



Report Cover Sheet

Report to:	Trust Board	
Date of the Meeting:	24 July 2019	
Agenda Item:	P1/146/19	
Title:	Staff Engagement and External Marketing Plan	
Report prepared by:	Alexa Traynor, Associate Director of Strategic Communications & Marketing	
Executive Lead:	Liz Bishop, Chief Executive Officer	
Status of the Report:	Public	Private
	X	

Paper previously considered by:	Trust Executive Group
Date & Decision:	13 May 2019, Approved

Purpose of the Paper/Key Points for Discussion:	<p>The Clatterbridge Cancer Centre is currently in the middle of huge organisational change; developments which change the fundamental nature and identity of the organisation and provides a new requirement for enhanced internal engagement and external marketing.</p> <p>This plan sets out how the Trust intends to communicate with patients, members, staff, stakeholders and the local population to raise the profile of the organisation and achieve high levels of staff and stakeholder engagement.</p>
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Action Required:	Discuss	
	Approve	X
	For Information/Noting	

Next steps required	
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally	X	Collaborative system leadership to deliver better patient care	X
Retain and develop outstanding staff	X	Be enterprising	X
Invest in research & innovation to deliver excellent patient care in the future	X	Maintain excellent quality, operational and financial performance	X

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	X
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	X
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	X
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	X
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	

Equality & Diversity Impact Assessment

Equality & Diversity Impact Assessment	YES	NO
Are there concerns that the policy/service could have an adverse impact on:		
Age		X
Disability		X
Gender		X
Race		X
Sexual Orientation		X
Gender Reassignment		X
Religion/Belief		X
Pregnancy and Maternity		X

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.



The Clatterbridge
Cancer Centre
NHS Foundation Trust

2019 to 2021

Staff Engagement and External Marketing Plan

Introduction

The Clatterbridge Cancer Centre is currently in the middle of huge organisational change; developments which change the fundamental nature and identity of the organisation and provide a new requirement for a staff engagement and external marketing plan to ensure maximum impact.

Key Drivers

Internal Communications

- Response to CQC rating moving from outstanding to good.
- Response to decrease in staff engagement score in 2018 NHS staff survey and reduction in staff recommending CCC as a good place to work in staff Friends and Family Test.
- Achieving high levels of staff and stakeholder engagement as we move towards the successful opening of new Liverpool hospital and implementation of new models of care.
- Raise staff awareness and engagement with Charity and Clatterbridge Private Clinic.
- Raise staff awareness about system leadership and the Trust's role in the Cheshire and Merseyside Cancer Alliance.

External Communications

- The need to significantly raise the profile of the Trust and charity within the region, but particularly in Liverpool.
- Achieving remaining £5m public appeal target.
- Increase awareness of the new hospital in Liverpool.
- Increase awareness of CCC brand, service quality and research levels for system leaders.

This plan describes how we will plan and prioritise our efforts to address the key drivers and support what the Trust is aspiring to achieve through delivery of its strategic goals.

Strategic Objectives

The objective of this strategy is to position CCC as:

A leading provider of cutting edge cancer treatment and exceptional care

In order to:

Gain widespread awareness, understanding and support for our ambition to transform cancer care

By:

- Informing, listening to and motivating our staff
- Building brand recognition regionally, nationally and internationally
- Protecting our reputation and maintaining stakeholder confidence

Internal – Staff Engagement Objectives

- Give staff the opportunity to have their say, feed into organisation-wide decisions and raise concerns
- Promote a happy, healthy work environment
- Recognise and reward staff achievement and celebrate success
- Support leaders to communicate with their teams
- Create high visibility of and accessibility to Executive Team
- Support increased levels of staff support for and involvement in achieving remaining £5m appeal target
- Ensure staff can see that feedback has been heard and acted upon.
- Support our governors to engage effectively within the organisation, with patients, staff and members.

External - Marketing Objectives

- Further develop and raise the profile of the Trust brand
- Raise public awareness of remaining £5m appeal target and its importance
- Provide patients and visitors with the information they need to make their experience as positive and easy as it can be
- Support our commercial enterprises in developing marketing plans, supporting business aims and objectives
- As lead of Cheshire & Merseyside Cancer Alliance, collaborate with stakeholders to ensure continued provision of high quality, sustainable cancer care in the region

Brand Approach

Strapline

Expert staff, leading edge treatment, exceptional care

Positioning Statement

Our expert staff deliver the latest cancer treatment, progressive research and specialist care as close to our patients as we can. We lead cancer developments nationally to achieve world class cancer outcomes across Cheshire and Merseyside.

