

2019-20

Marketing, Branding and Customer Care Programme

Details of the support available to members



Contents

| | |
|-------------------|----|
| Introduction | 2 |
| Our services | 3 |
| Benefits | 5 |
| How we work | 5 |
| Programme details | 6 |
| Our team | 9 |
| Career advice | 11 |
| Events | 11 |
| Event summaries | 13 |
| Case study | 16 |

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 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, including writing marketing plans and strategies, delivering websites, writing promotional materials, designing patient surveys and devising Twitter promotional activities.

We also deliver network-wide events covering a variety of key areas. These allow 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.

Our services

Marketing, branding and communications

Bespoke consultancy

The team is experienced across all elements of marketing and communications and can support you with:

- **Branding advice and support:** Including the creation of corporate identity and brand guidelines, as well as the development of brand values
- **Promotion of services:** Creating plans and campaigns to promote the services that are most important to your organisation e.g. maternity or private patient
- **Marketing and communications strategy creation:** Co-creating strategies for maximum impact with limited resources, including sections within bids
- **Social media advice and support:** Enabling the use of the latest tools to engage with key audiences
- **Stakeholder engagement support:** Including hands on support to improve relationships with key stakeholders
- **GP engagement planning:** Sharing best practice from across the network
- **Internal communications support:** Reviewing existing mechanisms and recommending improvements
- **Recruitment support:** Hands-on support to improve recruitment through enhanced marketing and communication
- **Survey and research delivery:** Testing customer assumptions and using feedback to shape marketing activity
- **Auditing and development websites:** Reviewing existing sites, making recommendations, and assisting the delivery of improvements

Creation of promotional materials

Our team of designers can help with creation of the following:

- Microsites
- Posters, leaflets and other printed materials
- Infographics, banners, motion graphics and other digital content
- Social media advertising
- Photography
- Online surveys
- Basic videos for use on social media

NB As a result of the demand for other services we no longer include full video production as part of our standard membership. Full video production can be provided for a top up cost and you will get a preferential rate as a member.

Marketing, branding and communications continued

In-house workshops

We are able to come to your site to deliver the following workshops:

- Stepping stones to marketing NHS services
- Social media for the NHS
- Social media for recruitment
- Branding NHS services
- Promoting NHS services
- Stakeholder engagement
- Patient and public engagement

Customer care and patient experience

The team delivers a range of support that is designed to create sustainable improvements in customer care, including:

- **Patient experience improvement programmes:** Well tested and loved programme for clinical and patient facing staff to improve the experience of patients
- **Patient engagement support:** Training and guidance to identify and deliver effective patient engagement initiatives
- **Internal customer improvement programmes:** Sharing key learning and techniques so non-clinical staff can make a difference to the patient experience
- **Customer surveys:** Using Survey Monkey and other tools to gain vital information from your customers
- **Experience Based Design (EBD) support:** Providing access to a full suite of EBD tools, as well as on-site support to deliver EBD effectively
- **Goldfish bowl focus group facilitation:** Delivering a powerful patient listening forum to embed the patients' voices in service development
- **Train-the-trainer programmes:** Enabling trust staff to deliver our proven customer care programme so that more staff (and patients) can benefit

Benefits for members

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

Some of the most common benefits of working with our team include:

- Meeting key targets through the successful delivery of marketing plans
- Enhanced digital presence and a more effective website
- Improved organisational reputation and a more consistent visual identity
- Reduced costs through our production of marketing materials
- Enhanced customer experience through customer care training
- Reduced staff costs by supplementing existing teams in vital areas
- Improved engagement with GPs and other key stakeholders
- More knowledgeable, experienced and confident staff

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 particular 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 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 Google Analytics and creating Survey Monkey surveys for members.

"Thank you to you and your team for a brilliant conference yesterday. I left feeling very motivated and inspired and the content was very relevant and interesting to me. Please pass on my thanks to everyone involved."

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

Lynette Lee, Improvement Hub and Digital Officer, NHS England Sustainable Improvement Team

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
- New corporate style and templates
- Moving media for introducing your new facility or patient pathway
- Creation of a microsite for key services e.g. sexual health services, maternity services, or 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 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 not just 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 workshop for boards and executive teams, including customer facing metrics and how to develop your brand
- Branding your service and presentation style for bids and tenders
- Using and developing your website and other communications processes as an integral part of your marketing mix
- Providing the basics to operate as a credible business ranging from patient and 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
- 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!

