



Communications

Our Annual Report for 2020/21

Foreword

Oliver Tipper, Head of Communications



Welcome to our annual report for 2020/21 – a year like no other. A year which was dominated by our response to the Coronavirus pandemic and during which, we didn't see each other face to face as we started working from home during March 2020 and, at the time of writing, we still haven't returned to our base at Trust HQ or been able to meet as a team.

Whilst pandemic response was the mainstay of our year, there were a number of other key projects and campaigns we continued to support or lead on. These included the new young people's inpatient unit development, the implementation of our electronic patient record system CareDirector, and developing our website to ensure it met new accessibility standards.

This report is a short summary of all that work. It doesn't do justice to everything we've done or achieved in the face of constant and immediate demands, the backdrop of fear and uncertainty, and the cultural and technological challenges of home working.

I'm proud of what we've achieved and I hope that comes across in this report.

Oliver Tipper
Head of Communications

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Say a little,
say it well.

Irish proverb

The role of Communications in the pandemic response

The Communications Team's focus for the year 2020/21 was dominated by the Coronavirus pandemic response. Our Covid-19 communications strategy was to focus on communications and engagement with our staff.

We aligned ourselves to the Trust's Incident Response Team (IRT) governance structure, attending initially daily silver command meetings (these dropped to three a week in June 2020) and weekly bronze workforce and communications group meetings. Our primary communications products, outputs and activity during the pandemic response are summarised below.

Coronavirus Response: Your Update – all staff briefings

Communications Team members attended every IRT meeting during the pandemic. The aim was to understand the key issues of the day, discuss and agree the key messages for staff and for the communications representative to write this up and send out to all staff the same day.

Throughout 2020/21, the Team published over 160 all staff briefings. We have received a lot of positive feedback on these briefings; including the results of a formal evaluation conducted in the summer of 2020 (see below).



Coronavirus staff website

We initially developed a dedicated Coronavirus response site on our intranet (known as StaffNet). This became an important one stop shop for guidance and resources on infection control, PPE, workforce information, testing, on call arrangements etc.

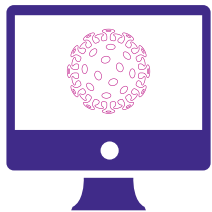
However, as many colleagues were working remotely, we heard many were struggling to access this information. We acted on this feedback and painstakingly recreated the information on our website, where it evolved into an essential communications tool.

At the time of writing this can be found at www.leedsandyorkpft.nhs.uk

We also used it to develop our staff **Health and Wellbeing Hub** which became a cornerstone of our strategy to support staff across the Trust with resources and opportunities to maintain their mental and physical health.

The staff-facing Coronavirus website received in excess of 50,000 views during the year, with the majority focused on the vaccination programme information from December 2020 onwards.

The screenshot shows the NHS Leeds and York Partnership website. The header includes the NHS logo, the text 'Leeds and York Partnership NHS Foundation Trust', and social media icons for Twitter, Facebook, LinkedIn, and YouTube. A search bar is located in the top right corner. Below the header is a navigation menu with links for Home, Our Services, Advice & Support, News, Events and Blogs, Get Involved, Research, Careers, About Us, and Contact Us. A secondary navigation bar lists various topics: Coronavirus: Information for staff, COVID-19 Vaccination Programme staff page, Infection control and PPE, Working safely, Testing for staff, and Health and Wellbeing HR Updates and FAQs. The main content area is titled 'COVID-19 Vaccination Programme staff page' and includes a sub-header: 'This page contains information for LYPFT staff on accessing Covid19 vaccinations, training and other staff-specific information. Page updated: Tuesday 11 May 2021'. Below this is a grid of images: a whiteboard with handwritten messages like 'Thank You for everything! This May', a staff member receiving a vaccine, a building entrance, and several staff members wearing masks. A circular badge on the left of the grid says 'I'VE HAD MY COVID VACCINATION'. To the right of the grid is a blue sidebar with the heading 'Coronavirus Home' and a button 'Back to home'. Below that is a section titled 'Resources and other information' with a button 'Resources and information'.



50k+

views of the staff-facing
Coronavirus website

All staff Zoom calls with the chief executive

With staff working remotely and with restrictions on meeting in person, we set up regular video conference webinars with the chief executive via the video conferencing app Zoom. These gave staff the opportunity to dial in and listen to Sara's summary of the latest developments and how the Trust was responding to them, as well as sharing her reasons to be proud – calling out individuals and teams for their contributions to the pandemic response.