Brand Voice

Characteristic	Description
Progressive	We are champions of innovation and progress. We take the initiative and embrace change to ensure that we are offering the best service.
Accomplished	We are leaders in our field and our people are some of the best and brightest at what they do. We are confident in our abilities, proud of our achievements and celebrate our successes. Safety and quality are our top priorities and we ensure compliance with all key indicators
Collaborative	We are a system leader but work in collaboration to share successes and challenges. We focus on building relationships, work with integrity and lead by example.
Responsive	We put the needs of our patients at the heart of what we do and lead the way in delivering personalised services. Our specialist experience empowers us to evolve and adapt to offer the best care. We are businesslike and professional to sustain and improve quality care for patients.

Key Message Matrix - Internal

	Key Message 1	Key Message 2	Key Message 3	Key Message 4	Key Message 5
	We value our staff and support them to be the best they can be	We will create a culture of listening to and involving staff	Our wellbeing at work matters to all of us	We can't build our new hospital without the help of our charity	We provide excellent cancer care, treatment and research, no matter where patients come from or how they are funded
Supporting message 1	We support staff to identify new opportunities for growth and development	We will ensure staff survey feedback is understood and acted on	We want you to be happy and healthy	We have £5m left to raise	We support private care at Clatterbridge, as part of our joint venture, for mutual benefit.
Supporting message 2	We will create clear systems and processes for staff to work with	We will be businesslike and responsive	We want to be an outstanding place to work	This money goes towards the cost of the building and is vital	Additional income is re-invested back into NHS services ensuring they remain the best they can be
Supporting message 3	We support staff through a programme of great staff benefits	We will promote engagement opportunities to ensure staff have a voice in proposed developments	Improving our health improves care outcomes	We need to build the best cancer hospital we can. With your help, we can make this happen	Flexible working across all services, whether NHS, private or research, is essential for the future sustainability of CCC

Key Message Matrix – External

	Key Message 1	Key Message 2	Key Message 3	Key Message 4	Key Message 5	Key Message 6	Key Message 7	Key Message 8
	We deliver a unique network of specialist cancer care across Cheshire and Merseyside	We bring lifesaving cancer care, closer to home	We drive forward advances in cancer treatment	We are shaping the cancer workforce of the future	We are working with our partners	We provide excellent cancer care no matter where patients come from or how they are funded	We can't build our new hospital without the help of the public	We support our sustainability by innovating within healthcare to invest profits back into NHS care
Supporting message 1	We provide treatment to a population of 2.4m people	Our new Liverpool hospital brings care where it's needed most	We are based in a community of medical and scientific innovation	We value our staff and support them to be the best they can be	As host of the Cheshire & Merseyside Cancer Alliance we are transforming cancer diagnosis, treatment and care	Clatterbridge Private Clinic is part of The Clatterbridge Cancer Centre NHS Foundation Trust	The Clatterbridge Cancer Charity has £5m left to raise	PropCare our wholly-owned subsidiary delivers major projects, capital developments, estates and facilities contract management
Supporting message 2	We are the only UK cancer specialist Trust located next to a general hospital and university	We treat patients at home or work	Working with academic partners we are leading programmes of lifesaving research	We are creating innovative new roles and multi skilled teams	Cancer is the biggest cause of death in Cheshire and Merseyside	Our private clinic provides outstanding private treatment and care	This money goes towards the cost of the building and is vital	PharmaC our specialist cancer dispensing services delivers a more personalised and efficient experience for our patients
Supporting message 3	We uniquely combine comprehensive care with leading edge research	We deliver exceptional personalised services	We give local access to the most advanced therapies, treatments and clinical trials	We are attracting and retaining the best in cancer expertise	By working together we can boost early diagnosis and treatment success rates	Additional income is re-invested back into NHS services ensuring they remain the best they can be	We need to build the best cancer hospital we can. With your help, we can make this happen	Our expertise in programme and project management helps others achieve their goals

