

BOARD OF DIRECTORS MEETING (Open)

Date: 10 April 2019

Item Ref:

05

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| TITLE OF PAPER | Social Media Strategy |
| TO BE PRESENTED BY | Margaret Saunders – Director of Corporate Governance/ Board Secretary |
| ACTION REQUIRED | For the Board to receive and approve the Social Media Strategy 2018-21 |

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| OUTCOME | For the Board to be assured that there is an appropriate Social Media Strategy in place to guide decision-making, manage delivery and ensure the Trust is communicating effectively with its key stakeholders and partners. |
| TIMETABLE FOR DECISION | 10 April 2019 |
| LINKS TO OTHER KEY REPORTS / DECISIONS | Trust Strategy and Strategic Objectives Communications Strategy 2018-2021 Workforce Strategy Staff Health and Wellbeing Strategy |
| STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION | Strategic Aim: A4 Value for Money Strategic Objective: A4 01 Effective quality assurance and improvement will underpin all we do BAF Risk Number: A401 ii BAF Risk Description: Trust governance systems are not sufficiently embedded. |
| LINKS TO NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC | NHS Constitution Key Principle 7: The NHS is accountable to the public, communities and patients that it serves |
| IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT | Failure to communicate effectively on social media could have a negative impact on the Trust's reputation. |
| CONSIDERATION OF LEGAL ISSUES | GDPR NHS Engagement and Consultation Requirements |

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| Author of Report | Jane Harris |
| Designation | Head of Communications |
| Date of Report | 06 March 2019 |

SUMMARY REPORT

Report to: BOARD OF DIRECTORS

Date: 09 May 2018

Subject: Communications Strategy 2018-21

Author: Jane Harris – Head of Communications

1. Purpose

| <i>For Approval</i> | <i>For a collective decision</i> | <i>To report progress</i> | <i>To seek input from</i> | <i>For information</i> | <i>Other (please state below)</i> |
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2. Summary

Vision: To build a community of engaged stakeholders on social media which will support the organisation to achieve its objectives and build a positive organisational reputation.

Strategy:

1. To put in place the required strategies, policies and plans to ensure a focused and effective social media service
2. To support the development of a strong corporate identity which reflects the organisation as a good place to receive care and a good place in which to work
3. To develop more effective social media channels, achieving a wider reach and supporting the organisation's objectives

To use social media to stimulate referrals for services with referral targets The latest figures show that 69% of the United Kingdom population use social media and 9 out of 10 households in the UK have internet access. Even in the older population demographics, use of the internet and social media is growing (59% in over 65s). 86% of the population use the internet daily and 54% use the internet to seek out health information.

Internet users aged 16-24 (95%), 25-34 (96%) and 35-44 (86%) are more likely than average (77%) to have a social media account, and those aged 55-64 (60%), 65-74 (43%) and 75 and over (32%) are less likely.

In today's world, effective use of social media is vital to the success of every

organisation. It supports the delivery of strategic objectives while promoting a positive corporate image, building reputation and creating a sense of community among stakeholders. It also informs and engages people, helping the organisation to run more smoothly.

Our stakeholders are active on social media and our reputation can be enhanced or destroyed on social media networks, therefore, a strategic approach to social media communication is vitally important in ensuring the success of the organisation.

This strategy considers how Sheffield Health & Social Care NHS Foundation Trust can utilise a strategic approach to social media in support of its objectives. It considers how we can target our efforts more effectively and make the biggest possible impact, despite limited resources.

Guidelines for staff in the personal use of social media are provided in our Social Media for Staff Policy.

The strategy will be supported by an implementation plan. The actions within it will be assessed at the end of each year and may be amended to reflect changing conditions. These are closely connected to our objectives and values.

The draft strategy was circulated to the Deputy Medical Director, Director of Operations, Director of Quality, Deputy Director of IMST, Associate Director Scheduled and Planning Care, Associate Director Crisis and Emergency Care, Head of Informatics and Information Systems and the Information Manager and Acting Data Protection Officer. Comments received were considered and, where appropriate, amendments and additions have been made to the draft. A Privacy Impact Assessment Form has been completed and submitted to IMST.

3 Next Steps

Once approved, the implementation plan will be put into effect. There will be an active process of continuous review throughout implementation to ensure that any changes in the external or internal environment fully considered and taken into account.

