Communications plan 2014-2015
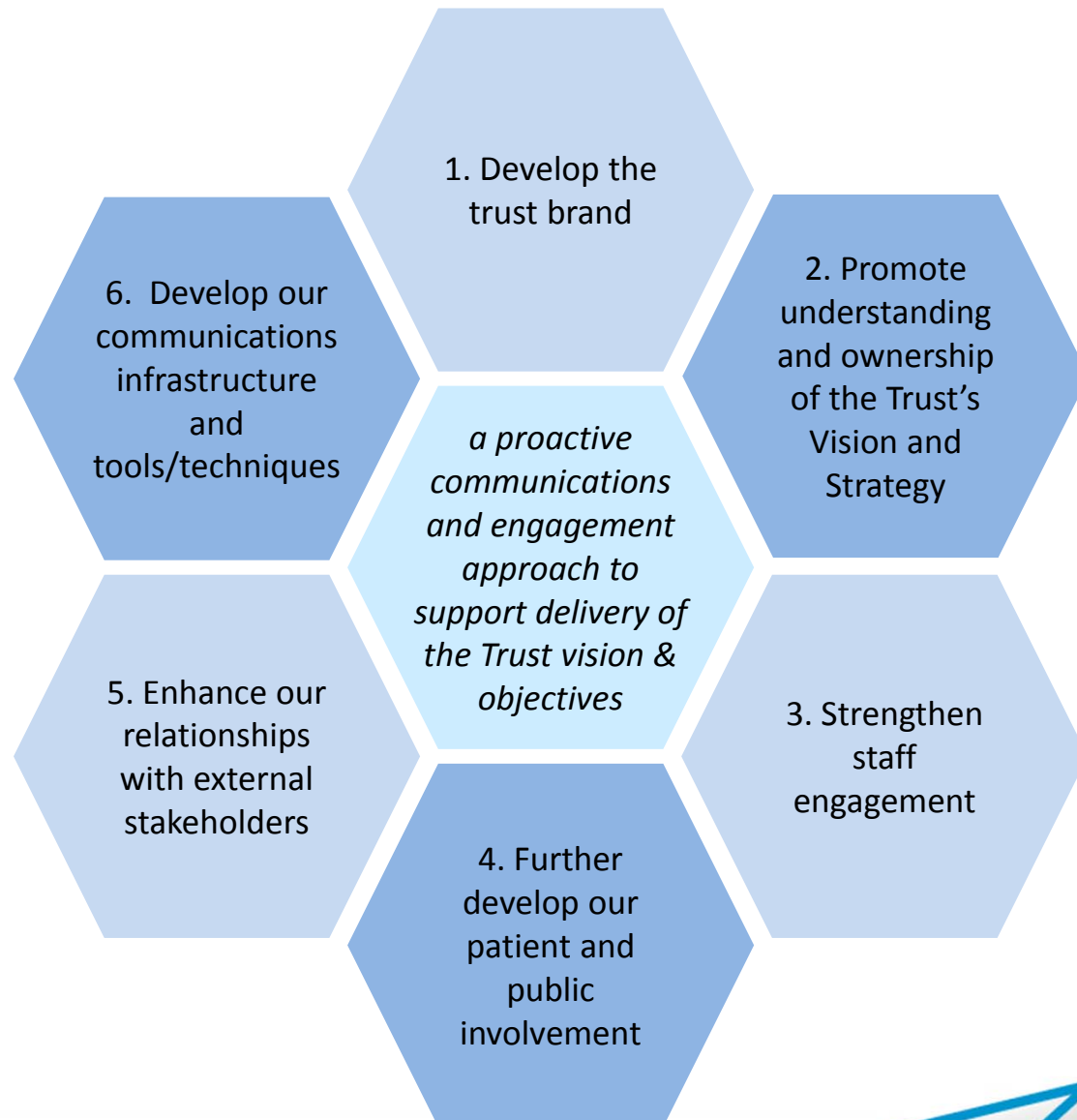
March 2014

Contents

1. Executive summary

2. Communications strategy objectives (recap)

3. Progress and plans in each area:
   - 1. Develop the St George's brand
   - 2. Promote understanding and ownership of the Trust's vision and strategy
   - 3. Strengthen staff engagement
   - 4. Further develop our patient and public involvement
   - 5. Enhance our stakeholder relationships
   - 6. Develop our communications infrastructure and tools/techniques

4. Key points for discussion and decision
   - St George's brand proposition
   - Naming for the Foundation Trust

The Communications and Engagement Strategy

The communications and engagement strategy (as agreed in February 2013) has six key components.