Internal Engagement Action Plan

Deliver a culture which embeds two-way communication and engagement	Timescale
<ul style="list-style-type: none"> • Introduce executive and non-executive walkabouts to increase visibility • Re-establish bi-monthly Staff Engagement Steering Group ensuring timely feedback on a range of communication and engagement activities from staff across the Trust • Review Honest Conversation Events and other approaches to staff engagement ensuring employee engagement is a top priority for senior leaders to offer regular effective two way communication • Develop middle management skills to create a culture of managers who are engaging and involving their staff • Develop new staff intranet site with improved accessibility and functionality 	<p>June 2019 May 2019</p> <p>June 2019</p> <p>On-going Sept 19 to Jan 2020</p>
Involve and inform staff in the vision and direction of the organisation	
<ul style="list-style-type: none"> • CEO to deliver Welcome to the Trust at staff induction • Support internal clinical engagement through the development of clinical model slide deck • Update key TCC milestones visual and communicate internally to support mobilisation and transition • Develop programme of TCC briefing packs to support senior leaders to effectively cascade key information • Develop timetable for build site staff visits and use case studies and videography to support wider familiarisation • Develop orientation pack for staff who will move to new hospital • Use all available opportunities to promote staff involvement in achieving remaining £5m appeal and highlighting impact of charitable contributions on the Trust • Integrate Cheshire & Merseyside Cancer Alliance news and updates into core communications channels • Regularly highlighting private clinic contribution to CCC to increase staff engagement 	<p>On-going May 2019 June 2019 July 2019 and on-going On-going February 2020 On-going</p> <p>May 2019 and on-going June 2019 and on-going</p>
Ensure staff feel that their contribution is recognised and they are valued	
<ul style="list-style-type: none"> • Improve staff survey and staff Friends and family test results with a focus on a “you said, we did” approach. • Introduce #ThankyouThursday to showcase positive feedback to staff • Introduce virtual staff recognition as part of new staff intranet • Increase use of social media to celebrate staff involvement and achievements • Deliver Party on the Farm staff event • Work with W&OD to promote health and wellbeing services and support to staff on a regular basis 	<p>July 2019 April 2019 January 2020 April 2019 and on-going June 2019 June 2019 and on-going</p>

Engage staff in values and behaviours

<ul style="list-style-type: none"> Complete staff engagement on values and behaviours to create and launch a Values in Action campaign to ensure staff understand and can effectively demonstrate 	August to September 2019
<ul style="list-style-type: none"> Tie-in monthly staff achievement award with promotion of Values and Behaviours 	April 2019
<ul style="list-style-type: none"> Further embed Trust values through delivery of Trust electronic PADR 	May 2019
<ul style="list-style-type: none"> Create Community areas on extranet based on CCC sites and hub staff to allow targeted comms and news exchange reinforcing CCC culture across all sites and locations 	January 2020
<ul style="list-style-type: none"> Develop staff welcome pack for new starters 	June to July 2019

Ensure effective engagement and involvement with our governors to support them in fulfilling their role

<ul style="list-style-type: none"> Engagement in the Patient Experience/quality agenda, including Patient-Led Assessments of the Care Environment (PLACE), Governor walkabouts and preparations for Care Quality Commission (CQC) inspections 	Ongoing
<ul style="list-style-type: none"> Governor representation at Trust Patient Experience and Inclusion Group (which will cover patient communications.) 	Quarterly
<ul style="list-style-type: none"> Quarterly Governor Patient Experience Committee to oversee execution of patient experience and involvement strategy 	Quarterly
<ul style="list-style-type: none"> Quarterly Council of Governor Meetings 	Quarterly
<ul style="list-style-type: none"> Quarterly Governor Engagement sessions 	Quarterly
<ul style="list-style-type: none"> Quarterly NED/CoG electronic update 	Quarterly
<ul style="list-style-type: none"> Performance reports and presentations via Trust Board papers on corporate website 	Monthly
<ul style="list-style-type: none"> Input into the development of the Quality Account priorities 	Annually
<ul style="list-style-type: none"> Support Membership Engagement via quarterly Membership and Communication Committee 	Quarterly

External Marketing Action Plan

Build and promote a stronger Trust profile to raise our reputation

Timescale

<ul style="list-style-type: none"> Launch large scale marketing campaign approach to highlight new hospital and £5million remaining appeal including digital content, press releases, videos, success stories, news and more 	To begin June 2019
<ul style="list-style-type: none"> Develop and deliver annual proactive PR plan for TCC including development of suite of videography to support PR and social media 	July 2019 and on-going
<ul style="list-style-type: none"> Increase by 25% engagement with social media and website 	By March 2020
<ul style="list-style-type: none"> Increase by 25% the number of high quality entries the Trust makes to national and regional awards 	By March 2020
<ul style="list-style-type: none"> Roll out impactful, new build visual display materials to go up at CCC sites and off-site clinics 	July 2019
<ul style="list-style-type: none"> Implement communications strategy for Global Digital Exemplar 	On-going