Questions could be submitted in advance or tabled on the day via the chat function.

Throughout the year communications and staff engagement colleagues delivered 40 webinars, with around 90 staff on average joining the webinars on the day.

The webinars were recorded and uploaded to You Tube where staff could watch them back at their leisure. On average around 100 staff would then watch again, with the most popular video being the Christmas Special receiving 482 views.

These numbers represent a much higher level of staff engagement with the chief executive (or other exec colleagues) than we've achieved in peace time.



40

webinars were delivered by communications and staff engagement colleagues



the Christmas Special received

482

views - making it the most popular video

Covid-19 inbox – answering questions

The Communications and staff engagement team set up and managed a dedicated email address for any Coronavirus related questions from staff at corona.virus@nhs.net.

The inbox was at its busiest in the first wave of the pandemic between March and July 2020 – at which point we had received over 250 enquiries.

All enquiries were managed using trusted and reliable information already available or through the five incident response team sub groups where expert views were required. The main themes we received questions about were:

- Remote working
- Infection Control
- Staff safety and wellbeing



250+

enquiries to the coronavirus inbox received between March and July 2020



LYPFT Together: closed staff Facebook group

The Communications Team created a closed Facebook group for staff as a safe space to share information and talk with each other during this period of self-isolation and lockdown.

It was first launched in April 2020. In July the team crowdsourced a new name with the group - decided as 'LYPFT Together' by popular vote. The group can be found at www.facebook.com/groups/LYPFTstaff

The group was designed to give staff the opportunity to connect on any issues (in line with the group rules), with the Communications Team seeding in messages about health and wellbeing, staying safe, celebrating success and boosting morale.

In March 2021 the group membership stood at just under 500, and was getting an average of 30 posts a month with an engaged audience of around 440 active members.



LYPFTTogether **500**
members to the Trust
Facebook group

with an average of
30
posts a month

Supporting staff health and wellbeing

The pandemic has had a significant physical and psychological impact on NHS staff and evidence tells us that those in caring roles are often slow to ask for help for themselves.

The Communications Team aligned significant resource to support the Trust's health and wellbeing working group, which focused on developing a compassionate and inclusive culture in line with the NHS People Plan.

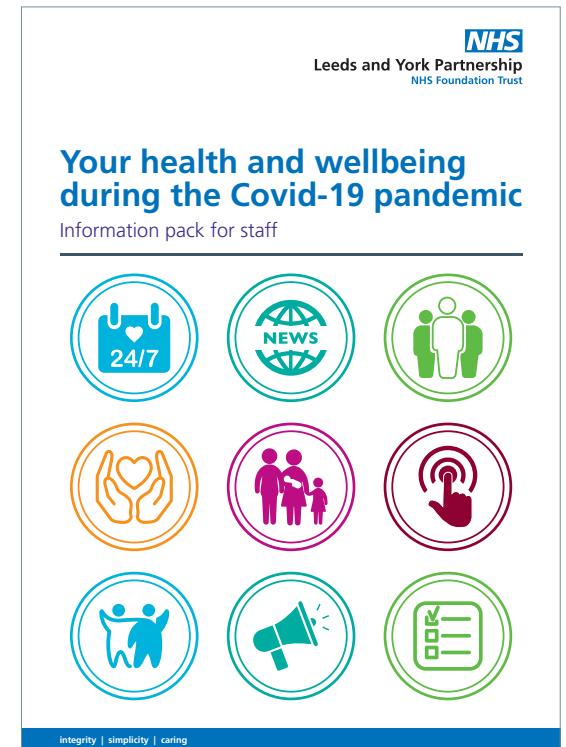
It's 'Ways to Wellbeing' campaign signposted staff and managers to a wide range of resources including staff focused helplines. The Staff Wellbeing Hub received around 15,000 views during the year, with users spending an average time of 2.30 minutes on the site.



