



Transforming Pathology Services For East of England

Marketing and Engagement Plan June 2010

Version 0 4

A shared vision for the future



Transforming Pathology Services

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Appendix A - Lines to take (to be agreed)

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Document control log

This document defines the marketing and engagement elements of the Transforming Pathology Project in terms of scope, target audiences, communication tools, delivery timescales, responsibilities and available resources.

Document version control			
Transforming Pathology Communications Plan			
Version	Date	Author	Change
0.1	3 May 10	Samantha Sherratt	First draft
0.2	7 June 10	Samantha Sherratt	Second draft
0.3	8 th June 10	Andrew MacPherson	Further review and edits
0.4	17 June	Samantha Sherratt	Included draft lines to take (in consultation with Dr Hemal Desai) and made changes as suggested by Anna Dugdale.

1 Introduction

- 1.1 This draft marketing and engagement plan has been compiled to show how NHS East of England's (NHS EoE) Strategic Projects Team (SPT) would service, support and facilitate stakeholder and media engagement in the Transforming Pathology project, on behalf of the Pathology Services Board. It contains three main areas of activity:
- 1.2 'Professional' engagement - based on the need to inform and involve pathology staff and contractors, to keep them up to date with project progress and gain their commitment to the process. In addition, to give them the opportunity to influence direction and implementation of the project.
- 1.3 'External' engagement with broader stakeholders, including the public – via the appropriate channels, to gain their understanding of the processes being undertaken to transform pathology services and to manage and inform their perceptions to derive a common view, using a consistency of message.
- 1.4 Effective media management – positively presenting the Transforming Pathology project proposals, to anticipate where possible, manage and contain the risks in this process, wherever possible.

2 The process

- 2.1 The SPT will implement an engagement programme specifically tailored for for 'professional stakeholders' to keep pathology staff and contractors informed and involved in the project's progress, in a timely and appropriate manner. This will include a:
 - bi-monthly Transforming Pathology News e-newsletter, which will also be made publically available via the SPT website
 - Transforming Pathology forum via NHS Networks, to facilitate discussion
 - Twitter postings, to keep members up to date with day to day project progress
 - commitment to post minutes of meetings onto the SPT website within seven working days.
- 2.2 Our programme will be supported by a stakeholder mapping, tracking and contact data base with 'opt in/opt out' facilities.
- 2.2 The SPT will ensure that the 'external messages are in place, and consistently presented. This will include:
 - the development of FAQs and 'lines to take'
 - a designated micro-site on SPT's main site, containing an information centre including FAQs, reports and updates, papers from meetings and useful links.

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- the wider availability of Transforming Pathology News, making it downloadable from the micro site.
- Press releases and media management

2.3 All draft communications, including press releases, FAQs etc, will be circulated to the two Transforming Pathology project board chairs, and/or relevant subject matter experts, in advance of publication, for approval and quality assurance.

3 Roles and responsibilities

3.1 The primary responsibility for marketing and engagement rests with the SPT's Marketing and stakeholder engagement manager, who will work closely with the Transforming Pathology project board in active partnership to support the project process.

3.2 Responsibilities for marketing and engagement work stream will be:

Action	Responsibility
Produces marketing and engagement strategy	SPT Marketing and stakeholder engagement manager
Agreement, approval and authorisation of the strategy	Project board
Leads and coordinates the marketing and engagement process	SPT Marketing and stakeholder engagement manager
'Fronts' communications	The two chairs of the Transforming Pathology project board, key spokespersons within NHS EoE, and subject matter experts (as agreed)

3.3 It is recommended that appropriate management systems and processes are adopted, to be used as a basis for quality development and risk assurance procedures.

3.4 Currently it is planned to use or adopt:

- Newsflash media management system, operated by NHS EoE
- Risk management and impact assessment system, implemented by SPT
- Crisis and contingency planning and scenario development, put into place by the SPT
- Media guidelines and protocols based on those of NHS EoE

4 Key audiences

4.1 Key 'professional' audiences include:

- Commissioners - Primary Care Trust (PCTs) and practice based commissioning groups (PBGs)
- Pathology services providers
- GP practices
- Professional groups, including doctors, nurses, scientists and phlebotomists
- Unions
- Royal College of Pathologists
- Pathology staff groups
- Pathology service managers
- Department of Health
- NHS trusts and other healthcare related organisations, including NHS East of England

4.2 Key 'external' audiences include

- The public
- Equipment suppliers
- Local authorities, HOSC
- Opinion and community leaders, MPs, councillors
- Media

5 Summary of core messages

5.1 The core messages are:

- To meet the recommendations of the Carter Review 2005
- The aim of the process is to drive up quality (through KPIs) and deliver value for money for taxpayers
- The rationalisation of pathology services into networks offers maximum flexibility, operational and financial efficiency, through economies of scale, and improvements in quality.
- Stakeholders will be actively and appropriately involved and engaged throughout the process.
- The process will be fair, open and transparent.
- Patients will continue to receive NHS pathology services.