<ul style="list-style-type: none"> • Support Clatterbridge Private Clinic marketing activity through identifying and maximising opportunities for joint/cross promotion • Work with comms team at Knowledge Quarter, local councils and other key stakeholders 	<p>On-going</p> <p>On-going</p>
<p>Improve relationships with key stakeholders</p>	
<ul style="list-style-type: none"> • Increase the number of organisations and people with whom we communicate by at least 25% through developing schedule of engagement/briefing meetings with key partners and stakeholders to strengthen relationships • Increase distribution of C3 to wider stakeholders as a marketing showcase • Introduce regular programme of electronic stakeholder briefings • Develop strategic marketing and communications programme for Cheshire & Merseyside Cancer Alliance 	<p>By March 2020</p> <p>May 2019 and bi-annually July 2019 (quarterly) July 2019 and on-going</p>
<p>Support staff recruitment and retention</p>	
<ul style="list-style-type: none"> • Develop Employer of Choice brand style • Launch new microsite for recruitment • Develop suite of professional, quality supporting materials to support key recruitment activity 	<p>Timescale</p> <p>June to July 2019 October 2019 July to August 2019</p>
<p>Continue to raise the quality of communications, marketing and engagement to match the Trust's strategic ambitions</p>	
<ul style="list-style-type: none"> • Commission external support to increase capacity and enable in-house team to access the necessary specialist skills specifically targeted on design, digital and stakeholder marketing • Expand use of social media channels, in particular making greater use of LinkedIn for profile raising and recruitment • Modernise and professionalise existing core channels for internal communications including monthly Team Brief and weekly e-bulletin • Redesign website homepage to ensure it effectively support the Trust's marketing approach • Introduce additional core communications channels including Spotlight Briefings, #ThankyouThursday and quarterly Town Hall events to improve internal communications and engagement and set the tone from the top of the organisation • Use digital technology to allow staff on all sites to access core communications and engagement events • Increase quantity and improve management of Trust notice boards around key areas visible to staff to ensure there is no over reliance on digital communications 	<p>Timescale</p> <p>May 2019</p> <p>July 2019 and on-going April 2019</p> <p>June 2019 April 2019</p> <p>April 2019 and on-going September 2019</p> <p>September 2019</p>

- Carry out annual communications survey and use insights from Staff Engagement Steering Group to support continuous improvement
- Introduce pulse surveys to gauge progress against actions or views on topical areas. This will enable us to target hot spots and evaluate response to changes in a more timely manner

October 2019

Monitoring and Evaluation

Outcomes

External

- Positive stakeholder recognition
- Enhanced external profile
- Strong partnership relations
- Consistent positive presence in traditional and digital media platforms
- Increased opportunities to showcase the Trust on regional and national platforms
- External leadership – cancer alliance, set up of national rapid diagnostic centres

Internal

- High levels of staff morale
- Improved communications between teams and from floor to Board
- Promotion of healthy working relationships
- Effective recruitment strategies and quality inductions
- Improved staff survey
- Improved response to staff Friends and Family Test
- Improved CQC rating
- Reduced levels of staff sickness and turnover

Key Performance Indicators against Strategic Objectives

Gain widespread awareness, understanding and support for our TCC vision

- Feedback from staff and stakeholders – including formal surveys
- Achieving £5m appeal target
- 20% increase in traffic to TCC microsite
- Annual levels of media coverage (National online & print: 10, consumer/lifestyle: 6, regional online & print: 50, local online & print: 70, radio: 15, TV: 6, Quality broadsheet: 2)
- Numbers of key stakeholder contacts increased by 25%

Protect our reputation

- Patient feedback gathered and reported in the quarterly Patient Experience Report
- Friends and Family Test results
- Media evaluation (tone should be 85% positive)

Build brand recognition

- Social networking activity analysis and 25% increase in followers
- Presence at five major national conferences
- 25% increase in annual number of award entries
- 25% increase in website visits

Make CCC a good place to work

- NHS staff survey results/Staff Friends and Family results
- Pulse surveys
- Recruitment and retention data
- Annual audit of internal communications
- Feedback through Staff Engagement Steering group
- Levels of participation in Town Hall Events and other staff engagement opportunities

Appendix One

Stakeholder Analysis

The stakeholder map identifies our stakeholders and their level of interest and influence so we can plan how to best engage and communicate with each group.

