

## Healthwatch Oxfordshire Board of Directors

Date of Meeting: 24 <sup>th</sup> November 2015	Paper No: 5
---	-------------

**Title of Presentation: Marketing & Communications Strategy 2015**

This paper is for	Discussion		Decision	x	Information	
-------------------	------------	--	----------	---	-------------	--

**Purpose and Executive Summary (if paper longer than 3 pages):** This paper seeks to:

- Summarise current communications activities, carried out by the newly-appointed Marketing and Communications Manager.
- Identify the goals Healthwatch Oxfordshire needs to achieve through its communications activities in the year 2015/16
- Set out a strategy for accomplishing this across all channels of communication, including print, digital and media.

It was reviewed and endorsed by the Marketing and Communications Group on October 21<sup>st</sup> 2015.

**Financial Implications of Paper:** The Marketing & Communications Budget is currently £13,000.

**Action Required:** The Board is asked to **approve** this strategy.

**Author:** Richard Maynard

## **Marketing and Communications Strategy 2015/16**

### **1. Introduction**

This document aims to outline the key messages Healthwatch Oxfordshire needs to communicate, the target audience for those messages, and how we intend to deliver this, using the channels available. Central to this is the way in which communications and marketing will be used to achieve the mission and vision of Healthwatch Oxfordshire.

This strategy ties in directly with the draft Healthwatch Oxfordshire Strategy and Delivery Plan, and also the Outreach Development Plan.

This is the first Marketing and Communications Strategy since the appointment of a Marketing and Communications Manager, who will take over those functions previously managed externally by Firebird PR and internally by the Communications Officer.

### **2. Target Audience**

Communications from Healthwatch Oxfordshire are targeted at the following groups:

- The general public of Oxfordshire
- People who use care services
- Those people who are rarely heard or represented
- Not-for-profit sector
- Health and social care professionals and organisations
- Local councils
- Members of Parliament
- Local councillors
- Commissioners.

### **3. Where are we now? Overview of current activities**

Marketing and communications activities can currently be broadly divided into five areas:

#### **3.1 Outreach activities.**

Healthwatch Oxfordshire attends a number of events in the county, with the aim of:

- i. Raising awareness of HWO.

- ii. Providing advice and information on a range of health and social care issues.
- iii. Hearing people's stories about their experience of health and social care services and to use this information to drive change.

We currently have a range of materials available for promotional purposes, namely

- Leaflets
- Posters
- Stress balls
- Pens
- Key rings.

We have also purchased a gazebo carrying the Healthwatch branding, which is both eye-catching and practical, as it provides shelter for both staff and public at outdoor events.

### **3.2 Digital Communications.**

Digital communications can be divided into two principal areas, the Healthwatch Oxfordshire website, and our social media presence.

#### **3.2.1 Website**

Our website [www.healthwatchoxfordshire.co.uk](http://www.healthwatchoxfordshire.co.uk) is built using a 'website in a box' format called Drupal, which is standard across local Healthwatch across England. As such, it is fairly easy to update, but limited in scope for re-designing. The current website is in need of an overhaul, and a full review needs to be conducted of both its appearance and content. In the period July 15th - September 3rd we had:

- 805 hits by 604 users
- 71.2% returning visitors 28.8 % new visitors
- 2,124 pages viewed
- Average length of visit 2m 38s

#### **3.2.2 Social media**

Healthwatch Oxfordshire is active on both Facebook and Twitter. At the time of writing, our Facebook page has 182 'LIKES', while on Twitter we have 1, 249 followers.

Use of social media enables us to:

- Provide information on our current activity
- Encourage people to share views about services

- Share the latest news
- Provide clear messages about our services and values
- Encourage participation through chats and polls with our supporters
- Share information about our and other organisations events/meetings
- Drive traffic to our website

### 3.3 Media Relations

Working with the local media is an important way to disseminate Healthwatch Oxfordshire's key messages, raise public awareness of the advice we have given, and the response we have received. We do this in two ways:

- **Proactive media.** This is telling the media about our projects using press releases and offering interview opportunities with outlets such as BBC Oxford and the Oxford Mail and inviting the media to attend our events.
- **Reactive media enquiries.** This is when the media contacts us, seeking a comment on interview on an issue. This can be a good opportunity to promote our work, although we do not always accept the invitation to comment if the issue is not relevant. We also provide background information to news organisations to help them compile reports.

Media relations have previously been managed by Firebird PR, an agency based in Steventon, Oxfordshire. However these functions will be managed in-house by the Marketing and Communications Manager by the end of October.

### 3.4 Other Channels of Communication

#### Newsletter

Healthwatch Oxfordshire's newsletter is published every two months. It currently comprises four A4 pages, laid out in newspaper style, with three columns per page, a strong news story on the front page, updates of our activities, and contact information on the back page. It is sent to a database of approximately 300 postal subscribers, made available on the website, and is also sent out electronically in downloadable PDF form to approximately 700 people.