15k
views to the Staff Wellbeing Hub



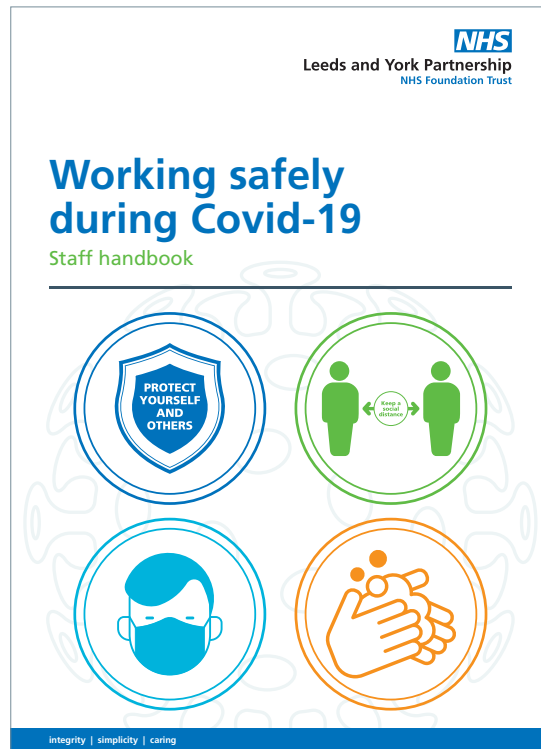
with users spending
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Working safely during Covid-19

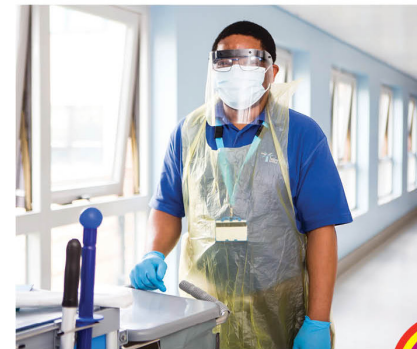
The majority of our frontline clinical staff continued to work on Trust sites throughout the pandemic but a significant number of colleagues across all departments worked from home.

A range of resources was developed to support safe working which included: a comprehensive **'Working Safely during Covid-19' staff handbook**, dedicated website pages and pocket-sized PPE reminder cards. We also ran a high profile PPE campaign featuring familiar staff faces to help staff with what PPE they need to wear in clinical and non-clinical settings.

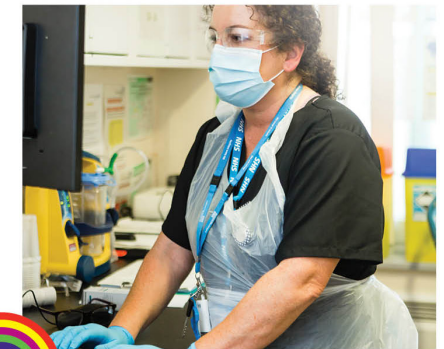


Protect yourself, your service users and your loved ones

- Wear the correct PPE
- Practice social distancing
- Wash your hands regularly
- Get your flu jab this winter



Edwin Tsvara, Support Services Supervisor



Amanda Broadbent, Staff nurse

integrity | simplicity | caring

Equality and diversity

The pandemic has highlighted the inequalities experienced by many of our BAME colleagues and service users. In order to address and raise awareness of these issues the Communications team worked with colleagues from the Workplace Race Equality Network (WREN) to publish a series of blogs.

In these blogs WREN members have shared their experiences around faith, the challenges BAME people face in the workplace and wider society, cultural intelligence, their heritage, ancestry and history. The first blog was published on 9 April 2020 and since then over 20 WREN blogs have been published and shared across our social channels.

These blogs have been well received and shared across networks and social media channels. Web statistics showed our WREN stories as the most popular blog posts with the top three most popular being:

- Race in the workplace by Sajimon Madathil
- My shielding story by Veronica Mukunga
- Staff and leadership culture - it's never been more important, by Sara Munro

The blogs are published on our website here www.leedsandyorkpft.nhs.uk/news/blogs



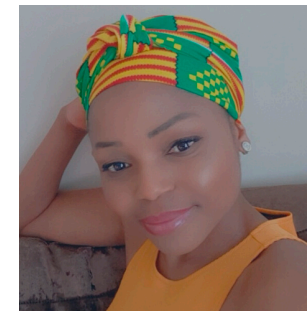
20+

WREN blogs have been published and shared across our social media channels

WORKFORCE RACE EQUALITY STANDARD



Sajimon Madathil



Veronica Mukunga



Sara Munro

Communicating with our service users during the pandemic

We supported our services with mass service user communications, including the drafting and mailing of around 28,000 letters direct to people receiving care from us as well as their carers to keep them updated with our response, including changes to visiting arrangements and how to access digital technologies to receive support.

The mental health impacts of the pandemic have been widely reported and with advice from the Trust's psychology team we developed an online '**LYPFT Coronavirus Hub**' to support our local community.