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6 Outline marketing and engagement timeline

Date	Task	Lead / support
Date to be initiated by	Activity	Ownership
Prior to 1 April 2010	Launch Transforming Pathology micro-site	SPT Marketing and stakeholder engagement manager
From 1 April 2010, and ongoing	Start to add pathology FAQs to website virtual assistant	SPT Marketing and stakeholder engagement manager, with project manager
Prior to 1 April 2010, and ongoing	Identify stakeholders and draw up mailing lists	SPT Marketing and stakeholder engagement manager and Project manager
W/C 12 April 2010	Draw up branding for project papers and materials	SPT Marketing and stakeholder engagement manager
1 May 2010	Launch discussion forum on NHS Networks	SPT Marketing and stakeholder engagement manager
19 May 2010	Hold rapid learning event workshop	SPT team, with project board
W/C 7 June 2010	Upload paper on how project promotes QIPP principles	NHS EoE Project manager, with SPT Marketing and stakeholder engagement manager
W/C 14 June 2010	Publish project overview factsheet, for broader stakeholders including the public	Project manager, with SPT Marketing and stakeholder engagement manager
W/C 14 June 2010, and bi-monthly thereafter	Issue first e-edition of Transforming Pathology News	SPT Marketing and stakeholder engagement manager
W/C 19 June 2010	Produce 'Ambassador'	Project manager, with

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	powerpoint presentation so stakeholders can share information with colleagues	SPT Marketing and stakeholder engagement manager
Monthly	Prepare marketing and engagement update to project board	SPT Marketing and stakeholder engagement manager
May 2011	Transforming Pathology One Year On conference	SPT team, with project board
As required	Prepare marketing and engagement evidence for Gateway Reviews	SPT Marketing and stakeholder engagement manager

Appendix C
Lines to take (to be agreed)

Suggested questions include:

1. Will I lose my job?

This review of services, in light of the Carter recommendations, is still in its very early stages. The pathology services board have set up a clinical service design sub group that has been tasked with developing a clinically appropriate delivery of pathology services for the future. It is anticipated that there will be some reorganisation of services, into managed networks, as recommended by the Carter review; what this means for individual, current services and the staff that work in them, is yet to be identified.

2. Will it take longer to get my blood test results back?

The aim of the transforming pathology project is to improve the provision of pathology services, with patients' experiences clearly an important priority, including the turnaround times for blood tests.

3. Will I still be able to get my blood test done at my GPs?

While the Transforming Pathology project is still in its early stages, patients' access to testing, including where tests are taken, will at least remain the same, and may well improve.

4. Are services just being farmed out to the private sector?

The review will show what the model of high quality future services will look like. It is envisaged that current providers of pathology services are able to meet the standards. Where those standards cannot be met, other options may be considered, which may involve independent sector providers.

5. Isn't it a bit premature to be doing this project when there's going to be major reconfiguration of PCTs and SHAs in the near future?

No. Pathology services need to be reviewed, as Carter has recommended, and this is regardless of the future shape of PCTs and SHAs.

6. There have been lots of reviews of pathology services in the recent past, but nothing has really come of them. What makes this project any different?

The Transforming Pathology project is different for a number of reasons, importantly including the fact that it is being clinically driven. Other factors include the fact that there are:

- QIPP challenges driving transformation
- financial pressures on PCTs
- varying quality of standards which need to be addressed.

7. Are you looking at the hub and spoke model, from the outset, as the preferred solution?

Carter recommends a managed network approach, where non urgent pathology services are consolidated, where clinically appropriate.

8. Is this engagement exercise just lip service, and really the decision has already been made?

The pathology services transformation board is made up of senior representatives from commissioners, providers, clinical professionals and those that manage pathology services. The board is the decision making body. The outcomes of wider engagement activities feed into the board, giving avenues for everyone to have their say.

9. How can the SHA Strategic Projects Team manage this project when they don't understand the complexities of pathology services and the professional specialisms?

The SHA Strategic Projects Team are experts in project management and are supporting the pathology services transformation board, which is made up of specialists in pathology services.

10. Why has such a short timescale been set?

Modernising pathology has been on the agenda for many years, and current financial pressures and the timescale set out by Carter are now driving the programme for transformation.