

# Improving the effectiveness of internal communications

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# Background

- Evidence shows staff experience directly impacts on patient experience. (Michael West)
- Internal communications as a function plays a large part in this – we want to improve our internal communication methods across the Trust.
- We aim to improve staff satisfaction with internal communications between management and frontline staff from 41% to 60% by December 2015. (Staff Survey data)

# IMPROVING THE EFFECTIVENESS OF INTERNAL COMMS

## AIM

To improve staff satisfaction with internal communications between management and frontline staff from 41% to 60% by December 2015.

## PRIMARY DRIVER

Staff

Technology

Methods of communication

Content

## SECONDARY DRIVER

Improve readership of weekly emails

Improve access to/visibility of senior managers/ execs

Improve directorate/ local comms

Access to working equipment/ technology

Ensure content is relevant to audience

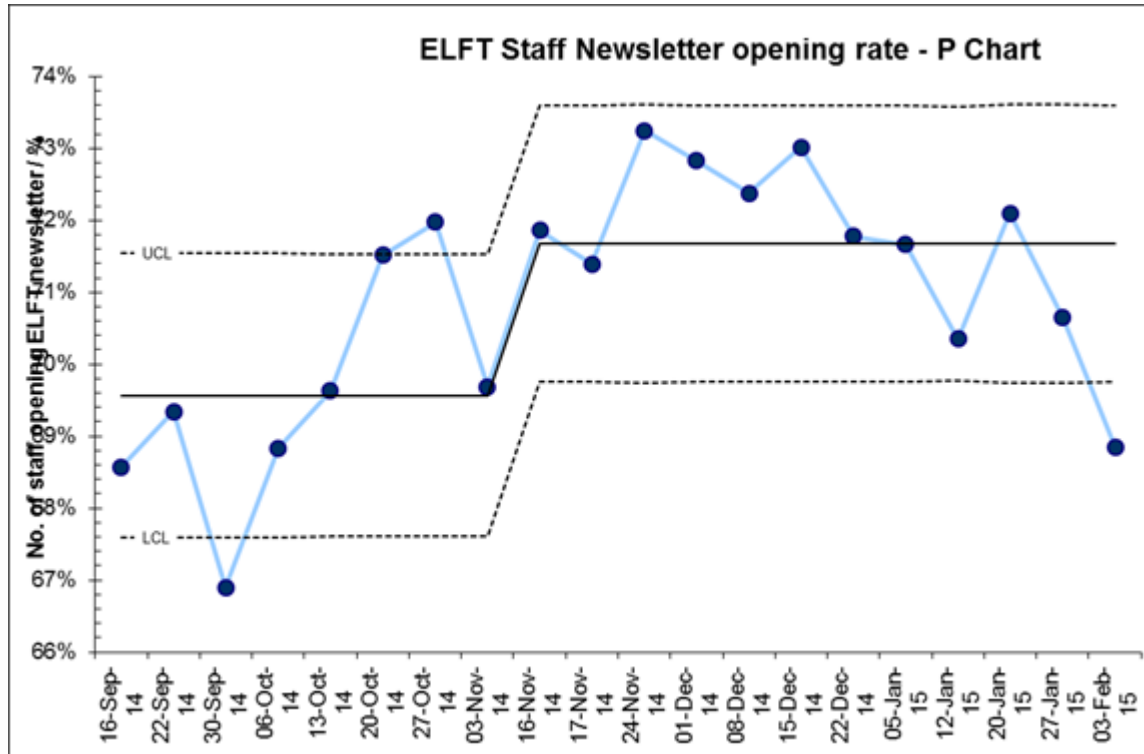
Understand how and what staff want from internal comms

## CHANGE IDEAS

1. Develop targeted email distro lists
2. Develop new intranet platform
3. Screensavers
4. **Change timings of weekly emails**
5. Earpods
6. Staff focus groups
7. Comms team to be based in directorates more frequently
8. Use social media for internal comms
9. Frontline staff blogs
10. Frontline staff podcasts
11. Text messages to staff mobiles
12. Review notice boards
13. Local comms champions
14. Staff networks
15. Use TT software for all emails from comms