The overall vision of the strategy is:-

'To establish and embed a proactive approach to communications and engagement that supports delivery of the Trust's vision and associated objectives'

1. Develop the trust brand

2. Promote understanding and ownership of the Trust's Vision and Strategy

3. Strengthen staff engagement

4. Further develop our patient and public involvement

5. Enhance our relationships with external stakeholders

6. Develop our communications infrastructure and tools/techniques

a proactive communications and engagement approach to support delivery of the Trust vision & objectives

Communications now and in the future

St George's Healthcare **NHS**
NHS Trust

2013	2018
● Reactive communications	● Proactive communications
● Unsystematic and one-way staff communications throughout the organisation	●Robust , systematic and two-way staff communications, with a focus of 'listening into action'
● Weak brand and corporate image	● Strong brand and corporate image
●Publication of some outcomes data	●Transparency regarding all clinical outcomes
● Some patient and public engagement in service improvement	●Robust patient and public engagement in service improvement
● Variable relationships with stakeholders	●Strong and effective relationships with stakeholders
●Limited involvement in public health messaging	●Proactive role in public health messaging

Executive summary of progress against key components

1. (Brand) Significant increase in the level and breadth of media attention, raising the external profile of the trust, cumulating in taking over from King's as the featured hospital for Channel 4's series "24 hours in A&E". In addition, work on the branding is well underway. Launch of the new website.

2. (Vision and Strategy) The Trust's vision and strategy has been incrementally communicated internally, e.g. within eG and ad-hoc campaigns, and externally in the Gazette, but this is an area in which we need to do more and will be putting focus on in 2014-15.

3. (Staff engagement) This has been visibly strengthened through Listening into Action. In addition, staff engagement was demonstrated during the CQC inspection with over 3,000 staff attending drop-in sessions and the organisational wide commitment to ensure the inspection was a success. Around 200 staff have signed up for NHS Change Day (staff swap shop) and 250 (so far) have attended drop-in sessions about the Perfect Week.

4. (Patient and public involvement) This has been significantly progressed with 12,000 now as public members and successful and well contested elections for Governor roles.

5. (Stakeholder engagement) Relationships with other external stakeholders have been promoted though various media and events, e.g. stakeholder newsletters and openings of services (helipad and dental simulation suite).

6. (Communications infrastructure & toolkits) A new team is forming and developing more strategic ways to work with staff on communications, including a focus on the development of channels and methods for communicating with staff. As part of this strand, metrics are being devised to be able to judge progress against all six key components more scientifically.

Urgent priorities

To give you a flavour of the major (and pressing/imminent) projects underway in addition to the 'business as usual' which includes finalising detailed communications plans for what you'll see in the next slides:-

1. Helipad launch – go live and official opening
2. Getting ready for 24 hours in A&E
3. Perfect Week
4. South West London Pathology
5. Earl Howe visit to A&E
6. Foundation Trust /branding
7. Staff newsletter
8. Patient information electronic submission system
9. Governor induction programme
10. Scoping intranet redesign
11. Quality Account

1.Develop the trust 'brand'
Agreed strategy

A major strength of the trust is its brand and reputation.

The trust is the major NHS healthcare provider in south west London and one of the country's principal teaching hospitals. The trust is a comprehensive regional provider, providing regional emergency care, tertiary care such as cancer, neurosciences , cardiac and renal services for the six boroughs of south west London and the counties of Surrey, Sussex and Hampshire, and specialist care to patients from across the country for complex pelvic trauma, family HIV care, lymphoedema and penile cancer. The trust has also one of the largest community hospitals in the country in Queen Mary's hospital, home to the world famous Douglas Bader Amputee Rehabilitation Centre.

