

# Communications Strategy



# Table of Contents

Executive Summary .....	3
Introduction.....	4
Vision .....	4
Mission Statement.....	5
Stakeholders .....	6
Approach .....	8
Objectives.....	8
Branding .....	9
Communication channels .....	10
Website .....	10
Social media.....	10
Twitter .....	11
LinkedIn .....	14
Strategy and Tactics .....	15
Newsletter .....	15
Events and Engagement .....	16
FutureNHS .....	16
Press and Media.....	16
Evaluation .....	17
Conclusion .....	18
Appendix 1: Stakeholders .....	19
Appendix 2: Communications plan .....	21
Appendix 3: Branding Guidelines .....	22
Appendix 4: DGFT Communications strategy .....	22
Appendix 5: Document management .....	23
Appendix 6: Equality Impact Assessment.....	24

# Executive Summary

The West Midlands Imaging Network's (WMIN) first Communications Strategy outlines why communication is the most valuable tool as a Network and how this will be developed and delivered across the region to build and foster relationships across the board. A "Network-First" approach is described in the Strategy which provides staff, patients, and members of the public a visible identity for the Network. For the staff, it additionally creates a sense of belonging as part of a larger strategic vision.

The audience for this Strategy is all staff who work in imaging services across the member organisations in the West Midlands as well as the core team within WMIN. This document will be used as a reference point for all communications and engagement activities and is superseded by WMIN's host organisation's communications policy (Appendix 4).

This Strategy will be managed by the Network Director and ratified through the Network Executive Board.

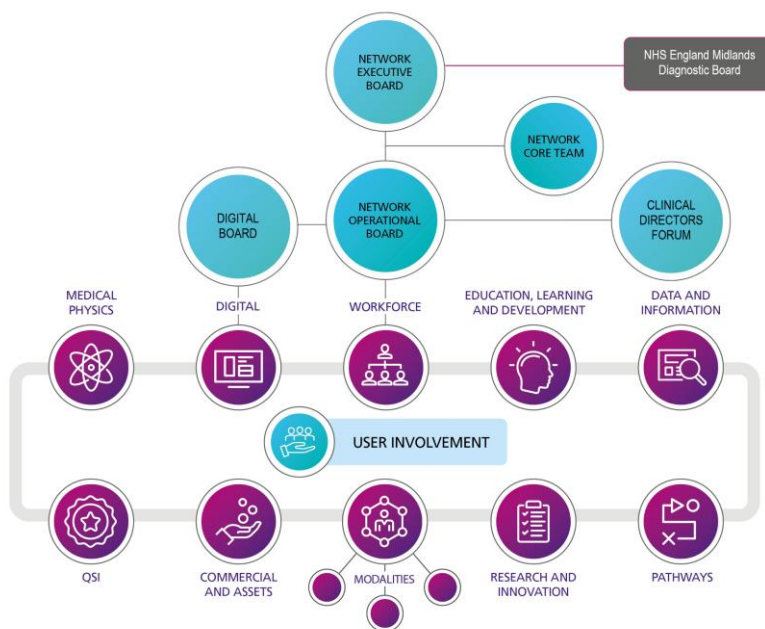


Figure 1: Governance structure

# Introduction

The West Midlands Imaging Network (WMIN) is part of the national programme for improvement and development of clinical imaging services. Its intention is to improve access to imaging services, reduce turnaround time and make better use of staff skills and time. The West Midlands region comprises 15 NHS Trusts across 6 Integrated Care Boards (ICBs), serving a population of 6.3 million. Imaging plays a crucial role in the diagnosis and management of a variety of conditions and investigations touch every part of the patient pathway, being a key enabler for effective care.

High level key aims of the Network are to improve service resilience, reduce duplication and use economies of scale to enable the procurement of the latest technologies which will develop imaging service provision. The Network will work to reduce variation in practice, enhance workforce opportunities and bring equity to patient access.

This is done by delivering work across the 10 special interest groups (see Figure 1, governance diagram), where priorities have been informed by wider intelligence, through discussion with the existing Network Board and relevant expert partners. The Special Interest Groups will:

- Comprise of specialists and experts in their field representing as many Trusts as possible
- Form as issues arise and become dormant once their work is complete
- Review and redesign radiology pathways where needed (e.g., MRI protocols/paediatric imaging)

## Vision

The Vision of the WMIN is stated as the bringing together of the Imaging services across the region and in turns means developing a relationship with all stakeholders with an interest in the Network and its purpose, engage meaningfully with them and provide information for them that allows them to build an affinity and understanding of the WMIN.

---

*Bringing together NHS Imaging Services from across the six regions of the West Midlands with one voice, focussed on improvements in patient care, outcomes and innovation to create an environment of best practice*

---

WMIN Strategic Vision

## Mission Statement

The mission statement of the WMIN is “Creating Excellence Together.” This can be seen below with the Network Logo and description.



# Stakeholders

Stakeholders are people, groups or organisations that are interested in or can be affected by the work of the WMIN. The team works collaboratively with many different stakeholders to determine and then deliver our priorities. The main stakeholders are the Imaging staff within the 15 Trusts and 6 Integrated Care Boards (ICBs) which makes up the West Midlands region.

