

## **Urgent and emergency communications plan**

### **Introduction**

We want to ensure the people of Southampton are aware of the variety of local health services available to them when they become unwell. This communications plan has been designed to encourage people to choose the most appropriate service for their health needs, especially in light of the possible change in urgent care services brought on by the proposal to close the walk-in service in Bitterne. Furthermore, it will reflect our overall approach to the promotion of urgent and emergency health services throughout the city.

In order to raise awareness of the key services available in Southampton, and ensure exposure of messages, the plan will run throughout the year and focus on calendar events which are likely to increase demand on the local health service.

### **Aims**

The plan aims to simplify the urgent and emergency care system in order to guide good choices by patients, carers and clinicians, and encourage self-help and care. We want to build people's trust and confidence not only in the services available to them but also in themselves to treat minor conditions. We will ensure that appropriate information and guidance is available in the right place at the right time to help people take care of themselves, and to make healthy lifestyle choices. If undertaken well, the plan should also support demand management around system pressures.

### **Objectives**

The plan has the following key objectives:

1. To ensure patients have the information and support to make informed choices about their health care, providing them with a toolkit of options when they or a family member become unwell
2. To increase positive awareness and understanding of the right services to use for the right health concerns. Services to highlight include NHS 111, pharmacies and the minor injuries unit
3. To encourage patients to use the appropriate service depending on their health care needs
4. To reduce pressure in urgent care by promoting the ways in which minor illness can be treated at home
5. To raise positive awareness of the range of services available at GP practices and the ways in which appointments can be booked
6. To enhance patients' confidence and engagement in their health care

### **Stakeholders**

Through analysis of attendees at the walk-in service, along with previous analysis carried out regarding use of the Emergency Department (ED), we have identified the key stakeholders we will be aiming to reach with our campaign.

- Residents of postcode areas SO18 and SO19
- Parents of young children
- Young adults including students from the two city universities
- Working age adults (including targeting people working at the city's larger employers)

- Older people (whilst not such intense users of urgent care services, a lack of knowledge of the available services was identified during the walk-in service consultation)
- Health care providers including University Hospital Southampton NHS Foundation Trust, community service providers, SCAS, NHS 111
- Voluntary organisations
- Signposting services such as Citizen's Advice Bureau, and Placebook
- CCG staff
- Local authority staff
- Staff at member practices – GPs, Practice Nurses and reception teams
- Media
- Healthwatch
- Public Health

## **Stakeholder insight**

Audience insight will drive the communications approach. Feedback from the walk-in service consultation demonstrates that there is a lack of awareness of local urgent health services across all age groups. Statistical analysis indicates that there are peaks in the use of urgent care services for young children and young adults and that use of urgent care services such as the walk-in service declines with age. As a result of this analysis the following groups have been targeted as our initial audiences:

- Parents/carers of young children
- Young people between the age of 15 and 24
- People registered with east locality practices

Recent local engagement with students indicated that young adults require quick access to health services. This age group, potentially as a result of having recently left home, are often not armed with the information required to make the best decisions about their health. They are, however, very open to learning more about health therefore a comprehensive information campaign should support this demographic to make the right choices.

Recent local and national qualitative analysis suggests that people feel vulnerable about their health. They feel that they are not an expert in the subject and therefore seek reassurance even with more minor ailments. This behaviour is particularly prevalent within a parent demographic, who they often seek medical advice much sooner for their children than they would for themselves as they are concerned about more serious health conditions. People want to know that the NHS is there for them when they need it. This research was re-enforced during the walk-in service consultation with a number of people saying that it was 'reassuring' to know the service was there should they become unwell.

## **Strategic approach**

Although already operating to a lesser extent the campaign will look to commence fully in October 2015 and will take a steady drip feed approach over the next six months. As mentioned earlier we will initially focus our attention on our three key demographics.

We have worked to identify key pressure points on the system which cause uplifted activity, such as winter, periods preceding and following bank holidays and larger national events and will actively work to manage these through the campaign.

We will aim throughout this work, to provide the residents of Southampton with a toolkit of options should they or a family member become unwell. Research suggests that self-efficacy and attitude lead to change in behaviour rather than increased knowledge. We need to support people to feel more confident and proactive about their health care and provide them with the tools to change their behaviour.

In order to effectively raise awareness and understanding of the appropriate use of services significant communications activity is recommended using multiple channels.

We will be using bespoke campaign materials which have been produced following extensive market research. These materials were created with the aim of focusing on the needs of the different target audiences. They highlight common scenarios in which different members of the public find themselves in order for the messages to resonate with their intended audience. Not only is the messaging bespoke but we will use channels appropriate for each specific audience. For example through gyms, universities and the night-time economy for young adults and community centres, newspapers and community health care workers for an older segment of the population.