We have also promoted the online support groups and online courses from the Leeds Recovery College along with ensuring helpline numbers are regularly shared so people know how to access help in our region.



28k

letters were sent
to our service users

Evaluation of pandemic communications

The Communications Team welcomed feedback on its outputs and approach through the pandemic, receiving a range of positive and constructive feedback, which was taken on board.

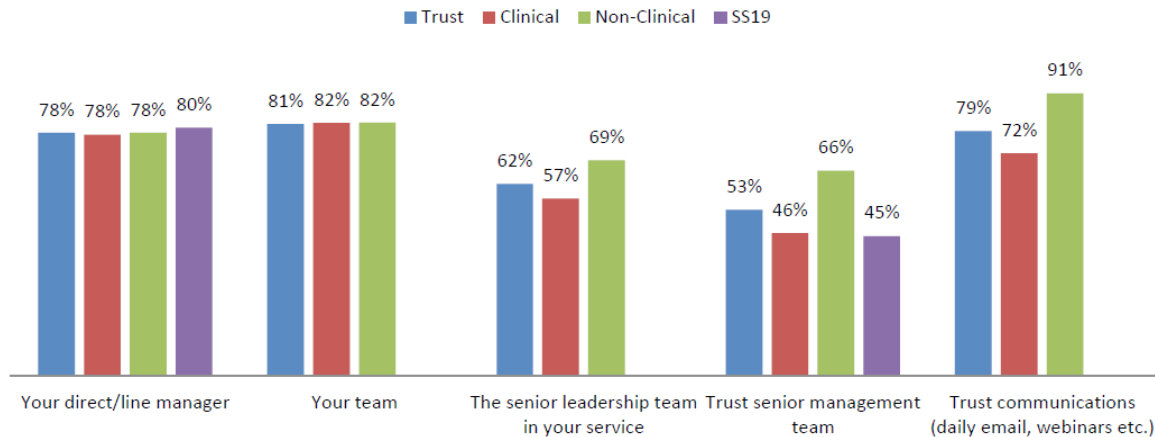
In the summer of 2020 a major staff listening exercise was undertaken which culminated in a report called **Your Voice Counts: Staff Well Being during COVID 19**.

Within this Communications evaluated well and some highlights are included below.

Extract from the report: "The increase in communication and greater visibility of the board was welcomed by staff in helping them to feel more supported (Fig 1)."



Fig 1:
How supported have you felt by the following during Covid-19 Outbreak



Here are a few of the free text narrative comments given by respondents.

“

Many more common folk have seen Sara [the chief executive] on zoom and had a chance to interact. It is hugely empowering to know that senior leadership team is in touch with what matters to the frontline staff and responsive to our feedback.

”

“

The weekly briefings have helped me to feel much more connected to the Trust.

”

“

Her [Sara's] weekly briefings are a really good way to have that connection especially when working from home - nice to see familiar faces.

”



Comments also reflected how strong the leadership had been during the pandemic and how much closer staff felt to each other and the Board. Comments included:



I too have found Sara genuine and really compassionate. In many ways this crisis has brought us a lot closer - certainly in acknowledging / validating the challenges and anxieties many faced during this pandemic.



Upon speaking with colleagues at other organisations and the lack of interaction they have had with their Chief Exec & Senior Team I feel very lucky to have Sara as our Chief Exec.

