

2018-19

Marketing, Branding and Customer Care Programme

Details of the support available to members



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Introduction

NHS Elect is a national members' network organisation. We are part of the NHS and have been providing NHS organisations with high-quality support and training since 2002.

We work regularly with NHS England, the Department of Health and other national bodies. This gives us an in-depth understanding of emerging healthcare policy and best practice from across the UK, which we use to support our work with members. We are hosted by Imperial College Healthcare NHS Trust.

About the Marketing and Customer Care Team

NHS Elect is unique in that it is the only NHS organisation that provides strategic and operational marketing support ranging from writing marketing plans and strategies to delivering microsite websites, writing promotional materials, designing customer/patient surveys and setting up Twitter accounts.

We also deliver network-wide events covering a variety of key areas, allowing members to network and share best practice as well as gain new knowledge from NHS, private and overseas organisations.

Each member of our team has extensive senior management experience within the NHS. The core team is supported by a group of highly skilled associates who provide specialist expertise as required.

Areas of Work

We provide extensive support for members in a wide range of areas. Common examples of the work we can do are shown below:

Marketing

- Marketing plan templates and expert advice
- Website, Microsite, patient leaflet design and video production
- Animated short videos - **NEW**
- Improving your engagement strategies to GPs and CCGs
- Marketing Foundation Courses and Masterclasses
- Embedding the marketing culture into your business plans, business cases and recruitment and retention policies
- Developing bespoke marketing / promotional plans by a chartered marketer to ensure that your services are selected under patient choice and drive positive patient stories onto NHS Choices and Care Opinion.org.uk
- Digital marketing in the NHS (website, social media, print, WOM)
- Developing successful promotional campaigns with Twitter advertising - **NEW**

Branding

- Branding for Success for Board / Executive Teams including customer and patient facing metrics
- Support to develop your organisation's brand within the NHS Brand Guidelines and other national and legal frameworks for NHS funded services
- Sense checking communications, membership and market assessment in Business Plans
- Developing social media strategy for your services
- Lunchtime webinars
- International and national staff recruitment strategies and videos - **NEW**
- Branding Trust values and linking it back to your service / Trust behaviours and customer care - **NEW**

Patient and Customer Experience

- Improving delivery of services by front line staff with patient experience training to help change culture, retain existing patients and encourage new ones
- Mapping the emotional journey in a customer pathway / experience based design
- Using social media effectively—role of Facebook, Twitter and YouTube in long term relationship and stakeholder engagement
- Customer care for non-patient facing staff / internal customer
- User friendly templates for Goldfish Bowl and Experience Based Design
- Capturing, listening and responding to customer feedback using Survey Monkey and producing summary reports for your use

Network Events / Resources for widening your knowledge and skills

- National Marketing and Communications Conference
- Virtual Conference Day with webinars
- 'How to do' short videos and webinars
- How to write your Communication Strategy Template

Benefits for Members

Our membership is very flexible and the exact benefits our members enjoy depend on how the membership is applied.

However, some of the most common benefits of working with our team include:

- Increased referrals from GPs and other referrers
- Improved organisational reputation
- Reduced costs through the production of marketing materials up to a value of £3,000 (full media and NHS advice package worth £10K) if your membership is not heavily committed with onsite HR / OD / Service Improvement Training. Competitive top-up rates is available for additional promotional work
- Enhanced customer experience customer care training
- Reduced staff costs by supplementing existing teams in vital areas

How We Work

Our membership package is 'organisational', which means anyone from across the Trust can utilise our services if approved by the membership budget holder. Our membership package includes all of the following:



Specialist Consultancy: Extensive support from our team of specialist consultants, be that day-to-day advice or more structured support for a particularly project.



Bespoke In-house Workshops: A series of bespoke, on-site training sessions tailored to the needs of the organisation.



Invitations to Courses and Seminars: Invitations to a wide range of NHS Elect courses, seminars and other training opportunities.



Access to Shared Resources: Access to a large library of useful resources, including presentations, guides and templates.



Networking Opportunities: Numerous opportunities to network with NHS colleagues and share best practice and ideas.



Account Management: Dedicated account management to ensure membership benefits are maximized.