**GP access** – A key element in our strategy will be to work more closely with GP practices to support them in promoting the variety of services they offer. Throughout the walk-in service consultation people detailed difficulties in accessing GP appointments and demonstrated limited knowledge of how to access GP services outside of standard opening hours. We must therefore work to highlight:

- the types of services on offer for example, telephone consultations and the role of nurses in dealing with minor illness
- practice opening times, including extended opening hours.
- the methods by which an appointment can be booked (eg online booking).

Amongst other things, in order to promote our messages we will:

- use our social media channels in a responsive and dynamic way throughout the plan. As well as scheduled tweets, we will use Twitter as a live tool – as a way to react quickly to weather events or increased pressure at the Emergency Department for example
- develop case studies to reinforce these services such as NHS 111 and pharmacies as tried and trusted locally
- link with the main employers in the city and encourage them to share our messages through social media initially and then develop further routes
- work with Southampton City Council to disseminate messages through their newsletters, website and on social media
- work with local providers and share our messages
- liaise with primary care in order to link with all frontline practice staff to ensure they disseminate the key messages and send patients to the right local service.

## **Key messages**

Messages will be tailored to different stakeholder groups to ensure behavioural change and hence the success of the campaign.

Overarching messages include:

1. Your local NHS is here for you
2. There are many minor illnesses which can be treated at home with some quick advice from your local qualified pharmacist (this message will be supported by promotion of [www.hereforyouhamphshire.nhs.uk](http://www.hereforyouhamphshire.nhs.uk) which will be adapted to reflect Southampton relevance)
3. NHS 111 locally is a tried and trusted service and is your first port of call when you need medical help fast, but it's not a life-threatening emergency

4. Pharmacists have extensive experience and can provide private consultations for many minor illnesses and injuries

### **Key channels**

The plan will promote our key messages, through a variety of paid for and non-paid-for advertising methods, and also compliment any national and provider campaigns

### **Direct marketing**

- Direct mail
- Leaflets sent to patients with specific long term conditions regarding how to manage their condition

### **Advertising / broadcast**

- Advertising online, in print and throughout the community

### **Promotional merchandise**

- To act as reminders as to the health care options available

### **Digital**

- Information on CCG website
- Update of information on other local health related websites including local trusts and Healthwatch
- Provider newsletters and intranets
- GP Portal
- GP practice newsletters, websites and waiting room screens
- Articles in established CCG bulletins (In Touch, The Eye, Oakleydoke etc)
- Digital advertising on relevant websites
- City Council newsletters
- Social media (Twitter, Facebook, Youtube with videos to increase awareness of how to treat certain common conditions)

### **Word of mouth**

- Use of opinion leaders / informers / followers and advocates as spokespeople
- On-line forums

### **Face to face**

- Focus groups (revisiting the large number of groups we met during the walk-in service consultation)
- TARGET training events for practice staff
- Public events (for example Freshers' Fairs)
- Conversations with practice staff, including admin staff around their perception of appropriate attendances
- Conversations between clinicians and patients
- Education events at schools
- Parent and toddler groups
- Internal 'Team Time' staff briefing

### **Media**

- Regular press releases promoting different themes

### **Timescales**

Whilst parts of the urgent and emergency care communications plan have been ongoing throughout the year the focus will increase from October in view of the potential closure of the Bitterne walk-in service along with anticipated seasonal pressures.

Throughout the year activities will be planned seasonally and factor in key calendar events. These events have traditionally seen an increase in demand on the local urgent and emergency services, around bank holidays for example, but they are also an opportunity to promote key messages from the plan.

The plan is also flexible to adapt to other unforeseen demands, for example, an outbreak of norovirus at the hospital, unexpected change in the weather or delay in flu vaccinations being delivered.

### Risks and mitigation

Risk	Mitigating action
<ul style="list-style-type: none"> <li>Other NHS organisations such as NHS England running campaigns with contradictory messaging</li> </ul>	<ul style="list-style-type: none"> <li>The comms team have established an ongoing dialogue with the Head of Communications for NHS England Wessex and the Head of the National Marketing Reference Group at NHS England</li> </ul>
<ul style="list-style-type: none"> <li>A large scale health crisis such as the swine flu epidemic</li> </ul>	<ul style="list-style-type: none"> <li>Prepare communications lines to support our key messaging and bring it into context for the situation</li> </ul>
<ul style="list-style-type: none"> <li>Lack of buy in from local NHS colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Ensure an ongoing dialogue so that concerns can be addressed quickly</li> </ul>