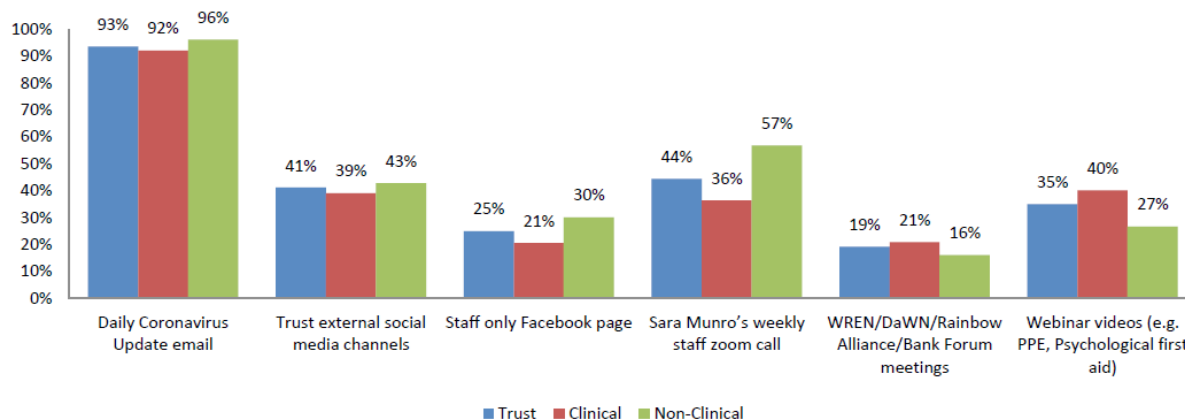


Sara's style and approach throughout this time has helped me when work has been high or low, when I've had to shift my day to accommodate things. Sara has demonstrated all of our Trust values. If you do get to speak to her directly, she puts you at ease quickly, is never judgemental and ensures you have support. This is what I look for in a leader.



The report goes on to say: "It appears that greater visibility of the Board has a positive impact on staff moral and their feeling of being connected to the Trust. The data from the questionnaire highlighted just how informative staff found the different modes of communication during the Trust's COVID-19 response (Fig 2).

Fig 2:
How informative you have found the following communication channels



Communications wins Team of The Month for December 2020

The team was proud to be awarded Team of the Month for December 2020 following a nomination by Wendy Tangen (pictured), Clinical Services Inclusion Lead and Chair of the Trust's Workforce Race Equality Network (WREN). In her nomination Wendy wrote:

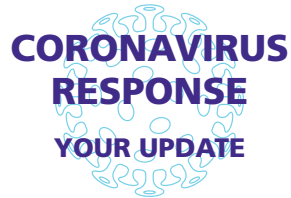
"The Communications Team over the past months has been instrumental in keeping the Trust connected. This is a small team that ensures relevant information is disseminated in a timely manner both internally to Trust employees and public facing (we often underestimate the enormous task of this team).

"The pandemic has brought about huge challenges in communication, the ever changing and shift in the government's advice/updates of what is deemed an appropriate cause of action or not has left us very confused at times. It was then up to our communication team to translate public health messages to digestible sizes that did not create further panic amongst colleagues, carers and our service users.

The communication team has also carefully balanced the importance of wellbeing of staff by creating different ways of keeping in touch with each other and sharing (Facebook page, twitter post, Trustwide bulletin...) to ensure the Trust business remain central and the fun element is not lost, all in the middle of a pandemic. Members of the team have been very supportive offering my team and our WREN advice and raising their profiles.... I feel we are now just part of an extended team. They deserve this recognition."



Comms in numbers 2020/21



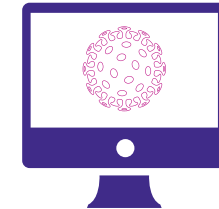
160+

All staff briefings were published by the team



40

webinars were delivered by communications and staff engagement colleagues



50k+

views of the staff-facing Coronavirus website



20+

WREN blogs have been published and shared across our social media channels

LYPFTTogether

500

members of the Trust Facebook group



28k

letters were sent to our service users



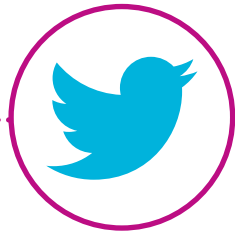
640

likes received on our Facebook page



429

published posts on Facebook



8,056

Twitter followers. That's over **800** new followers since the previous year



674

published posts on Twitter



277

new subscribers to our YouTube channel



119.4k+

views to our videos in 2020



104

published posts on LinkedIn



1.3k+

new followers received on our LinkedIn page



Good communication
is the bridge between
confusion and clarity.

Nat Turner

Maintaining support to our priority projects

During 2020/21 there were a number of key projects where communications support was critical and had to be maintained. These are summarised below.

Delivering the staff flu campaign

The flu vaccination campaign had to be delivered at pace ahead of the Covid-19 vaccination campaign in the autumn of 2020.

We were unable to run the usual drop-in clinics to vaccinate our staff. To stay safe and socially distanced we offered flu vaccinations by appointment only.

We used high impact national campaign messages combined with high quality images of our own staff (including our Occupational Therapy Assistant, Kwesi Gyan pictured here) to appeal directly to our workforce at a time of increased emphasis on infection control.

To incentivise staff there were extra special reward packs and lots of staff shared theirs on social media which encouraged others to come forward. We also enlisted the help of Flu Bee, a unique online game to help bust flu vaccine myths in a fun, engaging way.

We finished our flu vaccination programme earlier than usual to focus our attention on Covid vaccinations, achieving a 78.3% uptake in record time.