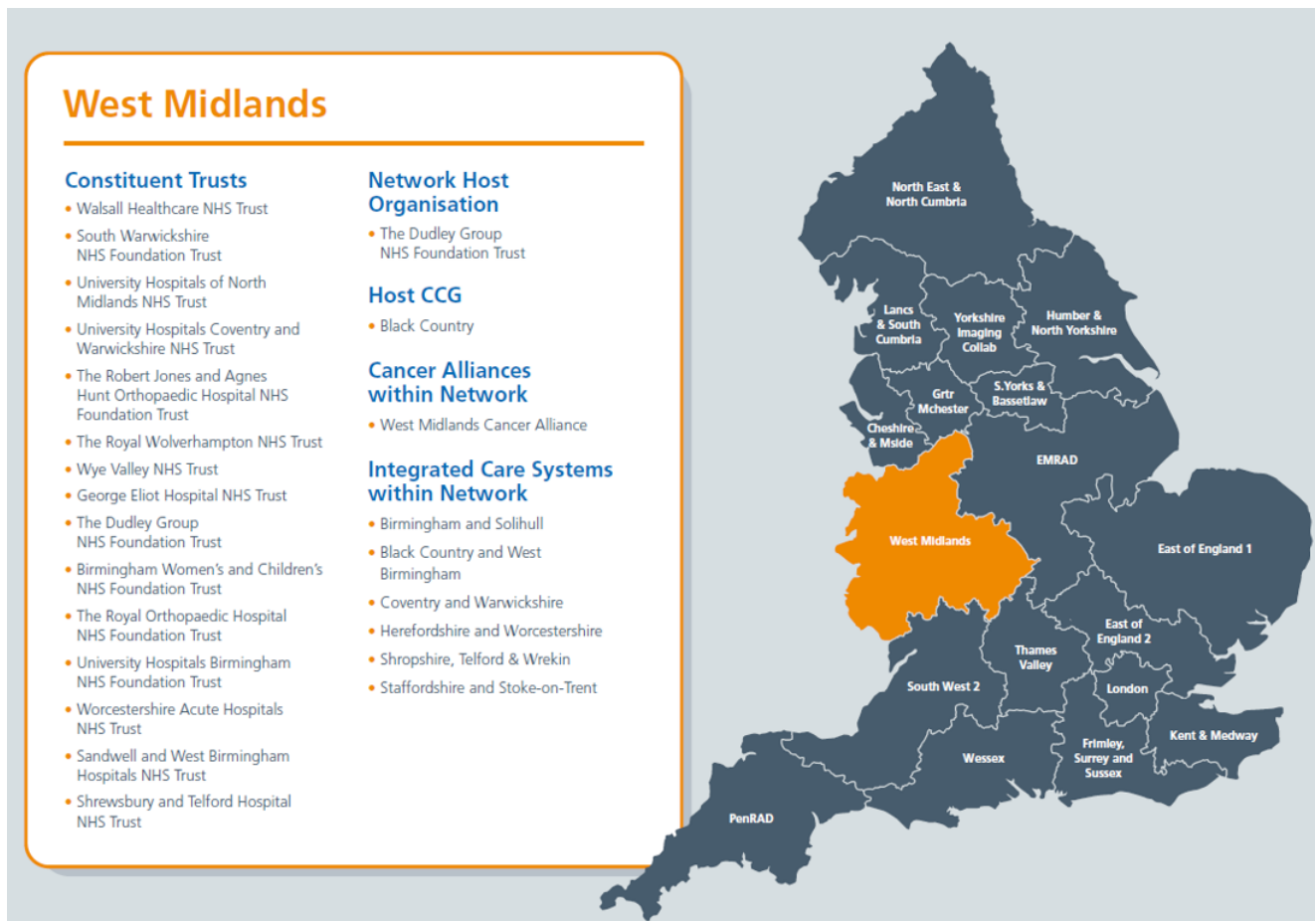


Figure 2: West Midlands Imaging Network and constituent partners

Understanding our stakeholders and their relationship with the Network is imperative to supporting excellent communications. A stakeholder mapping exercise was undertaken to understand how often and with whom to share Network information with. Whilst some stakeholders will need to communicate more regularly, and others just need to be kept abreast of updates on a less frequent and less formal basis. So that we communicate and engage successfully and efficiently, we need to understand who our stakeholders are, how they prefer to be involved and what they are interested in. A stakeholder map can be found in Appendix 1 along with a comprehensive list. WMIN's immediate stakeholders against its ambitions can be found in Figure 3.