We will keep all stakeholders under review as their levels of interest or influence can change at any time based on individual experiences or interests and we need to assess each engagement in context to ensure relevance and effectiveness.

Manage: actively involve, gain understanding and support and work with them collaboratively.

Satisfy: keep informed and ensure their needs and interests are being considered and addressed.

Inform: keep well informed of developments and ensure they have the opportunity to be involved.

Monitor: ensure easy access to information about the Trust and services should they want it

INFLUENCE ↑	SATISFY		MANAGE	
	<ul style="list-style-type: none"> • Department of Health • Care Quality Commission • Auditors • Clinical Commissioning Groups • Overview and Scrutiny Committees • NHS England • Members of Parliament • Councillors 	<ul style="list-style-type: none"> • Council Leaders and cabinet members • Overview and Scrutiny Committees for Health • Macmillan • Teenage Cancer Trust • Maggie's • NHS Improvement 	<ul style="list-style-type: none"> • The Board • Executive Leadership Team • Senior managers • Clinical and non-clinical staff • Trade Union representatives • Governors • Members • Fundraisers • Volunteers 	<ul style="list-style-type: none"> • Partner hospitals • Cheshire and Merseyside Health and Care Partnership • Cheshire and Merseyside Cancer Alliance • University of Liverpool, Liverpool John Moores • University and University of Chester • Liverpool Health Partners
	MONITOR		INFORM	
	<ul style="list-style-type: none"> • Voluntary, community and faith sector organisations • Communities of interest • BME and other communities • Vulnerable groups • General public • Information Commissioner 	<ul style="list-style-type: none"> • Health and Safety Executive • Equality and Human Rights Commission • Information websites (e.g. NHS Choices, NHS Direct) 	<ul style="list-style-type: none"> • Existing patients and service users • Healthwatch • Patient support groups • Health Forums • Local newspapers and broadcast 	<ul style="list-style-type: none"> • Regional newspapers and broadcast • Social media • Trade journals • National media • GPs • Other NHS organisations
	IMPACT →			

Appendix Two

Swot Analysis

The SWOT analysis out CCC's current strengths and weaknesses in terms of how well-placed it is to deliver the communications, marketing and engagement plan.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong Clatterbridge brand amongst patients • Very high levels of staff and patient satisfaction • New leadership team • Move to Liverpool has united support from across the regional health system • Proactive and ambitious partner in the Clatterbridge Cancer Charity • Co-location with Royal Liverpool Hospital and University of Liverpool • Financial stability • Track record of innovation e.g. PropCare, PharmaC, Clatterbridge in the community 	<ul style="list-style-type: none"> • Low brand profile in Liverpool, inward focused and not proactive in gaining credit for its innovations • Communications team capacity is currently not sufficient to support it remaining a strategically driven proactive function • Inadequate delivery of staff and stories to communications department to enable them to drive creative content • Internal confusion about impact of new model of cancer care • Extranet is underused and difficult to navigate • Low research output compared with other specialist cancer trusts • Change in CQC rating • Staff survey feedback
Opportunities	Threats
<ul style="list-style-type: none"> • USP in CCC model of care • Ground-breaking work in pancreatic, head and neck, breast, gynaecological, prostate cancers, and haemato-oncology will help support a clear narrative • Raising the research offering and subsequently its profile and that of the Trust • Supporting the Cancer Alliance to establish itself as the key driver for transforming regional cancer and the key role that CCC plays in this work • Capitalising on national role 	<ul style="list-style-type: none"> • Geography of regional media and limited local press • Ensuring narrative around Liverpool new hospital build and new clinical model as part of focus to bring care closer to patients is clear • Capacity and buy-in of consultants to support communication of new clinical model, and grow awareness of CCC's innovation and research • Achieving balance between strong employee pride and sense of identity in CCC (perceived as being due to previous organisational form and size) with external perception of CCC as an island and expansion to Liverpool • Anxiety among staff about move to Liverpool, particularly with regard to practicalities such as parking • Opening of Rutherford Private clinic in Liverpool • Further delays to completion of the new Royal