St George's has a high profile both locally and nationally, however there are opportunities to further develop the image and reputation of the trust as an historic and comprehensive healthcare institution, providing excellent care, education and programmes of research.

An important part of the trust's marketing strategy will be the development of service level marketing and communication plans designed to increase the profile of specific services. Other marketing communications will be aimed at providing service information to existing and potential referrers, including the trust's directory of services.

The aim must be to develop the brand and reputation of the trust and to promote that brand through proactive and reactive media management, marketing, high quality patient information, and effective engagement so that staff, members and patients can share positive messages at of the organisation. We should always seek to promote and celebrate successes locally and nationally and seize opportunities to promote the trust as the provider of choice because of its high quality care and excellent outcomes.

1. Develop the trust 'brand'
Progress so far

- Increased number and scope of print media coverage (now averaging around 8 local and national stories per month)
- Re-established links with local and national broadcast media (St George's now regularly featured on local and national BBC, ITV, Sky and Channel 4)
- St George's selected to be the hospital featured in second series of Channel 4 primetime documentary "24 Hours in A&E"
- Launched new website in December 2013
- Brand reputation questionnaire sent to members, staff and other stakeholders, with good response including around 500 members and almost 200 consultants
- Began work on brand positioning statements and name for Foundation Trust
- Secured Boris Johnson to attend helipad opening
- Contact made with Ministerial Event and Visits Unit – culminating in Earl Howe visit
- Sir Bruce Keogh visit.

1. Develop the trust brand

Action	Purpose	Timing
Develop communications strategy to support FT authorisation including Monitor inspections	Communicate FT authorisation roadmap, new governance approaches, funding models, development of services and significant trust milestone.	April 2014
Develop and support ongoing programme of official openings	Develop our reputation	Ongoing. Planned so far; April - Earl Howe A&E, May - helipad and Cotton centre, June – mortuary view garden (more in the pipeline)
Design and deliver the Queen Mary's Hospital Centenary Year Celebration	Promote QMH services such as home to the world famous Douglas Bader Amputee Rehabilitation Centre. Rehabilitation services for neurology and senior health patients. Seeking Royal guest.	From April 2014
Assign one team communications team member to each clinical division	To develop an overview and early sight of activities within each directorate to grow the profile of strategically significant services such as neurosciences/cancer, cardiovascular and children's and women's.	July 2014
Prepare for rebranding including name change, brand positioning, new house style and core script	Ensure Trust is prepared for rebranding on FT launch Promote FT authorisation as an achievement by a quality, trusted and valued brand.	From May 2014
Support clinical teams with communications planning, engagement and educational events by providing a communications toolkit for consistent messaging and presentation	Ensure consistency of approach and to promote the role of clinicians/staff as creators of exchangeable stories/knowledge within the context of trust priorities	July 2014

9

1. Develop the trust brand

Action	Purpose	Timing
Develop AGM format; Organise AGM	Engage stakeholders and ensure that the St George's stories are well told and received	From August 2014
Develop and manage a core script for the organisation to enable consistent use of key messages for all audiences	Provide core script for external presentation to stakeholders. Revised quarterly	From August
Develop and implement a joint communications strategy with SGUL to champion the work of both organisations in leading the healthcare research and education agenda.	Drive research and innovation through our clinical services	From October 2014
Publish the Trust directory of services annually via the trust website	Ensure the full comprehensive range of services is visible to commissioners and potential patients	Yearly
Proactive and reactive media management. Continue to nurture relationships with local , regional and national news desks	Reputational management and strategically selecting media opportunities to promote the trust.	Ongoing
Provide to support to engage in national consultations	Develop reputation as an historic teaching hospital	Ad hoc
Communicate National Survey Results such as CQC	Communicate results to stakeholders. Ensure staff feel engaged in inspection /reporting life cycle	Ongoing
Develop closer relations with the media and with central government functions	Establish the trust as a regular venue for ministerial and media visits	Ongoing
Work with communications team at SGUL to identify areas of strength and raise the profile of joint research programmes and academic excellence	Build reputation of St George's for research and academic excellence	Later in 2014

2. Promote understanding and ownership of the trust vision and strategy
Agreed strategy

St George's Healthcare NHS Trust's vision is to be an excellent integrated care provider and a comprehensive specialist centre for south west London, Surrey and beyond with thriving programmes of education and research.