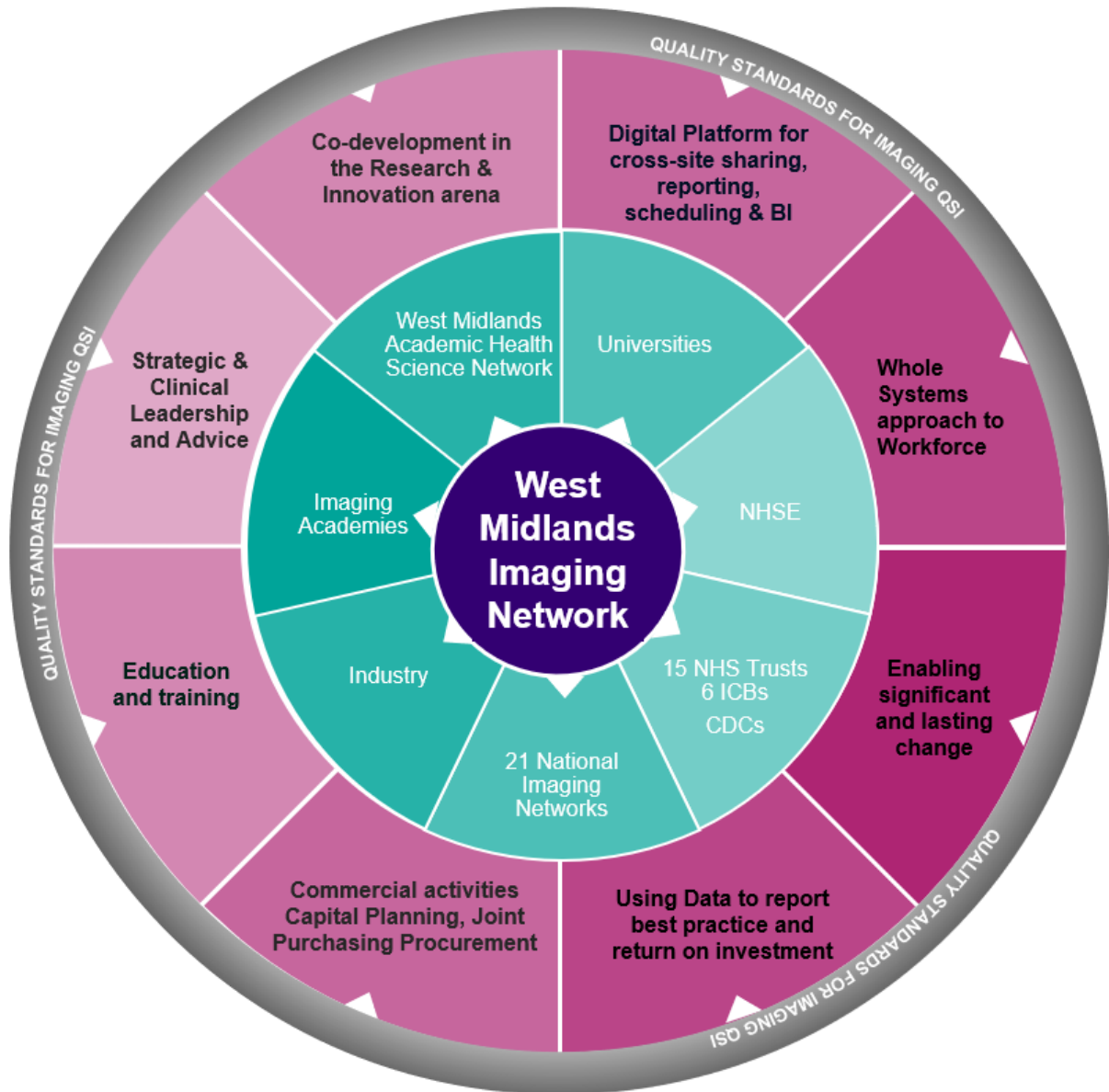


Figure 3: WMIN stakeholders and areas of work

# Approach

## Objectives

The communications objectives have been created to provide a clear scope and overview of the communications plan for the WMIN which ties in with the strategic five-year view of the entire programme (Figure 4). The detailed communications plan can be found in Appendix 2. The objectives are as follows:

- Develop a clear visual identity ‘*Creating Excellence Together*’ to establish and maintain brand awareness of the West Midlands Imaging Network
- Develop the narrative to support the core purpose of WMIN and encourage two-way dialogue with member organisations and industry leaders
- Establish a strong digital footprint that elevates and connects WMIN across a wide reach of digital channel
- Engage and involve WMIN with all stakeholders across the network and externally through proactive communications
- Ensure a single timely relevant message

