates)
 - average open rate - 20%
 - by service area:

	Staff	Leaders
Corporate	34%	74%
Wards	21%	33%
Adult physical	18%	44%
Adult MH	18%	29%
Children's	17%	63%
Estates	16%	22%

- **Team meetings - frequency**
 - 42% monthly, 22% weekly, 16% daily, **17%** ad hoc, 2% never
- **Connect - home page**
 - visits (six-week tracking) – **89,212** unique visits, 137,312 total visits

e-Update - themes

Views, layout/ design



- ***74 comments** 'good' - clear, informative, frequent, easy to navigate, easy to find relevant information



- **48** 'fine/ OK' - no comments



- **35** 'not OK' - no time to read, not relevant to role/ service, difficult language, too long, needs colour, not mobile friendly

- **Best day** - majority Monday

*Number of comments not %

One thing you'd change

1. **Tailored** - corporate info, then services (not care groups or professions)
2. **Shorter with contents section** - headers and first line of text
3. **More visually appealing** - colour/ pics (split across the two), 'not too jazzy'
4. **More staff/ service contributions** - 'less management' (corporate versus frontline)

Other ideas:

Free writer's section; forward view (events; opportunities to get involved), mobile app; news ticker (wards), upgrade Connect (main newsfeed/ to use office 365), video weekly talk

Snapshot summary



Information overload

Top down



Not accessible

No involvement



Not always relevant

Follow through

Not engaging

Communication gaps



No time



Local leadership

Different info needs



Information access routes



Do differently?

- **Communication behaviours** – reflect our values, build trust; get the simple stuff right; if we commit then deliver, or update; if we open ‘conversations, close them.
- **Meet different information needs** - need to know and ‘softer’ news.
- **More staff led** - staff story champions, guest blogs/ ‘focus on’ or ‘view from’.
- **Engaging design** - but reflecting different information needs, quick links and headlines to need to know and news style.
- **Extend access routes** - leverage 365/ teams (digital, mobile responsive, SharePoint, discussion forum/ jammer) news ticker for wards, to support preferred routes (team meeting, e-bulletin, intranet).
- **Better support leaders** - monthly CE brief team leads (20 min teams ‘live event’ webinar), opportunity to ask Qs; top issue to brief their teams that month.
 - But be explicit on expectations / roles on engaging their teams
- **Test/ trial** - and update.

What next?



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- Trust commitment - Microsoft 365/ teams (culture shift) and consistency in mobiles.
- Leverage potential - phased approach to mirror implementation:

Phase 1 (would have been June – now Summer):

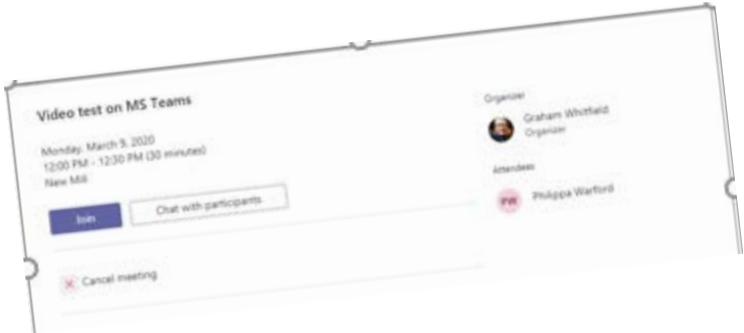
- New-look weekly bulletin (design, refreshed content/ approach - at-a-glance and softer news/pics)
- Monthly team-leads webinar/ Q&A
- Staff story champions, guest blog/ ‘focus on’ or ‘view from’ team/service

Phase 2 (aligned to 365/ teams roll-out):

- New intranet/ discussion forum (yammer)
- Communication identifiers via teams - banners/ icons (standard, important, urgent etc)
- Mobile teams app
- Data analytics
- Plan news ticker on wards (part of re-development)

But journey starts by feeding back – you said....

Mock up



- Standard
Message will be sent as usual
- Important
Message will be marked as important
- Urgent
Recipients notified every 2 min for 20 min

Impact of COVID-19



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- **Bronze Command Cell** for communications has prioritised COVID-19 work and managed internal communications requirements effectively – E-update, Wednesday ‘Bundle’, Connect, FAQs and broadcasts.
- **Microsoft Teams** widely adopted across Trust and impact is positively affecting communications.
- **Increase in video content** with more immediate two way dialogue with staff.
- **Recovery Cell** work will inform further internal communications work and sequencing of Phase 1 & 2 elements.