#### Email bulletins

Healthwatch Oxfordshire maintains an email database, 'Friends of Healthwatch', as well as other list of other interested parties, such as MPs and local councillors. Information is sent out as required, using the Mailchimp email distribution service

#### Posters and leaflets.

Healthwatch Oxfordshire maintains a stock of posters and leaflets, using standard Healthwatch design and branding, which can be distributed for use on noticeboards, and also used at outreach events.

### **3.5 Stakeholder relationship management**

Stakeholder relationship activities help build the organisation's profile and credibility with key influencers. Activity includes:

- Active membership of the Health and Wellbeing Board
- Active participation in meetings such as HOSC (Oxfordshire County Council's Health Overview and Scrutiny Committee) and the Quality Surveillance Group
- Active membership of organisations such as OSCA, (Oxfordshire Stronger Communities Alliance)
- Regular meetings with key figures who can raise the profile of Healthwatch Oxfordshire, such as forum chairs
- Having Ambassadors who can represent Healthwatch Oxfordshire on National Groups such as HAPIA (Healthwatch and Public Involvement Association)
- Responding to invitations for speaking opportunities sent the Chief Executive.
- Regular liaison meetings with OCC and OCCG.

### **4. Aims of Communications - where do we want to be?**

This strategy is designed to help deliver the overall objectives for the organisation set out in the draft Healthwatch Oxford Strategy and Delivery Plans for 2015/26-2016-17.

In addition, Healthwatch Oxfordshire's communications activities should achieve the following key objectives:

- To demonstrate Healthwatch Oxfordshire is an effective consumer champion and watchdog.
- To build awareness of Healthwatch among local people and the local media.
- To effectively signpost local people to information about their health and social care services.
- To demonstrate to commissioners and providers of health and social care services that Healthwatch Oxfordshire will interact, challenge and bring value to the design and provision of organisations' services.
- To establish Healthwatch Oxfordshire as credible, trustworthy, and ready to work differently.
- To publicise both our own activities and also consultations and other opportunities for user involvement provided by other relevant organisations.
- To increase contacts with the public.
- To ensure communications are reaching target audiences.

## **4.1 How we will achieve these objectives**

In order to assess the effectiveness of current communications activities, we will need to conduct a 360-degree survey in December which should include questions that assess the effectiveness of our Newsletter, website, and Mailchimp communications, as well as seeking feedback on our overall effectiveness. Future communications and strategies should reflect the findings of this survey.

We also need to agree one, standard strapline which expresses concisely what Healthwatch Oxfordshire does. This line should be used on our website and on all other channels of communication. In addition, we should implement the following actions:

### **4.1.1 Outreach events**

- To continue to maintain a visible presence in the county by attending events where large numbers of people are expected to attend. To this end, we have purchased a gazebo bearing Healthwatch Oxfordshire branding. It is also planned to purchase branded coats for outreach staff to wear at outdoor events during the colder months.
- To undertake a review of our leaflets and posters with a view to re-designing and re-printing. However, given current uncertainty currently surrounding our future and our current financial position, these should be ordered immediately but only carry our telephone number, email and web address.

### **4.1.2 Website**

- To undertake a thorough review and overhaul of Healthwatch Oxfordshire's website, including improving its appearance, news content and creating a detailed guide to local health and social care services in Oxfordshire. Details of this are set out in a separate paper.
- To increase the number of visitors to our website to figure agreed by the Board.
- To ensure that it achieves the following goals:
  - Be professional looking and up-to-date.
  - Complies with requirements regarding accessibility.
  - Be easy to navigate.
  - Ensures regular updates to our latest news that are interesting and relevant for our target audiences
  - Allows individuals and organisations to register as volunteers.
  - Empowers people to talk to us about our organisation or feedback on their experience of health and social care services.
  - Promotes our outcomes, latest news, documents and reports.
  - Includes a listing of public events and meetings.

- Supports our information and signposting service.
- Features content to help people to understand our role and purpose.
- Ensures transparency by publishing the names of our staff and Board members, our reports and formal correspondence with commissioners and providers.
- Has active links to relevant content.
- Features opportunities to be involved with our work.
- To ensure that other Healthwatch Oxfordshire staff are trained in adding, amending or removing content from the website.
- To explore income opportunities from the website and other communication channels.

#### **4.1.3 Social media**

- To increase the number of 'LIKES' on Facebook by a figure to be agreed by the Board and to measure performance by the 'quality' of followers, eg influential figures.
- To develop the page as a point of contact between Healthwatch Oxfordshire and the general public.
- To increase the number of followers on Twitter by a figure to be agreed by the Board, to increase the number of re-tweets of our own tweets, and to ensure that Healthwatch Oxfordshire is tweeting at least twice per week.
- To ensure social media details are included on all email sign-offs, posters and leaflets.
- To consider other platforms, eg Snapchat, Instagram, What's App.