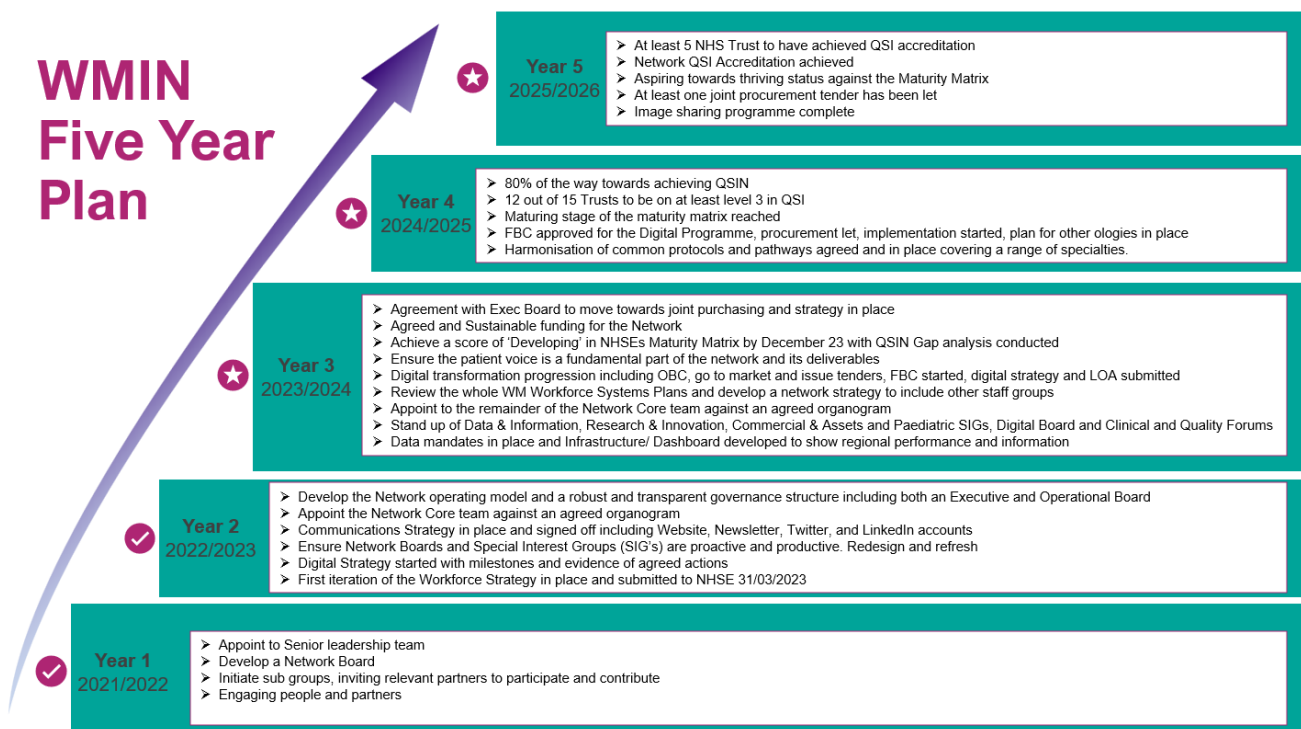


Figure 4: Five-year plan and strategic objectives



# Branding

Branding is essential to give WMIN a clear identity and enable the user to build an association with it. Staff are more likely to be equally and significantly engaged (in a challenging transformation) if they can identify a common loyalty to a new 'brand' and an operational management structure distinct from existing arrangements in their individual Trusts. The branding guidelines can be viewed in Appendix 3.

There are two elements of the WMIN brand: the logo and the strapline. Where possible the two should be used together taking every opportunity to maximise exposure in the most appropriate settings.



Figure 5: WMIN logo



Figure 6: Logo, Name and mission statement

The figure below shows an example of the logo and strapline used together. Network members use this design as part of their email sign off.



Figure 7: Logo and strapline used together

The logo and branding designs have been created such that template documents are available for Word documents, formal letters, PowerPoint presentations and for use in sending email circulations.

This design extends for use on all WMIN social media accounts and the website. When producing any materials for branding i.e., for Network Conference, NHS Brand Guidelines and accessibility standards need to be adhered to which will ensure our information is accessible to all users. There are also other associated materials with the brand such as the governance structure (Figure 1) and other materials posted on the website.

Any future changes to branding need to be supported by the Network Director and once agreed, consistently replicated across all platforms and public materials used.

WMIN logos and other branding information can be found on the WMIN FutureNHS webpage.

# Communication channels

## Website

Link: [wmidsimagingnetwork.nhs.uk](http://wmidsimagingnetwork.nhs.uk)

The primary aim of the website is to disseminate information about the ongoing projects and provide up to date news and events. This platform will also be used to publish the annual report and other relevant materials such as case studies once these are published and made available. The website will be updated on an ad-hoc basis by the core team to ensure information is kept accurate and to post new content as it is created. Any member organisation can request a news story to also be included by contacting: [dgft.wmimagingnetwork@nhs.net](mailto:dgft.wmimagingnetwork@nhs.net)

Other social media channels (Twitter and LinkedIn) will be utilised to drive traffic to the website, with the number of hits/visitors monitored as a metric to review engagement.

To help make the information on the website more accessible, there is a plan to create and add new video content such as short interview clips, etc. Additional content in such formats may include pre-recorded talks and presentations from virtual events. When publishing certain types of content, consideration will be given to alternative and/or additional methods for conveying written information if appropriate.