4 Required Actions

The Board of Directors is asked to:

- Receive the strategy
- Accept appropriate assurance from the Executive Directors' Group
- Approve the strategy.

5 Monitoring Arrangements

The implementation and effectiveness of the strategy will be overseen the Head of Communications and the Director of Corporate Governance/Board Secretary, with assurance reported to the Executive Directors' Group.

6 Contact Details

Jane Harris, Head of Communications

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Social Media Strategy

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Vision: To build a community of engaged stakeholders on social media which will support the organisation to achieve its objectives and build a positive organisational reputation.

Strategy:

1. To put in place the required strategies, policies and plans to ensure a focused and effective social media service
2. To support the development of a strong corporate identity which reflects the organisation as a good place to receive care and a good place in which to work
3. To develop more effective social media channels, achieving a wider reach and supporting the organisation's objectives
4. To use social media to stimulate referrals for services with referral targets

Executive Summary

The latest figures show that 69% of the United Kingdom population use social media and 9 out of 10 households in the UK have internet access. Even in the older population demographics, use of the internet and social media is growing (59% in over 65s). 86% of the population use the internet daily and 54% use the internet to seek out health information.

Internet users aged 16-24 (95%), 25-34 (96%) and 35-44 (86%) are more likely than average (77%) to have a social media account, and those aged 55-64 (60%), 65-74 (43%) and 75 and over (32%) are less likely.

In today's world, effective use of social media is vital to the success of every organisation. It supports the delivery of strategic objectives while promoting a positive corporate image, building reputation and creating a sense of community among stakeholders. It also informs and engages people, helping the organisation to run more smoothly.

Our stakeholders are active on social media and our reputation can be enhanced or destroyed on social media networks, therefore, a strategic approach to social media communication is vitally important in ensuring the success of the organisation.

This strategy considers how Sheffield Health & Social Care NHS Foundation Trust can utilise a strategic approach to social media in support of its objectives. It considers how we can target our efforts more effectively and make the biggest possible impact, despite limited resources.

Guidelines for staff in the personal use of social media are provided in our Social Media for Staff Policy.

The strategy is supported by an implementation plan. The actions within it will be assessed at the end of each year and may be amended to reflect changing conditions. These are closely connected to our objectives and values.

This strategy has been developed taking into account a number of related documents including the Trust Values, Annual Plan, Strategy and Strategic Framework, Communications Strategy, Service User Engagement Strategy, Workforce and Organisational Development Strategy, Quality Improvement and Assurance Strategy, Carers Strategy, Research Strategy, Digital Transformation Strategy, Estates Strategy, Partnership Strategy, Clinical and Corporate Services Redesign Strategies.

This strategy is underpinned by our [vision, values and strategic aims and objectives](#).

Our social media channels

Sheffield Health and Social Care currently operates five social media channels. Each social media channel has been identified to meet the needs of different stakeholders and to maximise engagement with different demographics.

- Facebook - nine in ten adults with a social media account say they use Facebook (91%). There are no differences by age in having a Facebook account compared to the average, although only using Facebook is more likely among those aged 55-64 (39% vs. 26%) and over-64s (59%). Those in C2 households are more likely to use Facebook (97%) and less likely to use LinkedIn (9%). Women are more likely to have an account on Facebook than men.

Sheffield Health and Social Care primarily uses Facebook for community building and information sharing.

- Twitter - 24% of adults use Twitter. AB adults are more likely to have a Twitter account (33%).

Sheffield Health and Social Care primarily uses Twitter for reputation building and profile raising.

- LinkedIn – adults ages 45-54 are more likely to have a profile on LinkedIn (24%). AB adults are also more likely to have a profile on LinkedIn (30%).

Sheffield Health and Social Care primarily uses LinkedIn as a recruitment tool.

- Instagram – appeals to a younger demographic with 64% of 16-24s having an Instagram account and 42% of 25-34 year olds. Women are more likely than men to have an Instagram account.

Sheffield Health and Social Care primarily uses Instagram for community building and health promotion.

- YouTube – 51% of 16-24s have a YouTube account.