Our clinical strategy is to have:
• renowned integrated services enabling people to live at home
• providing the highest quality local healthcare in the most effective and efficient way
• a comprehensive regional hospital with outstanding outcomes

Communication will play an important role in ensuring that all stakeholders – patients, staff, partners, stakeholders, members, governors and the public - understand this vision, and the part they can/need to play in achieving it.

Communication will also be important in reporting our progress in achieving this vision.

Understanding the vision and strategy
We will communicate the vision and values and strategic objectives through regular engagement with our staff, our stakeholders and through media briefings.

Informing patients
We aim to ensure patients are well informed about the quality, safety and availability of clinical services delivered by the Trust so that they are empowered to make an informed choice about what treatment/care they chose to have and who they want to provide it.

Reporting achievements
We aim to ensure that stakeholders are kept informed of our progress towards this vision, celebrating achievements and promoting those clinical services that are important to our strategy.

2. Promote understanding and ownership of the trust vision and strategy
Progress so far

- Promoted understanding of the Trust's vision and strategy through the website, the intranet and other electronic and print media
- Trust Vision and Strategy presented to a range of external and internal stakeholders at the AGM
- Featured 'Values awards" in eG and the Gazette
- Regular statements from the Chief Exec and others in the Gazette expounding the vision and celebrating achievements
- Chief Exec blog informing people of progress towards the vision

2. Promote understanding and ownership of the trust vision and strategy

Action	Purpose	Timing
Continue to design a communications strategy for South West London Pathology Service redesign	Ensure internal and external stakeholder groups are informed and understand the strategic aims	From March 2014
Development of communications campaigns to promote the opening of the helipad	Ensure stakeholders are aware of progress	From March 2014
Develop communications strategy for Information technology	Develop service level communications plans to enhance the reputation of IT with staff. Link to Listening into Action	From April 2014
Communicate 500 words board highlight report through internal channels. Written by a different board member after each meeting	A bridge between board and wards.	From March 2014
Work with key stakeholders to develop a communications strategy to promote the development of the Children and Women's hospital	Develop propositions and messaging for key stakeholder groups to raise awareness of the	From May 2014
Two patient stories released per month to local/national media	Ensure that our audiences understand the role St George's plays as a provider of specialist services	From May 2014
Support implementation of Better Care Fund (BCF)	Ensure stakeholders awareness and commitment	From May 2014
Produce the trust's quality account	Ensure easy access to quality, safety and performance data to support informed patient choice	June 2014

2. Promote understanding and ownership of the trust vision and strategy

St George's Healthcare **NHS**
NHS Trust

Action	Purpose	Timing
Revitalise the staff awards, increasing awareness and enhancing award prestige. Focus 2014 awards on trust values	Develop a highly skilled and engaged workforce championing our vision and values	From July 2014
Produce the trust's annual report	Ensure easy access to quality, safety and performance data to support informed patient choice	July 2014
Produce the trust's Quality Account	Ensure easy access to quality, safety and performance data to support informed patient choice	Ongoing – completion in June 2014
Promote and publicise developments in the trust's facilities/estate	Effective internal communications and engagement will enable staff, patients, the public and partners to understand and be involved in how we improve efficiency to make best use of our resources	From September 2014
Produce a plan to use wards, clinics and the wider trust site to promote performance and appropriate use of services	Ensure easy access to quality, safety and performance data and service choice to support informed patient choice	November 2014
Develop availability of performance metrics and inspection reports available via the trust website	Ensure easy access to quality, safety and performance data to support informed patient choice	From July 2014

3. Strengthen staff engagement

Agreed strategy

A key component of the workforce strategy is to "Strengthen the sense of engagement and belonging to the trust felt by all community and acute staff".

Communications will play a large part in supporting the achievement of this aim, by:

Celebrating success

Our staff are our greatest asset and we need to recognise their achievements and their contribution to patient care, so that we develop an organisation where staff take pride in their work and are recognised for their achievements.

We aim therefore to be more proactive in sourcing news stories from across the organisation that demonstrate the achievements of our staff and celebrate their success.