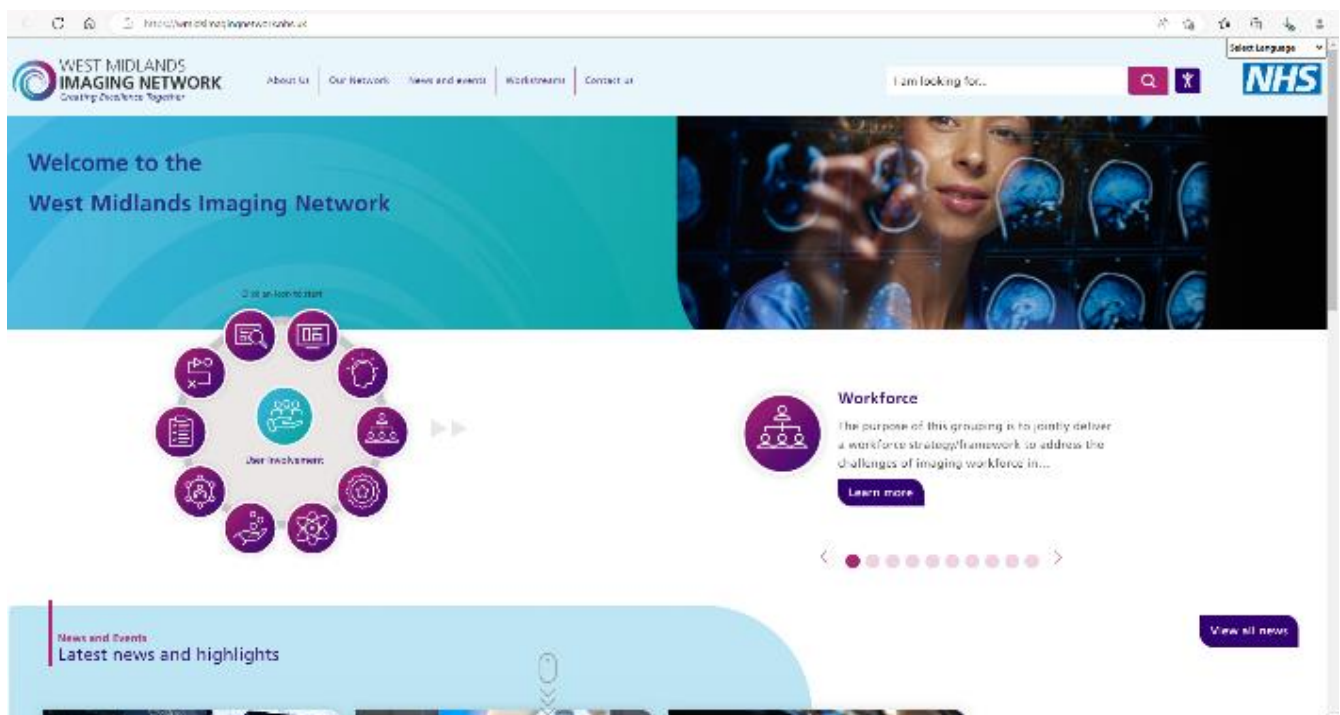


Figure 8: Snapshot of the website design

## Social media

It is important that our Network champions on social media, and we encourage members to tell their stories and amplify our messaging to colleagues and the wider community.

# Twitter



[West Midlands Imaging Network \(@WMIImagingNwk\) / Twitter](https://twitter.com/WMIImagingNwk)  
@WMIImagingNwk

The WMIN Twitter account is used to connect with an ever-growing audience of key stakeholders (primarily NHS) and other followers (individuals or organisations with an interest in WMIN. Where possible, original content tweets will be drafted in advance and scheduled using Tweetdeck. Information from the weekly core team meeting as well as the other special interest group meetings will be used to ensure awareness of information, news and/or progress. Appropriate Twitter handles and hashtags will be used as appropriate, using the table below, other relevant hashtags will also be utilised. Relevant tweets from accounts/handles the WMIN is following will also be retweeted. Retweets can simply be posted to reach our followers or include a comment where applicable (utilising the appropriate hashtags for the content). A mixture of original content and retweets should be utilised.

The aim of using Twitter is to increase engagement (measured by the number of followers and impressions/engagements via tweets) and to drive traffic back to the MW-ATTC website. These metrics will be used to monitor impact of tweets and used to inform the most successful types of content and layout of future tweets. Twitter's own social authority score will be used to drive objectivity in decision making.

## Twitter Handles

Trusts	Integrated Care Boards	West Midlands Networks	Other Networks	Other stakeholders
<b>UHB</b> @uhbtrust @QEHBham	<b>COVENTRY AND WARWICKSHIRE ICB</b>  <a href="https://twitter.com/NHS_CWICB">@NHS_CWICB</a>	<b>MMIN</b>  @the_mmin	<b>EMRAD</b>  @emradNHS	<b>NHSE</b>  @NHS
<b>ROH</b>  <a href="https://twitter.com/ROHNHSFT">@ROHNHSFT</a> @ROHImaging	<b>BIRMINGHAM AND SOLIHULL ICB</b>  @NHSBSol	<b>WMAHSN</b>  @WMAHSN	<b>CAMRIN</b>  @C_MPartnership	<b>RCR</b>  @RCRradiologists
<b>BWCH</b> <a href="https://twitter.com/BhamChildrens">@Bham Childrens</a> <a href="https://twitter.com/BWC_NHS">@BWC NHS</a> <a href="https://twitter.com/ResearchBWC">@ResearchBWC</a>	<b>BLACK COUNTRY ICB</b>  <a href="https://twitter.com/NHSinBlkCounty">@NHSinBlkCounty</a>	<b>Stroke Network</b>  @WM_ISDN	<b>National Imaging Academy Wales</b>  @ImagingAcademy	<b>SoR</b>  @SoRMembers

<p><b>UHNM</b></p> <p><a href="#"><u>@UHNM NHS</u></a></p>	<p><b>HEREFORDSHIRE AND WORCESTERSHIRE ICB</b></p> <p><a href="#"><u>@NHS_HW</u></a></p>	<p><b>WEST MIDLANDS CANCER ALLIANCE</b></p> <p>@NHS_WMC A @WMidlands CA</p>		<p><b>IMAGING NETWORK</b></p> <p>(No tags)</p>
<p><b>WVT</b></p> <p>@WyeValleyNHS</p>	<p><b>STAFFORDSHIRE AND STOKE ON TRENT ICB</b></p> <p><a href="#"><u>@StaffsStokeICB</u></a></p>			<p><b>NHS ENGLAND WORKFORCE, TRAINING AND EDUCATION</b></p> <p>@NHSE_WTE</p>
<p><b>DUDLEY GROUP FOUNDATION TRUST</b></p> <p>@DudleyGroupNHS</p>	<p><b>SHROPSHIRE TELFORD AND WREKIN ICB</b></p> <p>@NHSSTW</p>			
<p><b>UNIVERSITY HOSPITALS COVENTRY AND WARWICKSHIRE</b></p> <p><a href="#"><u>@nhsuhcw</u></a></p>				
<p><b>WORCESTER ACUTE HOSPITALS</b></p> <p><a href="#"><u>@WorcsAcuteNHS</u></a></p>				
<p><b>SANDWELL AND WEST BIRMINGHAM NHS TRUST</b></p> <p><a href="#"><u>@SWBHnhs</u></a></p>				
<p><b>THE ROYAL WOLVERHAMPTON NHS</b></p>				