# Baseline

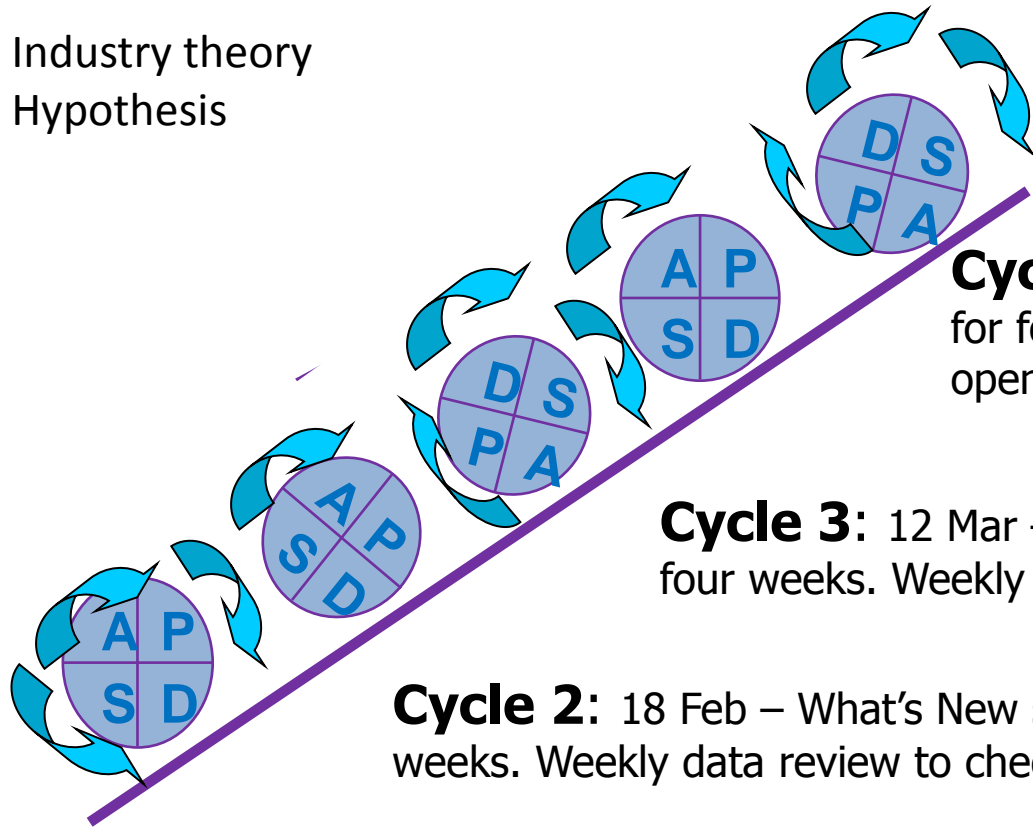
What's New on the Intranet - eBulletin



Settings changed so images and graphics immediately visible in email

# Sequence of PDSA's – for one change idea or secondary driver

Industry theory  
Hypothesis



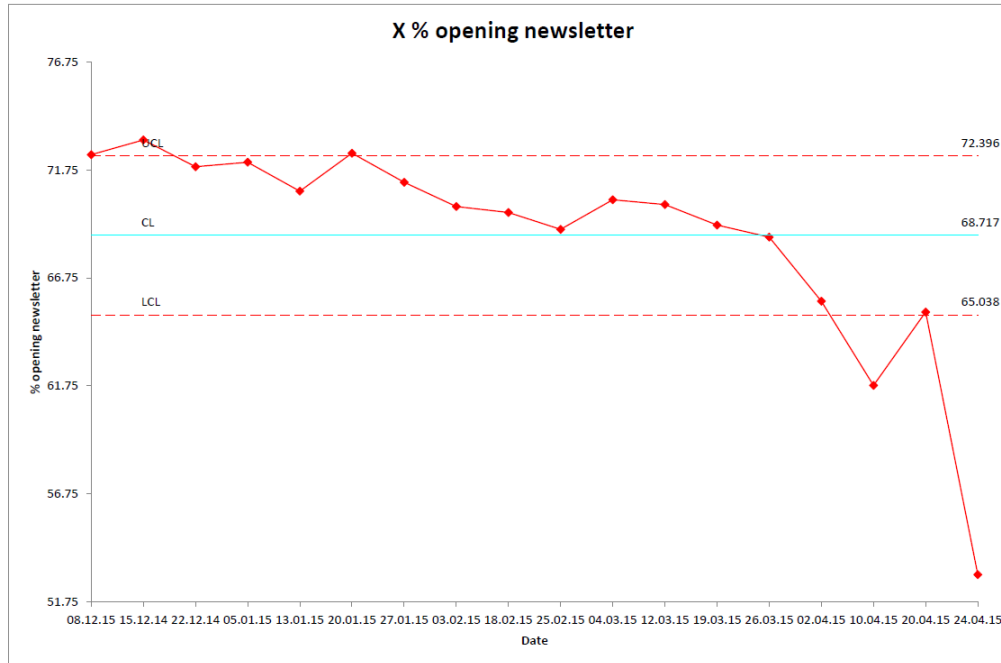
**Cycle 4:** 2 Apr – What's New sent on Friday for four weeks. Weekly data review to check opening rates.

**Cycle 3:** 12 Mar – What's New sent on Thursday for four weeks. Weekly data review to check opening rates.

**Cycle 2:** 18 Feb – What's New sent on Wednesday for four weeks. Weekly data review to check opening rates.

**Cycle 1:** 13 Jan – What's New sent on Tuesday for four weeks. Weekly data review to check opening rates.

# Data



Mon

Tue

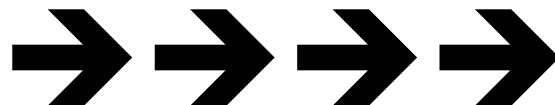
Wed

Thur

Fri

# Learning

- We already had data – we just weren't using it!
- Set consistent and realistic parameters for data measurement
- Allowed us to test assumptions and challenge our own thinking
- Making use of affinity diagrams in other areas of our work
- Opportunity to review what other industries do
- Janet's become a numbers person (yes, really!)



# Challenges

Making time



Prioritising



Change to data – ↑ in audience from 1 April



Technical breakdown – 17 April





# What was the outcome?

- Newsletter process not really changed but now looking at data and how we use it to agree future changes
- Changed day of issue – what works best for team
- Logging other all user emails going out - new process to inform future change ideas/tests



# What next?

- Audience segmentation – based on voice of customer
- Work with HR and IT to support this
- Develop guidelines for all user emails (outside What's New)
- Using data to prioritise and review other change ideas related to weekly e-bulletin
- Adopted the affinity diagram!

*Affinity  
and  
beyond*