This one is just for marketing, communications, branding and patient experience colleagues, but there is also our official NHS Elect Twitter account: **@NHSElect**.

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 3,000 staff across our participating sites ranging from hospital consultants to housekeeping staff. We have two models of delivery: the York Model (first piloted with York Teaching Hospitals NHS Foundation Trust) and the Goldfish Bowl model. The York Model, also known as our 'Improving the Patient Experience' programme is aimed at all staff that interact with patients, including administrative, booking and facilities staff. 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 to choose your services
- 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
- A range of templates to help member sites deliver their own Goldfish Bowl focus groups.



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 a director, leading on the marketing of NHS services and assisting the Department of Health with the gastroenterology 18 weeks commissioning pathways. Prior to joining NHS Elect, Sue was Executive Director for Strategy and Planning at North West London Strategic Health Authority and has operational and planning experience in acute hospitals in London and the East Midlands.

Sue has an MBA (distinction) specialising in marketing and is a CIM Chartered Marketer. She has chaired the Health Service Journal NHS marketing conferences and has published in the Journal of Management and Marketing in Healthcare, regularly sharing 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). She loves learning from different sectors and has presented as a Business Insight Leader for Warwick Business School, the Institute of Directors and the National Housing Federation.



Joe Blunden

Joe is a multi-award-winning marketing and communications specialist with over 15 years of experience across a range of industries. He has worked for the NHS for the past 8 years, including marketing, communications and engagement roles 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 and a degree in business. He is also currently studying towards an MBA.

Joe managed the successful campaign to get the NHS Choir to Christmas No.1 in 2015, beating Justin Bieber to top spot and raising £300,000 for charity. He also led the NHS Voices campaign in 2018, featuring in a prime-time ITV documentary as part of the #NHS70 celebrations.

He specialises in strategy development and digital communication and has extensive experience in PR, stakeholder engagement and campaign development.

Our team continued



Carol Deans

Carol Deans is a senior corporate communications specialist and CIPR Accredited Practitioner with over 20 years of experience working in and with a range of NHS, local government and voluntary sector organisations (including local Healthwatch).

In addition to a full range of internal, external and digital communications/PR experience, Carol's specialist areas include communications strategy and planning; stakeholder relationship management and engagement; writing/editing; developing the communications skills and resilience of internal teams; training and facilitation.

Carol is an accredited trainer and associate with NHS Elect and facilitates patient experience, advanced communication skills and 'customer care' training for clinical staff, non-clinical patient-facing staff and multi-disciplinary teams as well as providing communications and social media support and training.



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. 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, teaches Leadership and Management Apprenticeships at a FE College and is an examiner at QA. Gaynor assists organisations with their marketing 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.

Marketing mentorship and career advice

NHS Elect is often asked to provide dissertation feedback to NHS colleagues studying for a marketing qualification or giving career advice on marketing and communications positions. We can also sit on your interview panel for marketing and communications interviews if your organisation would like us to be an external assessor.

Please contact sue@nhselect.org.uk for more information.

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 the NHS
- Social media for recruitment (1/2 day)
- Branding NHS services
- Promoting NHS services
- Stakeholder engagement
- Patient and public engagement

Customer care and patient experience

- 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

Workshops, events and webinars continued

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 running a panel discussion on what the Long Term Plan means to communicators and marketers and how to use WhatsApp for engaging with young people.

Events at a Glance

| Month | Date | Title |
|-----------|------------------|--|
| Apr 2019 | 23 rd | Webinar: WhatsApp for engagement |
| May 2019 | 16 th | Webinar: Panel with marketing leaders in the NHS |
| Jun 2019 | 20 th | Branding and reputation management |
| July 2019 | 11 th | Digital marketing and the art of social media |
| Sep 2019 | 19 th | Stepping stones to marketing NHS services |
| Oct 2019 | 9 th | Engaging with GPs and Primary Care Network |
| Dec 2019 | 5 th | Patient Experience and QI Conference – Breaking down silos |
| Feb 2020 | 12 th | Webinar: Creating a social media strategy in 2020 |
| Mar 2020 | 12 th | 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 2019, 12 March 2020

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 a 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

Branding and reputation management

20 June 2019

Overview: In past years, we have explored corporate branding, recruitment and branding strategies to win bids. This year, we look at branding recruitment services and the challenges of stakeholder engagement across multi-partners.