<b>FOUNDATION TRUST</b>  <b>@ RWT_NHS</b>				
<b>THE SHREWSBURY AND TELFORD HOSPITALS NHS TRUST</b>  <a href="https://twitter.com/sathNHS"><u>@sathNHS</u></a>				
<b>SOUTH WARWICKSHIRE UNIVERSITY HOSPITALS FOUNDATION TRUST</b>  <b>@nhsswft</b>				
<b>WALSALL HEALTHCARE NHS TRUST</b> <a href="https://twitter.com/WalsallHcareNHS"><u>@WalsallHcareNHS</u></a>				
<b>ROBERT JONES AND THE AGNES HUNT OPTHOAEDIC HOSPITAL</b> <a href="https://twitter.com/RJAH_NHS"><u>@RJAH_NHS</u></a>				

## Twitter Hashtags

#Imaging	#DiagnosticScans	#NucMed
#scans	#MedPhys	#diagnosticradiographers
#Radiology	#RadOnc	#sonographers
#irad	#NHSImaging	#Radiologists
#Network	#MedicalImaging	#ImagingServices

#MRI	#CTScan	#Xray
#Ultrasound	#DigitalImaging	#ImagingTechnology
#HealthcareTechnology	#NHSHealthcare	#NHSStaff
#NHSWorkers	#MedicalProfessionals	#CDC

## LinkedIn



<https://www.linkedin.com/in/west-midlands-imaging-network-99a333265>

LinkedIn is an online connection platform used by industry and academic professionals. A WMIN LinkedIn profile has been established, to create a network with those who are interested in or currently working in the area of medical imaging. This network will support the sharing of relevant job opportunities and act as an additional route for sharing professional content e.g., news stories and activities hosted on the WMIN website thereby driving traffic back to the website.

The aim of creating a LinkedIn profile will be to develop a solid platform base, connecting with partner organisations and individuals in the first instance. Core network members who have an existing personal LinkedIn account will be invited to add the WMIN to their “experience” section for employment, and partners will be informed of the LinkedIn profile and invited to follow the page. Posts on the LinkedIn page will tag the relevant partners where appropriate as building virtual relationships can also be mutually beneficial by reciprocating the sharing of content more widely than could be otherwise be accomplished.

Although paid advertisements for vacant job roles/recruitment are available as part of a LinkedIn account, these are not required for the purposes of the WMIN. If relevant vacancies become known, a temporary news article can be created on the WMIN website with the details for the job opportunity, which will then be shared on the LinkedIn profile as well as Twitter. Once the recruitment period has closed to applications, the news article will be removed from the website.

The number of followers to the LinkedIn profile will be monitored for progress with establishing and growing the network, along with responses such as comments, likes, and shares on posts.

Any member organisation can request a news story to the WMIN social media platforms by contacting: [dgft.wmimagingnetwork@nhs.net](mailto:dgft.wmimagingnetwork@nhs.net)

## Strategy and Tactics

For social media and developing a network of relationships:

Strategy	Tactics
<ul style="list-style-type: none"> <li>• Rework existing collateral and adapt this for use by Trusts across the main social channels: Twitter, website, LinkedIn</li> <li>• Develop and maintain mutually beneficial relationships with individuals and teams managing partner communications/social media accounts</li> <li>• Collate previous and identify new partner stakeholders who can promote the work of the WMIN</li> <li>• A means to create links to access resources for stakeholders interested in getting their hospital/centre involved</li> <li>• Develop and maintain relationships with existing supportive and new stakeholders including other networks/groups</li> </ul>	<ul style="list-style-type: none"> <li>• Share progress directly from the WMIN website on Twitter and LinkedIn</li> <li>• Support the sharing of content from our partners to encourage support sharing our own content, using tags and hashtags as appropriate</li> <li>• Use the contacts spreadsheet to find social media channels for each current and potential partner stakeholder for future communications</li> <li>• Promote resources available and appropriate contacts for stakeholders to highlight their interest. Ensure generic email address available on website</li> <li>• Keep in touch with relevant stakeholders ensuring future-proof knowledge sharing of success stories – creating an equitable knowledge base</li> <li>• Continually review the effectiveness of communication via feedback and responses received</li> </ul>

## Newsletter

The WMIN newsletter was named following a vote by its Operational Board members. The design across was used in keeping with the WMIN branding guidelines (Appendix 3). These will be published quarterly and will include news stories and information from the core team as well as the member organisations.





## Events and Engagement

Events and conferences run by the network will be announced and advertised using all the communications channels including



## FutureNHS

Staff members from all member organisations and other immediate stakeholders will have access to a single repository of information via the WMIN FutureNHS workspace. WMIN policies, strategies and procedures, once approved, will be made available and subject to document control. This will ensure members will always have the most up to date version available. Collaboration workspaces will also be available for special interest groups. These will be managed by the Network core team.