Staff engagement

We are introducing various initiatives to improve our communication with staff and feedback mechanisms, such as the 'Listening into Action' project.

We aim to review our existing methods of staff communication and develop a framework for staff engagement to create a dynamic culture of staff engagement supported by two way effective communications from 'ward to board'.

We aim to promote and reinforce our vision and values and strategic objectives in all communications to ensure staff ownership of our shared goals.

Trust values

All the work we do should be underpinned by the trust values: *Excellent, Kind, Responsible, Respectful* - and we should look to communicate the importance of these values at every opportunity.

We aim to demonstrate that these values are being led from the board to the ward by raising the profile of the board showing how it lives by the trust values.

3. Strengthen staff engagement
Progress so far

- Listening into Action
  - Big Conversations,
  - Little Conversations,
  - Pass it On event
- NHS Change Day
- Established staff newsletter editorial group
- The trust values: *Excellent, Kind, Responsible, Respectful* – are now clearly communicated across a broad range of internal media, including screensavers, posters etc

3. Strengthen staff engagement

Action	Purpose	Timing
Develop for staff by staff newsletter	Human interest stories by staff. One/two feature about staff achievements to include reference to living the trust values or supporting the trust strategy. One/two staff achievement story to be linked with one or more of the trust values	From March 2014
Facilitate NHS Change day project lifecycle	Findings from the Listening into Action show that there is a sense of disconnection across the trust. There is a willingness and desire to learn more about the work of our colleagues in other departments	From March 2014
Work with HR to design an effective programme of staff engagement	Set out strategy for translating staff survey results in to actionable campaigns and mechanisms where by results can be improved. Reinforce trust values. Incorporate thinking from LIA and Service Improvement Programme	From April 2014
Briefing system development	One strand within a effective programme of staff engagement via an internal briefing system. Designed not to overwhelm staff or meetings but to encourage the sharing of knowledge across the trust via a series of group meetings between managers and staff	Planning starts in April 2014 – likely roll out to start in autumn 2014
Design a Service Improvement Programme communications strategy	More visibly informed staff on the process and learning from the Service Improvement Programme. Promotion of transferable evidenced based best practice.	From April 2014
Design a Listening in to Action Communications strategy with dedicated communications resource	Support LIA to draw out short term incremental wins to energise staff. Acknowledge and celebrate the issues that have been raised and solved.	From April 2014
Redesign eG	Redesign eG to effectively communicate staff wide corporate, operational and service level messages to staff.	From April 2014

3. Strengthen staff engagement

Action	Purpose	Timing
Create proposals for regular opportunities to demonstrate how senior staff live the trust values	Show support for cultural behaviors from the top by increasing the profile of senior staff living the trust values	From July 2014
Develop staff toolkits for communications and engagement including strategy templates	Provide appropriate tools and training to key staff – e.g. media training. Develop guidelines and templates for staff to use. Make this available via the intranet and promote trust-wide	Later 2014
Support for trust priority campaigns	Provide support for trust campaigns on as need basis i.e. infection control, MAST training, Flu vaccinations, FFT etc.	On going
Communicate National Survey Results such as CQC	Communicate results to stakeholders. Ensure staff feel engaged in inspection/reporting life cycle	Ad hoc
Revamp noticeboards around the organisation	Provide an up-to-date and reliable source of information for staff	July 2014

4. Further develop patient and public involvement

As the trust becomes a Foundation Trust it will adopt a governance model including public membership and governors. In order for the governance model to be successful the trust must recruit and retain a vibrant, representative and active membership for the Trust. This will involve greater community engagement and reaching traditionally hard-to-reach groups to ensure information about the trust and its services is accessible to all. This supports the trust's ambition to also be a good 'corporate citizen' – working with partners to ensure a vibrant and sustainable local community.

The trust already has methods for involving patients and the public in the work of the trust. However we can do more to ensure that the services we provide truly reflects the needs of the people who use these services. We need to understand more about the needs and views of our key stakeholders, create opportunities for them to have their say and listen to them better. We must develop effective ways of making sense of the feedback we receive and acting on it to improve services, and then demonstrate that we have listened and show how that feedback has led to improvements – so communication is based on the principle of '*You said, we did'.*

The trust recognises the importance of ensuring that patients are represented in the trust Working with LINK / Healthwatch etc… to develop a more powerful and stable local infrastructure in the form of local HealthWatch, which will act as local consumer champions across health and care.