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 of the branding work that other NHS and private sector organisations have undertaken

Content

- Branding NHS recruitment
- Stakeholder engagement across multi-partners

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 (tbc):

University Hospitals Birmingham NHS FT
Apprentice Recruitment Team

Jack Adlam, Head of Communications role at NHSI – Midlands and East

Ruth Scott, Assistant Human Resources Business Partner -Recruitment
Great Western Hospitals NHS FT

Event Summaries Continued

Digital marketing and the art of social media

11 July 2019

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 (tbc):

David Holloway, BML Creative

Rapinder Kaur, Granicus

Martyn Rollins, London North West University Healthcare NHS Trust

Engaging GPs and primary care network

9 October 2019

Overview: 2019 is the year of the Primary Care Network. We will use this day to hear from primary care and GP colleagues on the latest changes in primary care and what providers need to know about them.

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

Outcomes: Each participant will have a good understanding and confidence to understand GPs and Primary Care Networks in more detail and how best to engage with these stakeholders.

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 have a role in GP Liaison, CCG Commissioning, STPs communications, community services or GP clinical engagement and who want to share learning across the network.

Speakers include:

Adrian Ilott, Service Manager,
West Suffolk GP Federation, Walton
Surgery

Dr Mark Spencer, The Mount View
Practice

Event Summaries Continued

Patient Experience and QI: breaking down silos – national conference

5 December 2019

Overview: This year we will open this popular annual event nationally to include non-members. Members will get a free place. 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 want to improve their customer experience through effective and interactive staff engagement. Past participants include nursing, PALs, clinical education, patient experience, communications, training and development and corporate strategy staff.

Speakers include: A patient speaker, NHS England Patient Experience and QI speakers, Anthony Power, Ruth Bradford & Simon Harwin (Hertfordshire Community Trust), Wendy Johnson & Daniel Boden (Great Western Hospitals NHS FT), Dr Colette Hawkins (County Durham & Darlington NHS FT), QI speakers from NHS Elect. David Pinder (Value Genie) & Steven Walden (Strativity), Peter Dorrington (TTEC).

Webinar: WhatsApp for engagement

23 April 2019

Overview: A case study showing how we used WhatsApp to engage with 16-23 years old volunteers at Frimley Health NHS FT and how you can use this tool to reach this age group. The webinar will take you through the step by step approach and includes GDPR advice for managing this engagement tool.

Webinar: Panel with marketing leaders in the NHS

16 May 2019

Overview: What does the NHS Long Term Plan (Feb 2019) mean for NHS marketers and communicators? What challenges and opportunities will we face in the coming months and years? How could NHS Elect and our members support each other in its implementation? This is going to be a panel discussion.

Webinar: Creating a social media strategy in 2020

12 February 2020

Overview: This session will provide you with everything you need to create a meaningful social media strategy for your service or organisation. It will also share the trends that look like being most significant in 2020.

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 3,000 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'.

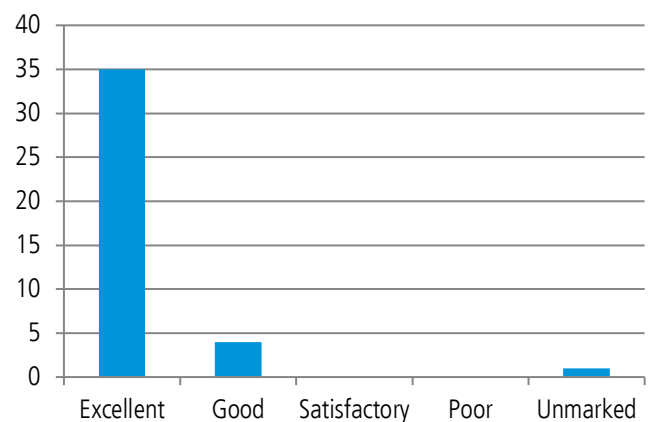
This approach was really appreciated by the West Herts staff, one of which commented: *"I thought six hours on customer care would be a trial, but this course was excellent in every way, with excellent speakers who had good knowledge and understanding that was not patronising."*

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.

■ How staff rated the course



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.

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