### Monitoring and evaluation

Communications activity will be monitored throughout the life of the campaign to ensure all channels are performing optimally to meet campaign objectives. Where any issues are highlighted, these will be promptly dealt with to ensure minimal disruption to the campaign. Specific monitoring and evaluation is outlined in the action plan, however, in general the following mechanisms will be used to monitor and evaluate campaign effectiveness:

- Statistical evidence such as a change in attendance levels at GPs and ED for minor illness, the number of minor ailments scheme consultations and the numbers of calls to NHS 111, hits on both the CCG and Here for you Hampshire website along with social media reach.
- Qualitative analysis obtained from market research at the end of the campaign will ascertain to what extent the public's perceptions and knowledge have changed.

## Activity plan

Activity	Audience	Supports the delivery of:	Timeframe	Cost	Responsibility	Status	Evaluation method
<b>Campaign preparation</b>							
Refresh of materials inc printing of leaflets	All stakeholders	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> <li>Driving GP awareness and support</li> <li>Ensuring patients have information and support to make informed choices</li> </ul>	Sept - Oct	£1000	Comms	In progress – creative amended, awaiting print supply	
Development of Here for you Hampshire website to include Southampton information	All stakeholders	<ul style="list-style-type: none"> <li>Ensuring patients have information and support to make informed choices</li> </ul>	Sept-Oct	£100	Comms	Agreed and initial amendments completed	
Prepare statement on the conclusion of the walk-in service consultation	All stakeholders	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> </ul>	Sept	Free	Comms	Completed	
Preparation for events such as Freshers' Fairs and self-care week	All stakeholders	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> <li>Ensuring patients have information and support to make informed choices</li> </ul>	Sept-Nov	£100	<ul style="list-style-type: none"> <li>Comms</li> <li>System Delivery</li> <li>Primary Care Team</li> </ul>	Completed	

Activity	Audience	Supports the delivery of:	Timeframe	Cost	Responsibility	Status	Evaluation method
<b>Launch</b>							
Announcement on the conclusion of the walk-in service consultation via press, on website, via both internal and external newsletters notifying all our local colleagues of the decision	All stakeholders	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> <li>Driving GP awareness and support</li> </ul>	Sept	Free	Comms with support from Exec Team	Completed	<ul style="list-style-type: none"> <li>Website visits</li> <li>Media take up</li> <li>Balance of media coverage</li> </ul>
Work with local colleagues including GP practices, acute, community and ambulance providers to ensure they disseminate accurate information around urgent care services in the city	All stakeholders	<ul style="list-style-type: none"> <li>Increasing public awareness</li> </ul>	Throughout campaign	Free	CCG staff with support from comms	Ongoing	<ul style="list-style-type: none"> <li>Feedback from meetings</li> </ul>
Work with contacts through our service user and community engagement networks to disseminate accurate information around urgent care services	All stakeholders	<ul style="list-style-type: none"> <li>Increasing public awareness</li> </ul>	Throughout campaign	Free	CCG staff with support from comms	Ongoing	<ul style="list-style-type: none"> <li>Feedback from meetings</li> </ul>
Advertising : Posters to be erected in GP surgeries, pharmacies, schools, church halls, council offices, voluntary groups, opticians, libraries, universities, gyms and leisure centres to be accompanied by letters explaining urgent care options. (posters in hard	All stakeholders	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> <li>Driving GP awareness and support</li> </ul>	Oct - Nov	<ul style="list-style-type: none"> <li>Included in material refresh cost</li> <li>Facebook: can invest as much as needed but £500 a good starting point</li> <li>Radio ads £2880 + VAT</li> </ul>	Comms	Walk-in service posters distributed and erected during October. Radio ads commenced in November for three months. Further advertising for other urgent care services in progress	<ul style="list-style-type: none"> <li>ED attendance levels</li> <li>NHS 111 calls</li> <li>Pharmacy consultations</li> <li>Post campaign market research</li> <li>Replenishment levels</li> <li>Unique visits to 'Here for</li> </ul>