Our Programme in Detail

Marketing Plans and Survey Monkey

NHS Elect has worked with its members to develop marketing plans for their services and organisations. We have a team of experienced senior managers and a chartered marketer to support internal marketing plans. The type of support that we offer is tailored to your organisation / team's needs and has included:

- Self assessment organisational marketing tool
- On-site meetings to talk through the process of developing a marketing plan and seminars for general managers, business planning managers and clinical teams
- Provision of a marketing plan template that can be adapted to local needs
- Advice on how to improve drafted marketing plans and sense check on market assessment while linking with communications and membership strategies as well as service strategies
- Identifying links to sources of information to support the development of good marketing plans, including using Trust's Dr Foster "Hospital Marketing Manager", Mosaic Public Sector, and creating Survey Monkey surveys for members.

"I found the marketing course really information and helpful. It only makes me much more equipped with knowledge in my role and I apply them"

Layla Begum, Bid Coordinator, Central London Community Healthcare NHS Trust

Please contact Joe Blunden, Deputy Director, for more Information: Joe@nhselect.org.uk

Website Development, Video Production and Design

We work with many sites to develop websites and written communications. This ensures our members' websites are an effective e-shop window to support patients in choosing their services. We also support our members with a wide range of media to improve information for patients. Examples include:

- Design and production of patient leaflets and marketing communications
- Recruitment video enabled for YouTube or iPad viewing
- New corporate style and templates
- Moving media for introducing your new facility / patient pathway
- Creation of a micro-site for hospital sexual health services, maternity services, and staff national and international recruitment.

Please visit www.media.nhselect.nhs.uk for examples of our work.

Our Programme in Detail Continued

Branding and Reputation Management

We specialise in NHS Branding and work with NHS England's NHS Identity Team. We apply the latest 2017 NHS Identity guidelines with our design work for members and apply the Code of Practice for the Promotion of NHS Funded Services. We understand that branding is more than a suite of corporate templates and a design motif but a set of living values that links back to the organisation's service delivery. This links well with our customer care 'Improving the Patient Experience' Programme as your brand is only as good as your service delivery.

- Branding for Success for Board/Executive Teams including customer facing metrics and how to develop your brand
- Branding your service and presentation style for bidding tenders
- Using and developing your website and all communications processes as in integral part of your marketing mix
- Providing the basics to operate as a credible business ranging from patient/GP leaflets about your service to a suite of corporate style templates and photo-library for all internal and external communications
- Social Media advice and set up
- Corporate style templates
- Art-directed photo-library
- Branding your organisation as employer of choice for recruitment campaigns.



Keep in touch with our news, best practice and fun insights (Twitter: @MarketMingle)

In order to provide additional network opportunities for members, we have a dedicated Twitter account @MarketMingle for members and non-members to share best practice in #nhscomms #patientexperience #CX (customer experience) and #nhsbranding. Seen anything new and interesting and want to share? Use this Twitter account!

There is also our official NHS Elect Twitter account (@NHSElect) and this one is just for marketing, communications, branding and patient experience colleagues.

Our Programme in Detail Continued

Patient Experience Programme and Goldfish Bowl Technique

With the Francis Report and the Friends and Family Test, it is not surprising that this programme is popular with our members and we have trained over 2,800 staff across our participating sites ranging from hospital consultants to housekeeping staff. We have two models of delivery – York Model (first piloted with York Teaching Hospitals NHS Foundation Trust), which is, aimed at patient facing staff e.g. Administrative, Booking and Facilities staff and the Goldfish Bowl model. Goldfish Bowls provide services and departments with invaluable patient insight that they could use for service improvement and compassionate training. Both models include a bespoke action plan involving the participating staff to ensure the changes are linked back to their operation delivery. Our programme offers:

- Improving delivery of services by front line staff with patient experience training to help change culture, retain existing patients and encourage new ones
- Improving the patient experience by holding customer care workshops with action plans and patient listening focus groups 'Goldfish Bowls' with front line staff
- A 'Train-the-Trainer' programme to share 'how to do' skills for members wishing to run their own customer care training programme or looking for ideas to improve or add to their current training sessions
- Understanding how to use patient experience measures and emotional mapping to improve the patient journey
- New templates to help member sites to create their own patient invite letter, patient leaflet for running your own Goldfish Bowl

"NHS Elect spent time assessing our requirements, developing and delivering a bespoke customer care training programme for York. So far over 200 staff have completed the course which has given them credits towards an overarching qualification. We are really delighted with the flexibility and 'can-do' approach of the NHS Elect Team in developing this valuable course which is now firmly on our training agenda."

