



'Pass it On' at Leicestershire Partnership NHS Trust Internal Communications Campaign



CIPR Midlands Pride Award Entry
Submitted by spottydog communications
June 2014

Brief and objectives:



At Leicestershire Partnership NHS Trust in May 2013, staff morale was at a low ebb. A succession of re-organisations had disenfranchised staff.

Just 18 per cent of staff felt that day to day frustrations were quickly identified and resolved and a mere 36 per cent felt valued for the contribution they made, or the work that they did.

Pulse Check survey May 2013

It was clear that changes needed to be made and the Trust invested in Listening into Action – a national scheme for the NHS. The Trust invited staff to volunteer to become Pioneer Teams – and pursue a mission for change, through a seven step process of staff engagement and early actions.

For many Trusts, this formula has worked well, but within an organisation that employs more than 5,000 staff across 60 departments on many different sites – it needed a boost to make a longstanding difference. The Trust initially faced scepticism and struggled to persuade staff that Listening into Action (LiA) was more than just ‘another initiative’.

That’s where spottydog communications came in.

174 words

Creating a strategy for sustainability:

The first step was to report the progress of each team through the Trust’s intranet and weekly e-bulletin. It had to be inspirational and uplifting, as well as omnipresent. Week in, week out, we delivered two or more stories of progress or success.

But in order to make a real difference – to help staff overcome barriers and do things differently every day for the next twenty years (not just twenty weeks) - it was vital that LPT and spottydog worked together to share skills to improve communications on an ongoing basis.

We strove for empowerment. Empowering ward sisters to write engaging newsletters for their staff, come up with creative displays to attract attention, teach basic design principles and legalities relating to Google images, and even to help them re-word the jargon in order to reach other departments. Basically, everything we did needed to be templated and taught – to ensure that each team would be able to continue with their activity once we had moved on, and the funding for their mission was at an end.

We chose not to employ designers or filmmakers, preferring to produce everything ourselves, based on a few key principles and techniques that could be taught and passed on.

203 words

Aims and tactics:



Three aims:

Persuade staff that things are changing for the better

Empower staff to deliver their own internal communications

Transform opinions within Pioneer Teams and create ambassadors for change

29 words

Tactics included:

- A monthly newsletter dedicated to Listening into Action activity
- A generic communications plan for each team to adopt and develop throughout their Mission
- Templated newsletters meeting the specific needs of each team
- Copy or imagery guidance for all creative work
- Video - recorded and edited on an iPad
- Bespoke advice for each team to help them identify the need for communications

63 words

Implementation and Integration:

We began our campaign in November 2013, proactively engaging with every Pioneer Team. The campaign reached a climax in April 2014 with a celebratory 'Pass It On' event ten teams showcased their work so far, and encouraged everyone involved to pass on the baton. Fifteen teams took it up – inspired by the success achieved so far.

Highlights can be seen in the award appendix, and included:

- Communications Stars – templated guides for new Pioneer Teams
- 'I promise' competition to win a day with the Chief Executive on your team
- LiA News (monthly newsletters)
- Sisters Act – staff suggestion boxes
- 7m and 9m wall displays showing calendar of LiA activity and team profiles
- Team newsletters
- Thank you cards
- News bites – simple displays to highlight early actions
- Video of the Pass it On event
- Pulse Check Results poster

134 words

Evidence and Results



So, do we have any tangible evidence of behaviour change? Lots!

We saw a roomful of NHS staff performing the YMCA, and witnessed the launch of a new group-based service for patients with coeliac disease, run with a non-NHS organisation. Thank you cards launched to reward staff were so popular, they ran out within the first month, and the Pharmacy team relocated to the other side of the city – not just without a hitch, but improving and adding new services while they did it.

These are just a few of many changes that would have seemed impossible a mere 12 months ago.

And did we achieve our aims?

Persuade staff that things are changing for the better

The acid test was the Pulse Check survey. After a year, would the staff confirm what we all believed – that by promoting the Listening into Action project – we had persuaded staff that things were getting better.

More than 1500 staff took part, and every single result showed an improvement.

Transform opinions within Pioneer Teams and create ambassadors for change

But most striking, were the results from the Pioneer Teams and Sponsor Groups that had been directly involved. Here there was an average improvement of 44% on all the scores compared to June 2013, showing that Listening into Action and the new communications skills they had acquired, had made a significant impact. Many results had rocketed from around 30% to 90%. Sharing these results was important – so we developed a simple poster that could be printed out and shared in every department across the Trust. You'll find that in the appendix too.

Empower staff to deliver their own internal communications

1 video, 1000s of invites, 100s of posters, 3 dedicated staff newsletters, 1 suggestion box campaign and 4000 thank you cards. All created and delivered by staff, with support from comms. And if you want to know what the staff thought of how better communications helped them achieve this – just take a look at their comments in the appendix.

337 words

Budget:

The campaign was delivered within a total budget of £10,000 over seven months.

Cost effective? The Trust leaders certainly thought so. They committed to funding another year of internal communications and project support, to support the increasing numbers of Pioneer Teams and help spread the message that change is possible, exponentially across the Trust.

60 words