PROTECTS
YOU, YOUR FAMILY
AND PATIENTS
FROM THE FLU

You can give flu to your family and patients without having symptoms. Protect those close to you.

Get your flu jab by emailing fluclinicapps.lypft@nhs.net

I've had my flu jab

Kwesi Gyan
Occupational Therapist Assistant

Website development and fulfilling our accessibility responsibilities

The Public Sector Bodies Accessibility Regulations 2018 stated that from 23 September 2020 every public sector website would need to meet certain accessibility standards and publish a statement saying they have been met.

The Communications Team commissioned a piece of work to address this in 2019, which also included making substantial improvements to other aspects of our site around menu structure, navigation and device compatibility.

As the number of users accessing our site via mobile devices has grown significantly since the website was initially launched, work took place to shift the site from being “mobile responsive” to being “mobile first”. While this has limited impact on the look and feel of the website for desktop and laptop users, mobile users noticed significant improvements including:

- A search function, which was previously unavailable in mobile view,
- The option to switch colours to high contrast, and
- A ‘floating menu’ for site collections which have their own inherent navigation – this now follows the user as they scroll through the page and will allow for easier access to the information users need.

The clinical services “mega-menu” which was a large drop-down list of all 38 services was too large to be useful and was inaccessible on smartphones. Website analytics and heat-mapping also demonstrated that users either navigated directly to the service they needed from a Google search or by using the Services list page.



We created a new A-Z service directory to replace the mega menu, which users could search using keywords and locations.

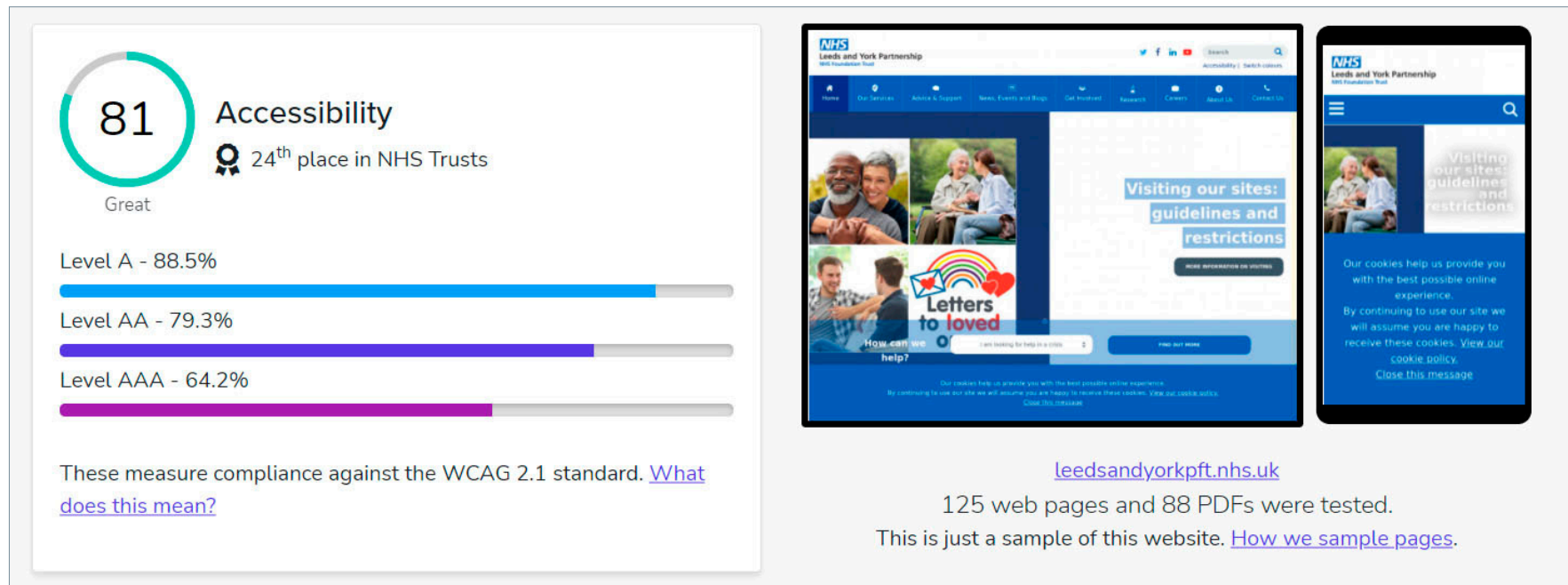
A further development to services content was the creation of micro-site functionality. This allowed more complex services to deliver their information in a sub-site with integrated navigation to improve user experience. This has been used successfully with the CONNECT eating disorders service and the Northern Gambling Service, and we hope it may encourage other services to develop their content further.