**Gail Dunning, Corporate Development Lead
York Hospitals NHS Foundation Trust**

Contact Details

For further details on any of the above or to arrange a local work programme for your organisation please contact:

Sue Kong or Joe Blunden

T: 020 7520 9088

E: sue@nhselect.org.uk

E: joe@nhselect.org.uk

Our Team



Sue Kong

Sue Kong joined NHS Elect in April 2005 as their Director, leading on the marketing of NHS Services and assisting the Department of Health with the Gastroenterology 18 weeks commissioning pathways. Sue has developed with the Chartered Institute of Marketing a marketing development programme for NHS staff to meet the market challenges of the new NHS. Prior to joining NHS Elect, Sue was Executive Director for Strategy and Planning at North West London Strategic Health Authority.

Sue has an MBA (distinction) specialising in marketing and is a Chartered Marketer. Sue has chaired the Health Service Journal NHS marketing conferences. Sue has published in the Journal of Management and Marketing in Healthcare and she regularly shares good examples of healthcare marketing and patient experience from around the world. Sue is a member of the editorial board for the Journal of Patient Experience (SAGE)'.



Joe Blunden

Joe has 16 years of communications and marketing experience, working across a range of industries. Most recently he has spent 5 years working for the NHS as the marketing and stakeholder engagement lead at Lewisham and Greenwich NHS Trust, working in both acute and community settings. Joe has a Professional Diploma in Marketing from the Chartered Institute of Marketing as well as a Diploma in Managing Digital Media, in addition to his degree in business.

Joe managed the successful campaign to get the NHS Choir to Christmas No.1 in 2015, beating Justin Bieber to top spot and raising close to £300K for charity. He has also won 5 national awards for his work on healthcare related campaigns. He specialises in strategy development and digital communication, and has extensive experience in PR, GP engagement and internal communication.

Our Team Continued



Darren Leech

Darren's professional background is in pharmacy. Most of his experience is UK based, with a year in the Middle East. During the last 10 years or so, Darren worked in hospital general management. Operational and clinical services are his key areas of focus. In terms of planned care, support areas include Referral to Treatment (RTT) and Cancer, along with surgical and clinical support service improvement and efficiency - including the marketing of new clinical services. Darren provides active support and insight to members who are developing ambulatory (AEC) and other innovative emergency care initiatives (e.g. Surgical AEC, Discharge to Assess, RTT training).



Carol Deans

Carol is a senior corporate communications specialist with 20 years' experience in a variety of public sector organisations – 13 years in various types of NHS organisation (Foundation Trusts, Acute, Mental health, Integrated and PCT). Her NHS experience has seen her lead the communications and media response for numerous serious incidents and major incidents (including a train crash, suicides and a homicide by a service user).



Gaynor Cross

Gaynor has over 15 years marketing experience spanning the public, private and not-for-profit sectors and covering both on and off-line marketing techniques. She is currently a Marketing Consultant specialising in helping organisations to plan, execute and analyse strategies to generate new business and utilise income streams. She has previously worked for the NHS and at Age UK, marketing their range of websites using a variety of techniques including SEO (Search Engine Optimisation), PPC (Pay Per Click), banner advertising and affiliate programmes. Gaynor works closely with the CIM as an examiner and teaches both the Introductory and Professional level qualifications. She is also Faculty Lecturer at BPP University.

Marketing Secondments & Mentorship

The marketing workstream started secondments from existing members eight years ago as a way of bringing new and fresh talent and perspectives to the marketing programme as well as providing the secondee an unique learning experience of working in a national network and a breath of experience in marketing, branding, communications and patient experience. A perfect stepping stone to a future Director level positions in these fields. These secondment opportunities also create a closer relationship between the network and our member and help NHS Elect to maintain its customer focus.

Past secondees include Anne Gibbs (West Middlesex University Hospital NHS Trust), Marvin Nyadzayo (Imperial College Healthcare NHS Trust) Simon Jarvis (Heart of England NHS FT), Ljiljana Vucicevic (East London NHS Foundation Trust), Jenny Goodwin (Derbyshire Community Health Services NHS Trust) and Alison Neary (Oxford Health NHS FT), Joe Blunden (Lewisham & Greenwich NHS Trust).

Please contact sue@nhselect.org.uk if you are interested in finding a mentor in NHS marketing and communications.