We will therefore aim to:
• Patient and public involvement – develop a framework for PPI to embrace patient and public engagement as standard practice.
• Promote opportunities for patient involvement e.g. service improvement, PLACE, 15 step challenge
• Recruit and maintain a vibrant and engaged membership of the foundation trust

4. Further develop patient and public involvement
Progress so far

- Community Open Day 2013

- Recruited and retained 12,000 members

- Elected Governors

- Managed member events (e.g. organ donation event)

- Included patient reps and members of the public in patient information

- Mapping social media feedback on a quarterly basis

4. Further develop patient and public involvement

St George's Healthcare **NHS**
NHS Trust

Action	Purpose	Timing
Support the production of Channel 4's "24hrs in A&E"	Ensure that patients using the St George's Hospital are aware of the filming	Mid May – early July
Provide support to seek renal patients' views for service redevelopment	Increase our patient and public involvement in service and care pathway redesign	From March 2014
Support the implementation of trust wide patient surveys such as FFT and audits	Ensure that staff are encouraged to measures patient outcomes	From April 2014
Update the membership engagement strategy to ensure meaningful involvement	Ensure members become ambassadors for the trust and provide a range of public health events to educate members on national and local heath issues	May 2014 (to be submitted to NTDA in May as part of FT submission)
Community Open Event	Invite all members of the community to take a behind-the-scenes glimpse at the workings of a busy NHS hospital and university. Showcase services	October 2014
Produce an engagement toolkit for staff across the trust to quickly capture and report centrally feedback from stakeholders	Develop the framework for patient and public engagement	October 2014
Work with Governors to help them represent their communities	Part of helping Governors fulfil their roles	May 2014 induction session

4. Further develop patient and public involvement

St George's Healthcare **NHS**
NHS Trust

Action	Purpose	Timing
Council of governors induction programme	Ensure Governors are fully informed about the strategy, vision and activities of the Trust and sufficiently equipped to undertake their new roles	On-going
Council of governors orientation sessions	Ensure Governors are fully informed about the strategy, vision and activities of the Trust	On-going

5. Enhance our engagement with external stakeholders
Agreed strategy

The Trust must ensure that it plays an active part in the local community leading debate about the healthcare it delivers, the strategy for healthcare in the region, health promotion and illness prevention. Recent changes in the healthcare environment means that there are new groups of stakeholders and the trust must nurture these new as well as existing relationships to enable the trust to engage with partners in transforming services, delivering care and shaping future developments.

Where joint areas of interest exist we should work to ensure that there is a consistent approach to communications across organisations and that St George's retains a suitable profile within those areas of interest – be viewed as a leader, not a follower or also-ran.

We have a number of strategic partnerships which are important to the future of healthcare across south west London and developing and maintaining these relationships with key partners is vitally important to the achievement of the trust's vision. For example:
• the Trust's partnership with St George's, University of London and our subsequent joint partnership with Kings Health Partners will be important to achieving the vision of providing excellent and innovative education and driving research and innovation.
• the Trust's partnership with St. George's Charity and other charities will be important in supporting the improvement of the environment in which we provide our services, such as the development of a new children's and women's hospital.

We also have a number of other stakeholders with whom we must continue to develop and improve relationships , including:
• MPs – we must review our current method of engagement to find more effective way of engaging with our local MPs.
• GPs and commissioners – we must ensure that GPs and commissioners are well informed about the services delivered by the trust, and that the Trust is clearly aware of the priorities and requirements of those who refer to, purchase or regulate acute care.
• Regulators – as we move towards authorisation as a foundation trust we must develop new relationships with new regulators such as Monitor and maintain existing relationships with Care Quality Commission and local Health Overview and Scrutiny Committees, amongst others.