[West Midlands Imaging Network - FutureNHS Collaboration Platform](#)

## Press and Media

West Midlands Imaging Network is committed to being open, honest, and transparent in all that its work and at times there will be an interest from the media to provide comments on local, regional, or national issues. The network will engage, and update media as needed regarding its purpose and activities which will nurture positive relationships. Good relationships with both local, national, and trade journalists and their organisations are essential to keep a stream of positive stories in the public eye.

Media should contact the network through the generic email address for any enquiries which will be passed onto the Network Director initially. The sign-off process for commenting on any topic must be authorised via Regional NHS England communications lead: [robin.smith12@nhs.net](mailto:robin.smith12@nhs.net).

Some senior members of the Network team have undertaken a professionally led media training session to ensure that they are equipped with the tools and techniques required for media interviews.



# Evaluation

Evaluation of our activity is key to delivering impactful communications.

Our evaluation is about listening to our members, the public, and stakeholders and understanding what messages are resonating, and responding to their feedback by adapting our approaches accordingly.

To ensure our communications activity is as impactful as possible it is important to continually review and evaluate communications activity. This will be undertaken by: -

- An annual survey through WMIN to measure the awareness and satisfaction of the WMIN and the role it plays. This will also demonstrate how well the Network is engaging with its members.
- Monitoring media and press interest and assessing positive and negative contributions and audience reach/impact on the brand.
- Monitoring web statistics and ensuring that the information displayed is valuable and relevant and aligns with the WMIN brand.
- Increasing visibility on social media (measured by the number/type of followers and audience reach)
- A formal evaluation of communication methods will be carried out annually

However, informal reviews of communication methods will also be carried out on an ongoing basis considering feedback from stakeholders, through ad hoc feedback and during regular Operational and Executive Board Meetings,

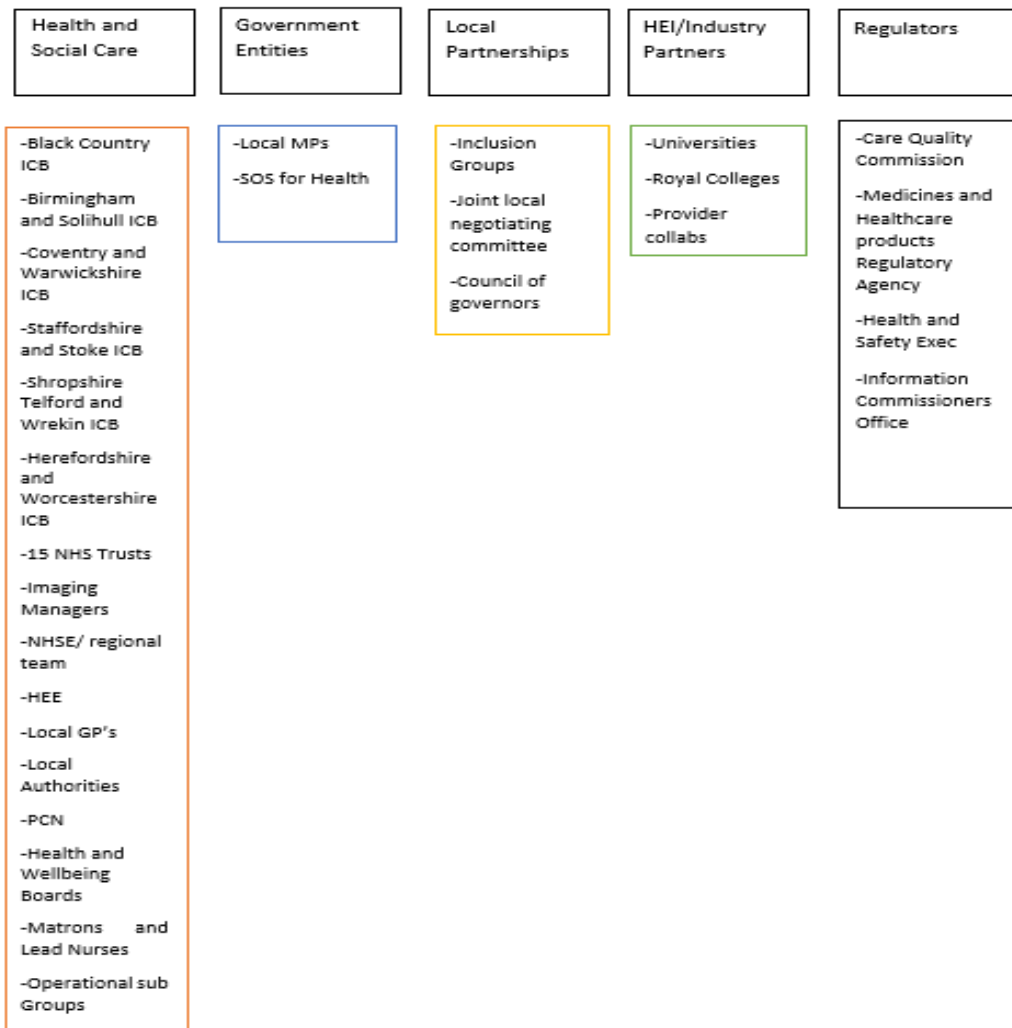
# Conclusion

Communication is an essential component of any business. Positive and effective communication and engagement aligns with West Midlands Imaging Networks' core responsibilities, and this enables a strong and positive reputation to be built.