Sheffield Health and Social Care primarily uses YouTube to support video content on other social media channels

Key audiences

- Staff
- Current service users
- General public
- Students (studying clinical and non-clinical subjects)
- Potential service users
- Potential employees/staff
- Partner organisations

Objectives

1. Strategic approach

To put in place the required strategies, policies and plans to ensure a focused and effective social media service

Develop a strategic approach to social media

Focus on a small number of social media campaigns with clear objectives

Link campaigns directly with the Strategic Aims and Objectives

Rationale: Resources need to be focused in order to maximise impact in key areas

2. Building reputation

To support the development of a strong corporate identity which reflects the organisation as a good place to receive care and a good place in which to work

Support development of clear corporate identity with consistent application in style, design and messages

Embed values

Build trust and confidence in services for the public, service users, carers and stakeholders

Utilise the recruitment tool functionality of social media channels

Support the organisation's aspiration to be a leader in mental health care and service user and carer engagement

Support staff to engage effectively on social media by providing in-house training

Rationale: social media (and website) is the shop window for the organisation. The aim is for people to view us as a place they'd want to receive care for themselves or their loved ones. The aim is also to sell the organisation as good place to work. This will also help current staff feel that their work is valued.

3. Information sharing and community building

To develop more effective social media channels, achieving a wider reach and supporting the organisation's objectives

Development of effective social media channels to facilitate:

- Sharing of useful information
- Advice and support on common health issues
- Event promotion – Annual Members' Meeting, Safer Care event
- Involvement activities – membership, volunteering
- Promotion of a sense of belonging and involvement among current staff
- Support the organisation's recruitment strategy and workforce development
- Genuine, caring, timely and authentic responses to criticism, complaints and negative feedback
- Simple and honest explanations of service change and organisational challenges

Rationale: social media can support delivery of organisational objectives. Effective social media helps stakeholders understand the organisation, its purpose, vision and

objectives.

4. Referrals

To use social media to stimulate referrals for services with referral targets

Work with Sheffield Treatment and Recovery Team (START), the Improving Access to Psychological Therapies (IAPT) Service and the Short Term Educational Programme (STEP) to support referrals, awareness campaigns and, where appropriate, targeted messaging

Work with clinical services to identify key messages for relevant services are delivered in a timely manner and accessible format

Ensure our social media channels are used effectively to promote services and facilitate access

Rationale: if we don't tell people that our services are available, we can't expect them to self-refer or ask their GP for a referral.

Key themes

- Services – support that we offer (only those that need referrals)
- Good news – sharing the achievements of our services, teams and staff
- Jobs – latest vacancies, including targeted recruitment of hard to fill posts, eg. nursing
- Opportunities – events to go to, surveys to take part in, research
- Case studies – sharing the stories of our service users, carers, volunteers, families and staff
- Sharing press releases/statements – journalists targeted mainly through Twitter.

Key messages

It is important to have a core set of messages which are used consistently throughout our communications. These messages are derived from our Values and Strategic Aims:

- Service user and carer engagement at the heart of what we do (Respect, Compassion, Partnership)
- Committed to continuous quality improvement and aspiring to excellence/outstanding (Ambition, Accountability, Fairness)
- Planning for our future with our service users, carers and partners (Ambition, Partnership, Respect)
- Committed to staff personal and professional development and supporting wellbeing – investing in our people (Fairness, Respect, Partnership)

Campaigns for Year One

As well as the activity listed in this strategy, each year the Trust will adopt a series of social media campaigns.

The intended campaigns for year one of the strategy are below. Each will be supported by its own action plan.

| Campaign | Justification |
|------------------------|---|
| Service Transformation | Future Services Objective 1: Deliver interventions and support closer to general practice, neighbourhoods and embedded within other services. Value for Money Objective 2: We will adapt some of the |

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|----------------------|---|
| | <p>services we provide in response to demand and market conditions</p> <p>Value for Money Objective 3: 3: An estate plan that meets our needs</p> <p>People Objective 1: We will manage change positively and effectively, ensuring support for staff</p> |
| Employer of Choice | <p>People Objective 2: We will develop a strategic approach to enable workforce transformation</p> <p>People Objective 3: We will promote an effective culture of leadership and management based on Trust values</p> <p>People Objective 4: We will prioritise the health and wellbeing of our employees</p> |
| Service user stories | <p>Quality and Safety Objective 3: Provide positive experience and outcomes for service users</p> |

Beyond year one

The work for 2018/19 will ensure the Trust has the systems and processes in place for further social media improvement.