5. Enhance our engagement with external stakeholders
Progress so far

- Enhance relationships with external stakeholders
- Stakeholder newsletters
- MP visits
- Brand questionnaire sent to Members and other VIPs including commissioners and local authorities
- Openings (dental simulation suite, Nov; others planned for April, May, June)
- Following key stakeholders on Twitter

5. Enhance our engagement with external stakeholders

St George's Healthcare **NHS**
NHS Trust

Action	Purpose	Timing
Review and implement a revised MP briefing	Produce a bi-monthly MP communication to brief local MPs on areas	April 2014
Development of Trauma and Orthopaedics referral systems	Development on Trusts website for a referral system to specialist centre	From April 2014
Produce GP Newsletter	Work in partnership with the strategy team to engage GPs and further enhance local GPs' relationship with the trust	May 2014
Develop of proactive stakeholder map to address the needs of all external stakeholders and to increase our ability to segment and target key stakeholders and record correspondence	Build relationships with external stakeholders to support the development of our clinical services and commercial activity within the context of choice and competition	July 2014
Work with communications team at SGUL	Build closer working relationships with SGUL to identify areas of joint working to raise the profile of joint research programmes and academic excellence	From July/August 2014
Develop trust welcome / information board for front entrances.	Keep visitors informed of St George's range of activities and board members	August 2014
Implement Customer Relationship Management system	Introduce stakeholder management database to bring structure to stakeholder management. Demonstrate our stakeholders are more visibly informed of the work we do and we are responsive to their needs.	September 2014

5. Enhance our engagement with external stakeholders

Action	Purpose	Timing
Provide local engagement and consultation toolkits to capture stakeholder feedback	Provision about clinical outcomes will provide patients with choice, giving them greater involvement and control over their care to support redesign care pathways to keep more people out of hospital	November 2013
Working with Wandsworth youth council as part of Children and Women's Hospital	One of many strands designed to encourage interaction and collaboration with the development of the Children and Women's Hospital	On going
Update trust website with 2 news stories per month related to world/national heath days, public health messages or trust priority	Utilise trust website as a provider of information to be 'pulled down' when requested by visitor	From April/May
Publish Gazette	Promote trust wide success stories to external stakeholders	Bi-monthly

6. Develop our communications infrastructure and tools/techniques

In order to support the achievement of all our communications aims, we must strengthen our communication vehicles and infrastructure to ensure that our messaging is targeted, relevant, accessible, accurate and meaningful. And we must provide the tools and support to enable staff to communicate.

Advances in technology means different methods of communication are available and the trust should embrace this . Social media provides an increasingly important vehicle for reaching out and engaging with patients, the public and other external audiences. The communications team currently uses social media to communicate good news stories about the Trust, raise awareness of events and fundraising activities, and gauge valuable feedback about services, and the trust is seen as an innovator in this area.

Our staff intranet, public website and estate need be developed to maximise their potential as effective communication vehicles. Our website received around 2.3 million hits from 765,000 different users in 2012, and is therefore an important part of our communication toolkit . However it must be refreshed and the content reviewed to ensure that we are providing the information that users need and that we want to portray.

Investment in technology will also provide financial benefits as seize the commercial opportunities available through development and marketing of apps and commercial sponsorship of our website and advertising.

We must also ensure that all communication is accessible, understandable and available in alternative formats to meet the needs of all those we communicate with.

6. Develop our communications infrastructure and tools/techniques
Progress so far

- New website launched December 2013

- Template designed so that the comms team can work with staff to keep the website updated

- Developed Social Media presence on Twitter and Facebook

- Overhaul the system for reviewing patient information

- Develop new online application process for submitting patient information.

6. Develop our communications infrastructure and tools/techniques

St George's Healthcare **NHS**
NHS Trust

Action	Purpose	Timing
Undertake a trust-wide patient information audit. Develop a planned cycle of patient audits across the trust	To detail an accurate picture of information displayed and distributed to patients in services, wards and departments across the trust. To further produce guidelines for a trust wide policy for patient information - a comprehensive report on the findings and recommendations will be produced before rebranding	From April/May 2014
Provide business case, deployment guide and suggested information architecture for a new trust wide intranet	Intranet provides a central point for a broad range of communications with staff	April 2014
Develop communications team portfolio of services and publish/make available to teams	Promote improved internal communications through a greater understanding of the role of communications team and now it can support staff and teams	June 2014
Development of digital strategy (to include social media strategy)	An integrated digital strategy to support both internal and external communications programmes. Support communications at an individual, team, service and trust level drawing form a range of digital and social media technologies.	July 2014
Identify and pursue commercial benefits for patient information, website and communication channels	Secure sponsorship and advertising to maximise income	Ongoing