The purpose of this strategy, therefore, is to ensure open, honest, and timely communication and engagement with WMIN audiences using a considered and planned approach. This document will be reviewed regularly and assessed against industry and professional backdrop to ensure it continues to meet its purpose.

# Appendix 1: Stakeholders

## West Midlands Imaging Network Stakeholder Mapping



### Internal

- 15 constituent NHS Trusts
- 6 Integrated care Boards
- Network Executive Board
- Network Operational Board
- Network Digital Board
- Special Interest Group members and chairs
- Community Diagnostic Centres and their staff
- Imaging Managers
- Special Interest Groups
- Network core staff
- Provider Collaboratives

## **Other NHS**

- GPs
- NHS England
- Community Trusts
- Birmingham Dental Hospital
- NHS Specialist Services
- Other networks and alliances

## **Other**

- Society of Radiographers / College of Radiographers
- Royal College of Radiologists
- Care Quality Commission
- Patients and the public
- Government/MPs
- Local Authority
- Media
- Inclusion Groups
- Industry
- Private health providers

## Appendix 2: Communications plan

	Objective	Evidence	Timeline
1	Develop a clear visual identity to establish and maintain brand awareness of West Midlands Imaging Network (WMIN)	Logo and strapline embedded in all materials	Q4 2022
		Develop a suite of supporting design elements to co-exist with the logo	Q3 2023
		Design a range of branded materials for events/sessions	Q4 2022
		Encourage WMIN members to engage with the brand and use it in their organisations newsletters as appropriate	Q3 2023
2	Develop the narrative to support the core purpose and WMIN and encourage two-way dialogue with member organisations	Issue regular WMIN Newsletter across the network	Q3 2022
		Create a programme of monthly blogs by network members	Q4 2023
		Develop a supporting narrative around each of the SIGs, their role, purpose, leadership, and success stories	Q1 2023
3	Establish a strong digital footprint that elevates and connects WMIN across a wide reach of digital channels	Launch WMIN website – ensure mobile capability	Q4 2022
		Develop a cohesive social media plan incorporating Twitter; Linked in and other platforms to engage Network members and their audiences and develop industry leader voice	Q4 2022
		Develop an annual program of key dates in the industry for the network calendar to support materials and social media	Q4 2022
		Webinars – create educational and/or topic-based webinars using Network ambassadors sharing topical content	Q1 2023
4	Engage and involve WMIN with all stakeholders across the network and externally through proactive communications	Engage clinical ambassadors using newsletters, blogs, face-to-face meetings Attend industry-relevant events as appropriate – prepare interactive materials to support	Q4 2022
		Hold an Annual Network event at a central location as a networking and fact-finding opportunity	Q2 2023
		Become an industry voice by sharing opinion leaders in the network	Q1/2 2023
		Develop a horizon scanning document/tool to establish and understand key events/topics/discussions WMIN should contribute to/share with members	Q2 2023

## Appendix 3: Branding Guidelines



ACGF\_12421\_West  
Midlands Imaging Ne

## Appendix 4: DGFT Communications strategy



DGFT Trust Comms  
strategy.pdf

## Appendix 5: Document management

Name	
Name	WMIN Communications Strategy
Version Number	V0.1
Date Adopted	24/05/2023
Review Date	24/05/2026 (3 year)
Document Number	WMIN > Gov-5 QSI IN-501, IN-601
Approved By	Executive Board
Target Audience	Members of core team, operational and executive boards, SIGs and NCAs

### Version History

Version	Date Adopted	Summary of Amendments	Name	Title
V0.1	27/04/2023	Forming of initial document	NS	Network Manager
V1.0	24/05/2023	Approval at Executive Board	Board	Executive Board

### Document Control:

The controlled copy of this document is kept within the West Midlands Imaging Network files. Copies of this document held outside of that area, will be viewed as removed from formal change control.

## Appendix 6: Equality Impact Assessment

Name of Policy Being Assessed	Assessor (s)	New or Existing Policy?	Date of Assessment
Communications Strategy	NS	New	24/05/2023
<b>Who is responsible for this policy?</b>		Network Director	
<b>What are the arrangements for monitoring and reviewing the actual impact of the policy/activity/event?</b>		Ongoing evaluation of social media responses	
<b>Are any of the following groups adversely affected by the policy?</b>			
Protected Characteristic Group	Yes/No	Please describe the nature of any disproportionate impact/s Please indicate what actions will be taken to address these	
<i>Age</i>	No		
<i>Disability</i>	Yes	Accessibility tools are available on the website which includes a screen reader.	
<i>Gender</i>	No		
<i>Gender reassignment</i>	No		
<i>Marriage/civil partnership</i>	No		
<i>Maternity/Pregnancy</i>	No		
<i>Race</i>	No		
<i>Religious belief</i>	No		
<i>Sexual orientation</i>	No		
<b>What future actions needed to be undertaken to meet the needs and overcome barriers of the groups identified or to create confidence that the policy and its implementation is not discriminating against any groups</b>			
What	By Whom	By When	Resources required
Ensure all staff are aware of this policy and their responsibilities	Line Managers	Induction	