BOARD OF DIRECTORS MEETING (Open)

Date: 13 Nov 2019
                    Item Ref: 5a

TITLE OF PAPER	Social Media Approach 2019-2020
TO BE PRESENTED BY	Phillip Easthope, Interim Deputy Chief Executive
ACTION REQUIRED	For the Board to receive and approve the Social Media approach for 2019-2020

OUTCOME	For the Board to be assured that there is an appropriate Social Media approach in place to guide decision-making, manage delivery and ensure the Trust is communicating effectively with its key stakeholders and partners.
TIMETABLE FOR DECISION	13 November 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:** **RISK DESCRIPTION:**	A1 Quality & Safety A101 Effective governance, quality assurance and improvement will underpin all we do A101iii 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

Author of Report	Holly Cubitt
Designation	Head of Communications
Date of Report	18 Oct 2019

SUMMARY REPORT

Report to: **BOARD OF DIRECTORS**

Date: 13 November 2019

Subject: Social media approach

Author: Holly Cubitt – Head of Communications

1. Purpose

For Approval	For a collective decision	To report progress	To seek input from	For information	Other (please state below)
√					

2. Summary

Vision
Our vision is to build a community of engaged stakeholders on social media which will support the organisation to achieve its objectives and build an authentic, positive organisational reputation.

Strategy
a) We will put in place a plan to ensure a focused and effective use of social media by the Trust, achieving a wider reach and supporting our organisational objectives.
b) We will support the development of a strong corporate identity which is honest and authentic whilst reflecting the ambitions of the organisation to be a good place to receive care and a good place in which to work.
c) 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.

This approach considers how Sheffield Health & Social Care NHS Foundation Trust can utilise a strategic view of 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. We are mindful that we are an organisation dealing with vulnerable service users, through our social media conversations we wish to hold a vision of hope for recovery whilst being realistic that this isn't the case for everyone.

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

This outline approach is part of our Communications Strategy for the organisation. It will be supported by an implementation plan.

This approach 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 approach is underpinned by our vision, values and strategic aims and objectives.

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 are fully considered and taken into account.

4   Required Actions
The Board of Directors is asked to:

- Receive the outline approach
- Accept appropriate assurance from the Executive Directors' Group
- Approve our approach.

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
Holly Cubitt, Head of Communications
Tel: (0114) 271 1267
Email: holly.cubitt@shsc.nhs.uk

Social Media approach

Contents   Page

1. **Vision**
   Our vision is to build a community of engaged stakeholders on social media which will support the organisation to achieve its objectives and build an authentic, positive organisational reputation.

2. **Strategy**
   a) We will put in place a plan to ensure a focused and effective use of social media by the Trust, achieving a wider reach and supporting our organisational objectives.
   b) We will support the development of a strong corporate identity which is honest and authentic whilst reflecting the ambitions of the organisation to be a good place to receive care and a good place in which to work.
   c) To use social media to stimulate referrals for services with referral targets.

3. **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.

   This approach 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. We are mindful that we are an organisation dealing with vulnerable service users, through our social media conversations we wish to hold a vision of hope for recovery whilst being realistic that this isn't the case for everyone.

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

   This outline approach is part of our Communications Strategy for the organisation. It will be supported by an implementation plan.

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

4. 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 aged 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

5. Key audiences

Our key audiences on social media are:

- Staff
- Current service users
- General public
- Students (studying clinical and non-clinical subjects)
- Potential service users

- Potential employees/staff
- Partner organisations

6. Our social media objectives
Our objectives are:

- To ensure a focused and effective use of social media by the Trust, achieving a wider reach and supporting our organisational objectives.
- 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.
- To use social media to stimulate referrals for specific services with referral targets such as IAPT and START (where they have capacity to cope with any demand stimulated).

7. Our social media content
We will share a variety of different types of content to reflect the variety of the service users we care for and the services we offer. Our content will cover:

- Services – support that we offer (only those that need referrals)
- 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. We will ensure these are realistic and truly reflect the complex journeys of these stakeholders. We will give specific attention to the stories of our staff who work at the 'point of care' with our service users.
- Sharing press releases/statements – journalists targeted mainly through Twitter.

8. Our social media tone
We will adopt an open and honest approach to the way we write our messages on social media. This will be particularly pertinent for our current service users and carers who are navigating our services.

We will always strive to provide a balanced view of our organisation, we are ambitious in the care we want our service users to receive but acknowledge that on occasion the reality of the care we provide is not always as we might have hoped.

We will use a realistic and authentic tone of voice.

9. Our key messages
We have a core set of messages which are used consistently throughout our communications. These messages are derived from our Values and Strategic Aims. They are:

- 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)

10. Content frequency

We will tailor the frequency of our messages based on what the content is, which the channel is and the type of content. We will aim to post on our channels on a daily basis.

11. Boosted posts or social media advertising

- We will 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.

12. 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. We know we will not always get this right but we are committed to continuous improvement so we will always learn from our interactions and try to make future conversations easier.
- 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.

13. Roles and Responsibilities

13.1 Chief Executive/Board

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

13.2 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

13.3 All staff

- Providing the Communications Team with local information, authentic 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.

14. 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 approach and its accompanying implementation plan.

Measures will identify:

- Growth – our audience continues to grow and does not 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 approach and associated procedures will be monitored by the Head of Communications. A copy of this approach 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.

15. 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.

16. 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.

17. Equality Impact Assessment

This approach 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 approach.

18. Version Control

Version	Date	Author	Status	Comment
1	December 2018	J Harris	Draft	New strategy
1.1	January 2019	J Harris	Draft	Minor amendments
1.2	October 2019	H Cubitt	Draft	Changed to an approach to social media. Sections added on tone and frequency of messaging.