Workshops, Events and Webinars

In-house Workshops

Our membership package includes a range of bespoke, on-site training sessions tailored to the needs of your organisation. Some of our most popular on-site workshops include:

Marketing, Communications and Branding

- Stepping stones to marketing NHS services
- Social media for patient engagement
- Social media for recruitment (1/2 day)
- Branding NHS services
- Engaging with GPs
- Promoting services
- Stakeholder engagement
- Patient and public engagement

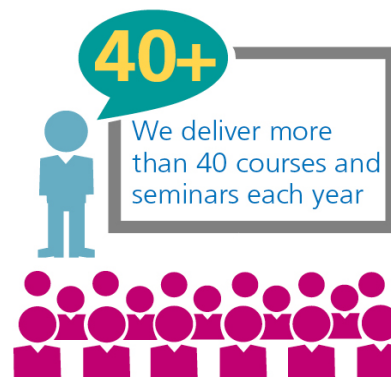
Customer Care

- Train-the-trainer
- Improving patient experience and customer care for patient facing staff
- Customer care for corporate staff (1/2 day)
- Customer care for patient facing admin staff
- Goldfish Bowl

Network Events & Seminars

We deliver a popular series of centrally held courses and seminars throughout the year on a range of important topics. More information about these can be found on the following pages. These include:

- Marketing Stepping Stones
- Engaging and Partnering with GPs, Primary Care & Whole Systems Branding for Success
- Social Media and Staff Engagement
- Delivering Great Patient and Customer Experience
- Customer care for Non-patient Facing Staff/the Internal Customer
- Digital Marketing



Webinars

We deliver a number of popular webinars throughout the year on a range of topics. This year, we are also running our inaugural Virtual Marketing and Communications Conference, a series of six webinars running throughout the day on 15th May 2018.

Events at a Glance

Month	Date	Title
Apr 2018	14 th	Running your own Goldfish Bowl #NHS70 #ExpofCare
May 2018	15 th	Virtual Marketing and Communications Conference [webinar]
Jun 2018	20 th	Branding and Reputation Management
July 2018	19 th	Digital Marketing and the Art of Social Media
Sep 2018	19 th	Foundation 'Stepping Stones to Marketing NHS Services'
Oct 2018	18 th	Engaging with GPs
Nov 2018	7 th	National Communications Conference
Dec 2018	6 th	Delivering Great Patient and Customer Experience
Jan 2019	23 rd	Lunchtime Webinar: Improving Internal Communications
Feb 2019	12 th	Lunchtime Webinar: Creating Great Videos and Making the Most of Them
Mar 2019	13 th	Foundation 'Stepping Stones to marketing NHS services'

Book Your Place at Central Courses and Seminars

Places on our courses, seminars and webinars are available to all our members, but numbers are usually limited so please book in advance. You can do so by calling the events team on **020 7520 9088** or emailing NHSElectevents@nhselect.org.uk.

Event Summaries

Marketing Stepping Stones Foundation Course

19 September 2018, 13 March 2019

Overview: This session provides an introduction to the key concepts of marketing. It is suitable both for those with some previous experience of marketing who are looking to refresh their knowledge as well as absolute beginners. This session will use NHS examples and is repeated twice a year.

How: Presentation, group discussion, exercises, sharing of experiences, and mutual support in a safe environment delivered in partnership with the CIM (Chartered Institute of Marketing) examiner and tutor.

Outcomes: By the end of this session delegates will have a good understanding of the key concepts of marketing, will understand the relevance of marketing to their organisation and to their role and be ready to implement their learning in practice.

Content

- Your market environment
- What is marketing in the NHS
- The importance of strategy and meeting customer needs
- Delivering your brand
- Describing your service proposition to your customer
- Communication channels
- Incorporating the DH's 'Code of Practice for the Promotion of NHS Services'

Who should attend: Whilst open to all, the following individuals may find this session of interest:

- Complete beginners and those without a marketing professional background
- Operational Managers / Clinicians
- Members of your patient choice / market planning team

Virtual Marketing & Communications Conference

15 May 2018

Overview: This online conference will cover all of the key issues that affect communications professionals in the NHS, and all from the comfort of your own desk! Simply register your interest for the sessions that you want to watch and log in on the day.

Covering: National communications, patient engagement, branding, communications on a budget, strategic communications and marketing and PR in the NHS.

Outcomes: By the end of each session you will have gained tips and tricks to apply directly to your area of work.