#### **4.1.4 Media relations**

- To ensure that Healthwatch Oxfordshire continues to build good relations with the local media, including the Oxford Mail, BBC Oxford TV, BBC Radio Oxford, Jack FM, Banbury Sound, the Banbury Guardian, Henley Standard and the Oxfordshire Guardian Group.
- To ensure that all opportunities for positive media coverage are taken up, and that a communications plan is in place for every project undertaken by Healthwatch Oxfordshire, including the Project Fund.
- To ensure all Healthwatch Oxfordshire-initiated projects are published with maximum media coverage.
- To ensure, when appropriate, that reports produced with support from the Project Fund, are published with maximum media coverage.
- To escalate issues to the media when and if satisfactory responses are received to formal letters and reports and/or we think this will help get answers or action.
- To release our annual report to the media.
- To invite the Media to Board meetings, workshops and events where we are publishing advice on recommendations.

- To ensure that we maintain a high profile in the local media, and also specialist media and magazines.
- To provide a column in the Oxford Mail, frequency to be agreed.
- To ensure that media enquiries and coverage are monitored and recorded, in order to assess the effectiveness of our communications activities.
- To consider advertising, where budget constraints allow and appropriate opportunities arise. We will only consider advertising in publications that are appropriately aligned to our values so as to maintain the reputation of our brand. This might include local community magazines and magazines that cover health and social services and are circulated within health and social care organisations.
- To develop a protocol when responding to requests for comment, and to have pre-prepared lines on certain issues.

#### **4.1.5 Email correspondence**

- To ensure our e-mailing list is kept up to date.
- To ensure that members of the public are regularly offered the opportunity to be added to our mailing list.
- To send out messages on a regular basis, as appropriate.

#### **4.1.6 Newsletter**

- To ensure that our mailing list is kept up to date.
- To ensure Healthwatch Oxfordshire's Newsletter is published on a regular basis, and that its content is informative, engaging and relevant.
- To ensure that all supporters and stakeholders of Healthwatch Oxfordshire receive the Newsletter, along with libraries.
- To explore income opportunities

#### **4.1.7 Other visible presence**

- To engage with providers to ensure they fulfil their contractual obligation to inform patients about Healthwatch and to formulate clear plan to deliver this.
- To maintain a visible presence by distributing posters and leaflets to areas such as
  - Hospital wards
  - Hospital notice boards
  - Outpatient clinics
  - GP surgeries
  - Dentist, optician and pharmacy waiting areas
  - Large organisations (eg educational establishments)
  - Libraries
  - District and County Council reception spaces

- To manage delivery of this material internally, in co-operation with those external organisations which have agreed to display them.
- To provide content for other publications, such as community newsletters.

#### 4.1.8 Stakeholder management

- To continue current strategy of stakeholder management, (see Part 1 section v).
- In addition to set up regular liaison meetings with senior staff at OUHT and OHFT, and with relevant CQC managers
- Take advantage of any new opportunities that may arise, ensuring that capacity to participate and benefits of participation are carefully weighed up by the CEO.

### 5 Timeline of Delivery

Activity	When delivered by
Outreach events	Immediately
Clean all mailing lists (postal & email)	December 2015
Review of printed materials	December 2015
Overhaul of website	January 2016
Social media engagement targets	October 2016
Media Relations Objectives	November 2015
Email correspondence	Immediately
Newsletter	December 2015
Other visible presence	August 2016
Stakeholder Management	Immediately
360 degree survey	February 2015

### 6 Targeting Communications Activities

Communication channel	Target audience
Outreach activities	General public, people who use services, people who are rarely heard
Website	All audiences
Social media	General public, people who use services, Third Sector.
Media relations	General public, people who use services, Members of Parliament,

	Councillors, Third Sector, Commissioners.
Newsletter	People who use services, Members of Parliament, Councillors, Third Sector, Health and Social Care professionals and organisations.
Email Bulletins	People who use services, Members of Parliament, Councillors, Third Sector, Health and Social Care professionals and organisations
Stakeholder Relationship Management	People who use services, Members of Parliament, Councillors, Health and Social Care professionals, Commissioners. Potential funders.

## 7 Budget priorities for remainder of financial year 2015-16

### 7.1 Current budget:

Item	budget	Spent /committed at end q2	Uncommitted at end q2
Advertising	£1,000	£0	£1,000
Annual Report	£2,500	£2,500	£0
Marketing	£2,500	£0	£2,500
Printing	£5,000	£934	£4,036
Distribution	£2,000	£0	£2,000
<b>TOTAL</b>	<b>£13,000</b>	<b>£3,434</b>	<b>£9,536</b>

### 7.2 Proposed additional expenditure

Item	Proposed spend £
Printing Speak Out Cards	£670
Printing New Healthwatch Leaflet	£4,210
Advertising, Cherwell DC Guide	£295
Advertising, OUH Patient Guide	£310
Budget still uncommitted	£6,156

## 8 Review schedule

This strategy will be monitored on an ongoing basis and will be formally reviewed on bi- annual basis and submitted to the Board for formal ratification.

Policy approved by the Board of Directors	
Person responsible for this strategy:	Richard Maynard
Review Interval	Bi-annually
Last Reviewed	21st October 2015