Activity	Audience	Supports the delivery of:	Timeframe	Cost	Responsibility	Status	Evaluation method
and soft copy) Facebook advertising Radio ads							you' web page inc. dwell time
Support the national 'Stay well this winter' campaign	Over 65s and their carers	<ul style="list-style-type: none"> <li>Ensuring patients have information and support to make informed choices</li> </ul>	Oct-Jan	Free	Comms	Ongoing	<ul style="list-style-type: none"> <li>National post campaign research</li> </ul>
NHS 111 credit cards given to every GP, pharmacist and community nurse in the city. To be handed out as appropriate during consultations	Patients	<ul style="list-style-type: none"> <li>Driving GP awareness and support</li> <li>Increasing public awareness of services</li> </ul>	Oct - Nov	Free	<ul style="list-style-type: none"> <li>Comms</li> <li>Primary Care Team</li> <li>System Delivery</li> </ul>	Cards delivered to all GPs and pharmacists. Southern Health and Solent have agreed to provide cards to all front line staff to disseminate during appointments – reprint in progress	<ul style="list-style-type: none"> <li>Replenishment requests</li> <li>Post campaign market research</li> </ul>
Work with practices to ensure they have the information they need and have the support to promote their services such as telephone appointments, online booking and nurses appointments	<ul style="list-style-type: none"> <li>GP practices</li> <li>Patients</li> </ul>	<ul style="list-style-type: none"> <li>Driving GP awareness and support</li> <li>Increasing public awareness of services</li> <li>Raising positive awareness of services available at GP practices</li> </ul>	Oct-Nov	One text message to every patient in the city would cost around £6000	<ul style="list-style-type: none"> <li>Comms</li> <li>Primary Care Team</li> </ul>	All practices have updated their websites to reflect changes in urgent care services. Initial presentation to Practice Managers Forum completed. Further work and planning in progress	<ul style="list-style-type: none"> <li>Practice websites display accurate info</li> <li>Post campaign evaluation</li> </ul>



Activity	Audience	Supports the delivery of:	Timeframe	Cost	Responsibility	Status	Evaluation method
Press release to all local agencies including print, radio and television to increase trust and confidence in local services such as 111 and pharmacies and promoting online booking nurses appts etc. Also promoting pharmacy opening times over bank holidays, encouraging people to obtain their repeat prescriptions and addressing urgent concerns such as norovirus outbreaks	Public	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> <li>Ensuring patients have information and support to make informed choices</li> </ul>	Once a month for 3-4 months	Free	Comms	Press release regarding the closure of BWIS disseminated. Draft releases developed for other urgent care services and minor health conditions, these will be disseminated using a drip feed approach	<ul style="list-style-type: none"> <li>Media take up</li> <li>Balance of media coverage</li> </ul>
Care UK MIU leaflet distributed to all Southampton residents	All stakeholders	<ul style="list-style-type: none"> <li>Increasing public awareness</li> </ul>	First wave Aug 2015 second wave November 2015	Free	Care UK	Completed	<ul style="list-style-type: none"> <li>Activity at MIU</li> <li>Post campaign market research</li> </ul>
Social media activity to discuss seasonal illnesses, self-care, and services available : <ul style="list-style-type: none"> <li>Twitter</li> <li>Facebook</li> </ul>	<ul style="list-style-type: none"> <li>Other NHS organisations</li> <li>Engaged members of public</li> <li>Young adults</li> <li>Working age adults</li> </ul>	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> <li>Ensuring patients have information and support to make informed choices</li> <li>Driving GP awareness and support</li> </ul>	Weekly for six months	Free	Comms	Ongoing	<ul style="list-style-type: none"> <li>Social media noise</li> <li>Retweets</li> <li>Hits on website social media posts are linking to</li> <li>Reach of posts using analysis on Twitter and Facebook</li> </ul>

Activity	Audience	Supports the delivery of:	Timeframe	Cost	Responsibility	Status	Evaluation method
Select a key spokesperson to help drive awareness, interest in and support for the campaign. Create three key messages plus a list of FAQ to support interviews.	Public	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> </ul>	Throughout campaign	Free	Comms and spokesperson	<ul style="list-style-type: none"> <li>Spokesperson availability ascertained</li> <li>Support pack to be developed</li> </ul>	Requests for interviews with spokesperson
Update information on CCG website to incorporate seasonal messages	<ul style="list-style-type: none"> <li>Other NHS organisations</li> <li>Engaged members of public</li> </ul>	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> </ul>	Throughout campaign	Free	Comms	Ongoing	Unique visits to CCG web page inc. dwell time
Promote the Pharmacy First minor ailments scheme: <ul style="list-style-type: none"> <li>Leaflets to parents via schools</li> </ul>	Parents and people who obtain free prescriptions	<ul style="list-style-type: none"> <li>Increasing public awareness</li> </ul>	Sept 2015	Leaflets: £372	Comms	First wave completed continued promotion via social media ongoing	Uptake of scheme
Revisit community groups visited during consultation		<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> </ul>	Oct-Dec	Free	Engagement team and System delivery	In progress	Feedback from meetings
Meet with PPGs to disseminate messages	Engaged public	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> </ul>	Throughout campaign	Free	Engagement Team	Ongoing	Feedback from meetings
Send out A5 flyers to local primary schools, nurseries and Sure Start centres asking them to add Here for you Hampshire weblink to newsletters	Parents of young children	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> </ul>	Oct-Nov	£256	Comms	Awaiting print supply	Post campaign evaluation