Who should attend: Whilst open to all, staff working in the following areas may find the session particularly helpful:

- Communications
- Marketing
- Engagement
- Patient Experience

Speakers include: Sarah Hall, President of CIPR; Antony Tiernan, Director at NHS England; Dr Laura Chamberlain, Principle Teaching Fellow at Warwick Business School; Ross Wigham, Head of Communication and Marketing at Gateshead Health NHS Foundation Trust, Tina Swani, Chief Executive, St Mary's Hospice, Birmingham

Event Summaries Continued

Branding & Reputation Management

20 June 2018

Overview: In past years, we have explored corporate branding, recruitment and branding strategies to win bids. This year, we look at social marketing techniques in branding and reputation management

How: Presentation, group discussion, case studies, sharing of knowledge and experiences, skills transfer, group learning and mutual support in a safe environment

Outcomes: By the end of this session delegates will have gained a wider understanding on the branding work that other NHS organisations and private sector have undertaken

Content

- Branding NHS services using social marketing techniques
- Branding service campaigns

Who should attend: Whilst open to all, the following individuals may find this session of interest:

- Complete beginners and those without a marketing / branding background
- Marketing and Communications leads
- Operational Managers
- Clinicians

Speakers include:

Steve Hubbard, Advertising and Marketing Manager, NHS Creative; Jack Linstead Senior Social Marketing Lead, NHS Arden and Greater East Midlands Commissioning Support Unit

Digital Marketing and the Art of Social Media

19 July 2018

Overview: It is difficult to ignore the power of digital communications when engaging with our patients, public, staff and business stakeholders in the 21st century. This masterclass explores how you can harness your digital resources in your organisation / services to maximise communication impact and tailor your messages.

Covering: Theory, Private Sector and NHS case studies and strategies for digital communications

Content

- Future of digital marketing
- Content marketing
- Website development

Who should attend: Staff working in:

- IT / Web
- Marketing
- Communications
- Service Development

Speakers include: Joe Blunden, Deputy Director; Michael Addley, Head of Communications at Medway NHS Foundation Trust; Dan Lucas, Managing Director, Dpict Media

Event Summaries Continued

Engaging with GPs

18 October 2018

Overview: This year we will open this popular annual event nationally to include non-members. Members will get a free place. We will look at what are the latest developments in General Practice, what communications and engagement techniques work, how to market private services to GPs and engaging GPs in pathway redesign across Accountable Care Systems.

How: Discussion, sharing of knowledge and experiences, group learning and mutual support in a safe environment.

Outcomes: Each participant will have an good understanding and confidence to understand GPs in more detail and how best to engage with this stakeholder in marketing your services.

Content

- Latest business developments in primary care
- Engaging with clinicians in clinical networks and service developments
- Creating successful partnerships with community and primary care providers

Who should attend?: This session is designed principally for NHS staff who has a role in GP Liaison, CCG Commissioning, STPs communications, community services and GP clinical engagement and wants to share learning across the network.

Speakers include: Dr Pawan Randev (co-chair for the day); Paul Bate, Director of NHS Services, Babylon Health; Dyhian Mckenzie-Manning & Vicky Mitchell, St. George's University Hospitals NHS Foundation Trust

Delivering Great Patient and Customer Experience

6 December 2018

Overview: We can all copy some other organisation's business or marketing plan but the one thing that is difficult for your competitor to copy is your customer service. We look ways of making your service truly patient-centric.

Covering: Tips and techniques for delivering great patient and customer experience and making them sustainable by engaging staff in meaningful ways to their day-to-day job tasks.

Content

- NHS Elect members' work on customer care
- Effective team and organisational patient experience strategies
- Customer service excellence in public services

Who should attend: All staff who wants to improve their customer experience through effective and interactive staff engagement. Past participants include nursing, PAL, clinical education, patient experience, communications, training and development and corporate strategy.

Speakers include: Claire Marshall, Experience of Care Professional Lead Patient Experience Team NHS England; Roger McBroom & Sarah Moss, Patient Access / Experience Teams, Derby & Burton Hospitals; Mike Stone, Voluntary Services, Frimley Health NHS FT; Steven Walden, MD Strativity (UK)

Event Summaries Continued

National Marketing and Communications Conference 7 November 2018

Overview: For the first time, we will be running a national marketing and communications conference, welcoming colleagues from right across the NHS. This special event will welcome some exceptional speakers from both inside and outside of the NHS, and cover a wide range of important topics.