St George's Hospitals' brand positioning

St George's Healthcare **NHS**
NHS Trust

Target audience	For…	People in the South West of London and South East of England needing healthcare
Category	We are…	A University teaching hospital with the most comprehensive range of community and acute services on one site in London
Brand Promise	We provide…	The highest levels of safety and clinical excellence - through a combination of cutting-edge research, teaching and a full range of medical disciplines
Benefit	So you…	Feel reassured that you are in the best hands
Proof points		• St George's Hospital is the largest single-site hospital in London • Co-located with St George's University of London – the only University College in the UK dedicated to healthcare • the highest safety ratings and the lowest mortality rates of the major London hospitals
Brand Essence		*One of London's leading University teaching hospitals*
Brand Personality		*Professional, collegiate, friendly*

Draft positioning statement
What is special about St George's?

St George's Healthcare **NHS** NHS Trust

WHO we are

- St George's is an integrated provider of a comprehensive range of healthcare services.

- St George's provides specialist services and a full range of community services from St George's Hospital, the largest single-site hospital in London, and is co-located with St George's, University of London – the only University College in the UK completely dedicated to healthcare.

WHAT we bring, and WHY this benefits you

- This combination of cutting-edge academic research and comprehensive patient care services have enabled St George's to achieve the highest safety ratings and the lowest mortality rates of the major London hospitals, as well as realising superior levels of efficiency and effectiveness through innovative integration with community care.

![St George's Healthcare NHS Trust]

Name options for the Foundation Trust

St George's Healthcare
NHS Foundation Trust

St George's University Hospitals
NHS Foundation Trust

St George's College Hospitals
NHS Foundation Trust

St George's University Health System
NHS Foundation Trust

NOTE:
Guidance on involving stakeholders in this decision needs to taken on board.

Options compared – advantages and disadvantages

St George's Healthcare **NHS**
NHS Trust

Option*	Advantages	Disadvantages
Healthcare	• Easy, nothing to communicate	• Misses opportunity to communicate and raise perceptions of St George's
University Hospitals	• Stresses connection with the University • Positions St George's alongside Oxford, Cambridge, Manchester and Birmingham • Hospitals (pl.) stresses scale and breadth of the organisation, and gives scope for expansion	• Changing from Healthcare to 'Hospitals' could be read by insiders as de-emphasising community medicine, so would need communicating carefully at launch and/or with a strapline • Used by some hospitals with more tenuous links to universities, such as North Cumbria
College Hospitals	• Stresses academic credentials • Positions St George's alongside King's, Imperial and UCL • Hospitals (pl) stresses scale and breadth of the organisation, and gives scope for expansion	• Changing from Healthcare to 'Hospitals' could be read by insiders as de-emphasising community medicine • 'College' sounds smaller, less comprehensive than' University' • Although SGUL is a College of the University of London, it uses University not College
University Health System	• Stresses connection with the University • Suggests the comprehensive nature of St George's services, from community to Acute	• Although used by leading institutions in the USA (Johns Hopkins, Duke) it is not used in this way in the UK, so could be mistaken for just being for the students • 'System' sounds impersonal • Longer than the other options

* Option for specifying the category when the name changes to St George's XYZ NHS Foundation Trust

Options compared

St George's Healthcare **NHS**
NHS Trust

KEY	●	strong
	◐	average
	○	weak

Option*	Advantages – name that communicates…				As a whole
	University teaching hospital	Comprehensive set of services	One of the elite group of leading academic healthcare institutions	Friendly, caring sort of place	
Healthcare	○	●	○	◕	◐
University Hospitals	●	◕	●	◐	◕
College Hospitals	●	◐ Sounds smaller – like 'cottage hospitals'	●	◐	◕
University Health System	◕	●	◐ In the UK today	◔	◐

* Option for specifying the category when the name changes to St George's XYZ NHS Foundation Trust