From this strong base, the Trust will move forward with other social media improvements including:

- Stakeholder communication
- Promotion of SHSC Charity
- Promotion of service user engagement work and co-production
- Exploring the development of additional social media channels

Posts

- We will post every day on each account – including scheduled posts on weekends and out of hours
- Two posts a day on Facebook and Twitter
- One post a day on Instagram
- LinkedIn posts will rely on how often jobs need to be posted.

Boosted posts or social media advertising

- We will only use these for promotion of identified hard to fill vacancies or for IAPT, STEP or START
- We will ensure that these posts are only targeted towards people over the age of 18
- Audience research will not include any personal identifiable information

Responses to posts

- We will aim to respond to all messages, comments and direct messages within 24 working hours
- Where people include personal identifiable information in messages or comments, or raise concerns, we will ask them to use direct messages or send an email – personal identifiable information should not be shared publicly and it helps if the details can be expanded on without social media character restrictions in an email or telephone call

- All subject access requests, access to medical records, freedom of information act requests and complaints will be redirected to the appropriate email and telephone contacts.

Roles and Responsibilities

Chief Executive/Board

- Executive responsibility for the communications function
- Ensuring social media communications are in line with Trust aims, objectives and values

Communications Team

- Responsible for the day-to-day running of the social media communications function
- Managing the Trust's online presence through both web and social media
- Advising the Board and Trust staff on social media matters
- Providing regular reports on activity to the Board of Directors
- Providing regular social media training to staff

All staff

- Providing the Communications Team with local information, good stories, case studies and statistics
- Working with the Communications Team on social media activities and campaigns related to their service area
- Complying with the organisation's Social Media Policy for staff
- Undertaking social media training as required.

Process for Monitoring Compliance with the Document

Regular evaluation is vital to effective communication. It makes sure that we know what is working and what is not, it enables us to see if our messages are being received by the right audiences and allows us to continuously improve, while adapting to changing situations.

In order to be truly meaningful, therefore, evaluation must be based on outcomes such as changed opinions or different behaviours, rather than outputs such as the number of tweets. Where possible, the measures should be based on the objectives set within this strategy and its accompanying implementation plan.

Measures will identify:

- Growth – our audience continues to grow and doesn't stagnate
- Reach – our reach grows and our messages are seen by more and more people
- Engagement – we receive more comments, likes, messages and shares on our posts.

We will use the analytics that each social media platform offers to capture data on a monthly basis. This will form part of the analytics report that goes to Board, which will then feed in to an annual report. This will chart progress and growth over the year.

Where we have a measurement of equivalent advertising costs we can benchmark with social media to determine our return on investment.

This strategy and associated procedures will be monitored by the Head of Communications. A copy of this strategy and other related documents will be available on the Trust's Intranet. Details will also be cascaded to staff via e-mail and the Trust Management Group.

References

Social Media and the NHS (NHS Employers); Social Media Security User Guide (NHS Digital); NHS Corporate Identity Guidelines; Chartered Institute of Public Relations (CIPR) Code of Conduct; Ofcom Adults' Media Use and Attitudes Report 2018.

Associated Documents

Trust Values, Trust Strategy and Strategic Direction 2017-20, Communications Strategy 2018-2021, Media Policy, Social Media for Staff Policy, Data and Information Acceptable Use Policy, Data and Informational Governance Policy, Data and Information Sharing Policy, Data and Information Security Policy, Emergency Preparedness and Resilience Policy, Safeguarding Adults Policy, Safeguarding Children Policy, Visitors Policy.

Equality Impact Assessment

This strategy applies to all Trust employees and visitors irrespective of age, race, colour, religion, disability, nationality, ethnic origin, sexual orientation or marital status, carer status, social and employment status, HIV status, gender reassignment, political affiliation or trade union membership. All will be treated in a fair and equitable manner.

The Trust will take account of any specific access or specialist requirements for individual visitors during the implementation of this strategy.

Version Control

| Version | Date | Author | Status | Comment |
|----------------|---------------|---------------|---------------|------------------|
| 1 | December 2018 | J Harris | Draft | New strategy |
| 1.1 | January 2019 | J Harris | Draft | Minor amendments |