How: The conference will include presentations and breakout sessions, as well as giving opportunities to discuss key issues and network with colleagues.

Outcomes: Every delegate will leave with practical tips and tricks that they can apply to their area of work, whilst also being inspired to look at things differently from a diverse range of speakers who are all leaders in their fields.

Content

- Latest developments from the world of social media
- Insight into the future of digital communication
- Understanding of the impact of PR in the NHS
- Best practice from colleagues who work in the NHS

Who should attend?: Whilst open to all, the following individuals may find this session of interest:

- Complete beginners and those without a marketing / branding background
- Marketing and Communications leads
- Operational Managers
- Clinicians

Speakers include: Dara Nasr, Managing Director, Twitter UK; Jeremy Waite, Evangelist & Global Leader of CMO Programs, IBM Watson Marketing; Fiona Alexander, Director of Communications, University Hospitals Birmingham NHS Foundation Trust. Plus teams from West Suffolk NHS FT's Private Physiotherapy, Whittington Hospital Sperm Donation Service

Webinar: Improving Internal Communication 23 January 2019

Overview: This lunchtime session will bring together best practice from across the NHS, and present a range of ideas to help you improve your internal communication. The session will cover both theory and practical guidance, with plenty of case studies and examples.

Webinar: Creating Great Videos 12 February 2019

Overview: This hour-long slot will focus on how we can all get more from our videos with just a few handy hints. Long gone are the days when all our videos needed to be produced by an expensive production company, and this session will focus on creating impactful content with minimal budget and minimal fuss.

Case Study – Improving the Patient Experience at West Hertfordshire Hospitals NHS Trust

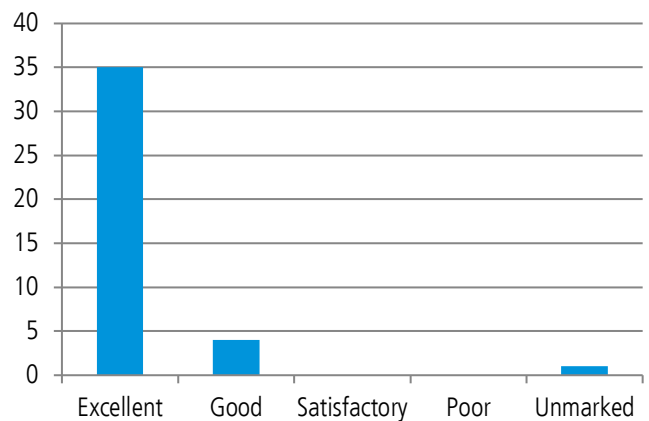
The Challenge

When West Hertfordshire Hospitals NHS Trust approached us about providing training for their outpatient department, a key task was to provide a solution that was applicable to their diverse range of staff. They had experienced issues in certain areas in the past, and were keen for us to focus on patient-facing administrators, who are most often in the firing line from challenging patients.

Using Tried and Test Methods

On this occasion we used our tried and tested model: 'Improving the Patient Experience', which has been enjoyed by more than 2,500 staff across the UK. This is a whole day session that focuses on enabling attendees to see things through the eyes of the patients. The facilitators use a combination of discussions, quizzes, videos and group work to keep delegates active throughout, being sure to avoid the common 'death by PowerPoint'.

■ How staff rated the course



This approach was really appreciated by the West Herts staff, one of which commented: *"I thought six hours on customer care would be a trial, but this course was excellent in every way, with excellent speakers who had good knowledge and understanding that was not patronising."*

Delivering Long-term Benefits

Like with many of our patient experience courses, we also ran an 'action planning' activity at each session. This is a chance for staff to think about how they can personally enhance the experience of patients, as well as make suggestions for how the organisation could help them improve.

We realise that all too often staff who attend training go back to their workplaces and struggle to act on everything they have experienced, and by sharing the action plan with the attendees and their managers, we can go some way to avoid that.

The Outcomes

The sessions were really valued by the staff, with 85% of attendees saying the course 'completely' met their objectives and 10% saying it 'almost' met all of their objectives (the other 5% did not answer this question). Owing to the popularity of the sessions, and the impact it has had on staff behaviours, we hope to run more sessions soon.



NHS Elect

Suite 2, Adam House
7-10 Adam Street
London WC2N 6AA

T: 020 7520 9088

F: 020 7520 9089

E: info@nhselect.org.uk

T: @NHSElect