Activity	Audience	Supports the delivery of:	Timeframe	Cost	Responsibility	Status	Evaluation method
Attend events: <ul style="list-style-type: none"> <li>• Freshers' Fair at University of Southampton</li> <li>• Fresher's Fair Southampton Solent Uni</li> <li>• One World Fair Southampton Solent Uni</li> </ul> (Distributing NHS 111 fridge magnets and Think First booklets to promote local services)	Young adults	<ul style="list-style-type: none"> <li>• Increasing public awareness of services</li> </ul>	<ul style="list-style-type: none"> <li>• 25 Sept</li> <li>• 24 Sept</li> <li>• 30 Oct</li> </ul>	£100	Comms	Completed	<ul style="list-style-type: none"> <li>• Attendance levels at various services</li> <li>• NHS 111 calls</li> <li>• Pharmacy consultations</li> <li>• Post campaign evaluation</li> </ul>
Work with Southampton and Southampton Solent Universities and their respective student unions to promote messages	Students and staff (working age adults)	<ul style="list-style-type: none"> <li>• Increasing public awareness of services</li> <li>• Ensuring patients have information and support to make informed choices</li> </ul>	Oct-Nov	Free	Comms	In progress	<ul style="list-style-type: none"> <li>• Messages in newsletters and on university websites</li> <li>• Retweets</li> <li>• Display of materials in student areas</li> </ul>
Contact Street Pastors to explain services and ask them to promote 111 to people who are unwell on a night out in the city	Young adults	<ul style="list-style-type: none"> <li>• Increasing public awareness of services</li> </ul>	Oct-Nov	Free	Comms	Not started	<ul style="list-style-type: none"> <li>• Post campaign evaluation</li> <li>• Feedback from Street Pastors</li> </ul>
Work with Local Authority contacts to promote 111 through night economy team (ice bus etc)	Young adults	<ul style="list-style-type: none"> <li>• Increasing public awareness of services</li> </ul>	Oct-Nov	Free	Comms	Not started	<ul style="list-style-type: none"> <li>• Post campaign evaluation</li> </ul>

Activity	Audience	Supports the delivery of:	Timeframe	Cost	Responsibility	Status	Evaluation method
Articles detailing key messages in: <ul style="list-style-type: none"> <li>Oakleydoke</li> <li>In Touch</li> <li>Healthwatch</li> <li>Local Council newsletters</li> <li>Local third sector / advocacy group newsletters</li> </ul>	<ul style="list-style-type: none"> <li>GP practices</li> <li>CCG staff</li> <li>NHS and City Council colleagues</li> <li>Engaged members of the public</li> </ul>	<ul style="list-style-type: none"> <li>Increasing public awareness</li> <li>Driving GP awareness and support</li> </ul>	Throughout campaign	Free	Comms	Ongoing	<ul style="list-style-type: none"> <li>Related enquiries</li> <li>Click through to Choice page</li> </ul>
Contact top employers in city via social media and through comms teams to explore message dissemination	Working age adults	<ul style="list-style-type: none"> <li>Increasing public awareness of services</li> </ul>	Oct-Nov	Free	Comms	In progress	<ul style="list-style-type: none"> <li>Social media take up</li> <li>No of organisations promoting messages internally</li> </ul>
Meet with mental health commissioning team to understand the impact mental health users have on urgent care services and plan how best to communicate what to do in a mental health emergency	Mental health service users	<ul style="list-style-type: none"> <li>Ensuring patients have information and support to make informed choices</li> </ul>	Oct-Nov	TBC	Comms and ICU commissioners	In progress	<ul style="list-style-type: none"> <li>Attendances at urgent care services</li> </ul>
<b>Evaluation</b>							
Ongoing monitoring of the website and social media accounts					Comms	In progress	<ul style="list-style-type: none"> <li>Unique hits to page</li> <li>Reach of tweets/posts</li> </ul>
Attendance rates at ED and MIU, calls to 111 and the number of MAS consultations					System Delivery	In progress	Statistical data

Activity	Audience	Supports the delivery of:	Timeframe	Cost	Responsibility	Status	Evaluation method
Obtain feedback from practices as to interest in the campaign both from a GP and patient perspective and dialogue between GP and patient along with any change in the volume of appointments for minor illness					Comms Primary Care Team	Not started	Feedback / survey
Replenishment of advertising materials					Comms	Not started	The levels required