Key accessibility changes which needed to be made to the site following audit included:

- Improving the colour contrast of our site and removing text-based images

- Updating the colour palette to provide the best contrast for visually and reading impaired users, and
- Publishing an updated Accessibility Statement in line with the standards set out by **GOV.UK**. Ours follows the principles set out by NHS Digital which can be found on our website.

We were proud to see that the accessibility improvements we made on the site were nationally recognised. In December 2020 the Silktide Index, which measures website accessibility across different sectors, gave our website a score of 81 out of 100, placing it 24th out of 211 NHS trust sites in the country. These results **can be found on their website**.



Delivering the CareDirector programme during lockdown

CareDirector is the Trust's new electronic patient record system. The Communications Team has supported the CareDirector programme since it began in 2018. After initial delays around configuration, and in order to ensure that the system was clinically safe on launch, a decision was made to go live post lockdown in March 2020.

This decision was made prior to the pandemic, and as a considerable amount of work had already taken place to make the system live across the Trust the launch continued as planned. Making the system live in the midst of a global pandemic brought even more challenges and concerns and the decision to launch was based on the assessment of some significant risks and issues.

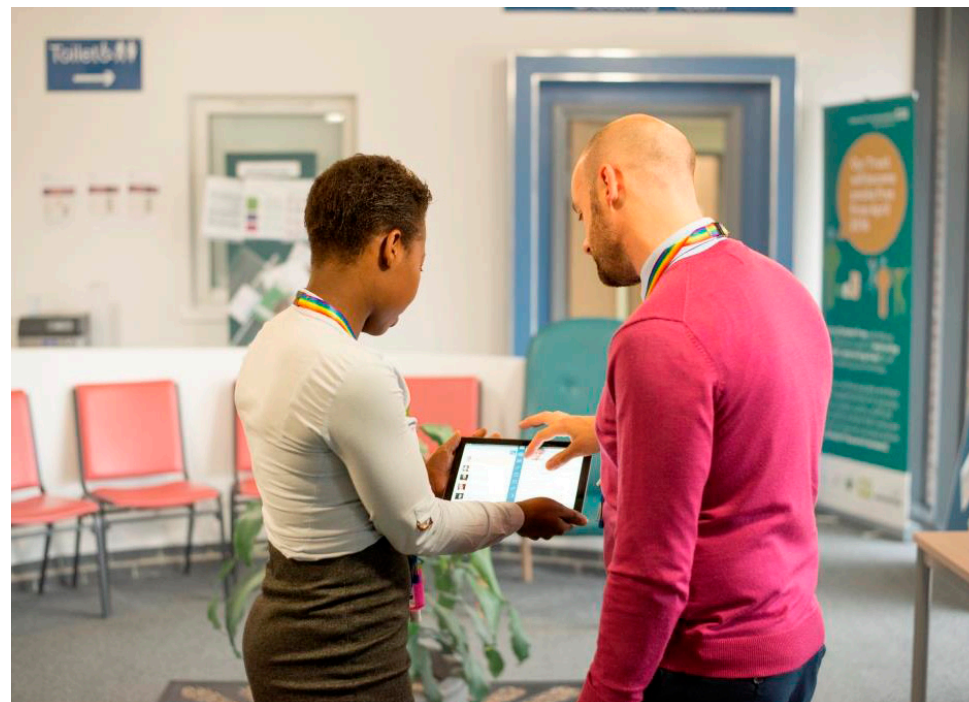
To enable the smoothest transition possible the Communications Team continued to support the project as we went into lockdown. We provided support to the Systems Training Team in building an online catalogue of support guides and step-by-step videos, along with creating a roadmap to launch and checklist guides to ensure that staff could make the most out of the pre-launch "Familiarisation Period" and prepare themselves for the go live date.

Newsletters and email updates were published to provide staff with information on access to the CareDirector demo area, what to expect during the switch over period and how to record patient information during this time, providing assurance that no information would be lost or compromised.

Post launch the team also supported online conversations between members of the CareDirector Project Team and the staff affected by the change. This included promoting the 'Your Voice Counts' staff engagement campaign and ensuring that results were shared through comms channels including a dedicated CareDirector blog and video messages by Chief Executive, Dr Sara Munro.

caredirector[®]

The Flexible Mental Health Solution



Children and Young People's Inpatient Mental Health Unit development

The Communications Team continued to support the Children and Young People's Mental Health Unit development project throughout 2020/21. This new build programme was already into its third year, and significant work had already taken place on site. The government had given the UK construction industry clearance to continue working during the pandemic lockdowns which meant the project had to continue.

The LYPFT Communications Team worked in partnership with colleagues at Leeds Community Healthcare NHS Trust and construction partners Tilbury Douglas (previously known as Interserve Construction Ltd) to re-start support to this project after a three month hiatus from March 2020.

Since then, the communications and engagement work stream, led by the LYPFT Head of Communications, has supported the programme with staff, stakeholders and public communication. This has included securing additional staff engagement and organisational development resource, arranging site tours and public engagement events, developing a name for the new unit and developing a recruitment campaign to staff it. The unit, to be known as **Red Kite View**, is scheduled to open in December 2021.

In addition to the new build project, Communications has also played a leading role in the work to transfer the management of this service from Leeds Community Healthcare NHS Trust to LYPFT. The intention to do this was announced by both Trust Boards in September 2020, which started a major transition and management of change programme of work (alongside the new build project).

The Communications Team built a new website to host the service information, as well as information to support the recruitment campaign and the new build project on its website www.leedsandyork.nhs.uk/our-services/cypmhs-west-yorkshire



A new mental health service for our former armed forces personnel

The Communications team provided dedicated support to launch a brand new mental health service for armed forces veterans in the North of England.

The Veterans' Mental Health High Intensity Service (HIS) went live in November 2020 to provide care and treatment for veterans experiencing a mental health crisis who need urgent help.

The HIS is part of a new national service being rolled out across England, now under the brand name OpCOURAGE. In the North of England, it is being delivered in partnership between the NHS and well-established veterans' support charities Walking With The Wounded and Combat Stress, with our Trust as the lead provider.

Since going live, the HIS has supported around 150 veterans, working with local mental health services when they present in crisis. It has also supported veterans into employment, found them housing and places in specialist addiction rehab programmes.

We worked in a partnership group to agree a communications and marketing plan which included:

- A core narrative for public and professionals
- Powerful written and video case studies of veterans with lived experience of mental health crises (see Mark's story on the next page)
- An animation that illustrated how the HIS works
- A suite of printed materials (on and offline) for public and professional audiences
- A launch plan where we engaged local and regional media as well as partners across the North of England using our core narrative and case studies.

Read more about the new [Veterans' Mental Health High Intensity Service on our website.](#)



150+

veterans in crisis supported by the HIS since November 2020

Mark's story

How a former Private branded a "waste of space" has recovered

The launch of the HIS was supported by veteran Mark Foster. We worked with our partners at Walking With The Wounded to capture and tell Mark's powerful story which helps make the case for services like the HIS.

Mark, now based in Northumberland, served as a Private in the Army's Royal Logistic Corp (RLC) between 2008 and 2012. He struggled with physical injury, homelessness, alcohol addiction and (undiagnosed) post-traumatic distress disorder (PTSD) following the death of a close friend in the Afghanistan conflict.

Mark told us: "I contacted my mate's mother and pregnant girlfriend and together we shared the suffering and grief. I tried my best to get on with it but in my heart I had lost interest.

"I started to drink heavily and to have seizures and panic attacks, but I was too scared to ask for help. When I did finally go forward and speak out, I was branded a 'waste of space'."

Mark's problems got worse before he sought help from the NHS and a local rehabilitation service and started to turn his life around.

[Watch Mark's video story on You Tube.](#) 



OpCOURAGE

NHS

**Veterans' Mental Health
High Intensity Service**



We are stronger when
we listen, and smarter
when we share.

Rania Al-Abdullah



For help and advice on how we can support you and your service, contact the communications team at communications.lypft@nhs.net

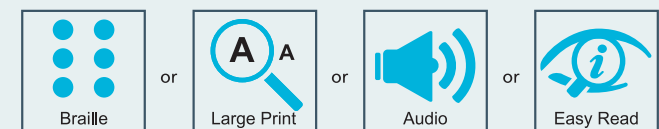
We look forward to hearing from you.

(L-R) Sue Coffey, Sarah Firth, Jill Richards, Andrew Johnson, Anmarie Reed, Oliver Tipper, and Emily Birchall

integrity
simplicity
caring

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