

# NHS Nottingham North and East Clinical Commissioning Group *Communications plan 2015/16*

## CONTENTS

1. Introduction
2. Understanding the environment - Background and context
3. Vision and priorities (taken from the Commissioning Plan)
4. Marketing and communications objectives
5. Key audiences
6. Key messages
7. Overarching tactical marketing and communications plan
8. Tactical activity plan (April 2015-April 2016)

## INTRODUCTION

Communication and engagement have important roles to play in supporting the CCG achieve its objectives over the next five years. We are focussed on the way we communicate, engage and empower local people. We also know that we will need to work together with our partners in neighbouring CCGs, public health providers, other statutory and voluntary organisations as well as our patient population to deliver on the objectives in the commissioning plan.

This document sets our plans for communication and engagement activity over the next two years. This plan is a living document, flexible to a change in priorities.

## CONTEXT

Nottingham North and East Clinical Commissioning Group (NNE CCG) is the NHS organisation, which buys health services for the patients in Gedling, Hucknall and Eastwood and surrounding area. It represents 21 Practices with a patient population of 169000.

We are a clinically-led organisation which means that local GPs and lay representatives use their local knowledge and personal experiences to plan, buy and monitor the quality standards of hospital, community health and mental health services used by residents in Gedling, South Ashfield and Eastwood and surrounding areas. Our mantra and mission is to put good health into practice. How we aim to do this is detailed in our [Commissioning Plan](#).

Nottingham North and East CCG has just reached its two year anniversary. Over the last year, we have done a lot to communicate the work of the CCG and engage with patients to inform decisions. We have made significant steps to develop a robust approach to communications and engagement and have worked with our patient representatives and stakeholders to develop relationships and communications and engagement activity which has received positive feedback.

### **Our challenges**

The demands on healthcare are rising. We have an ageing population with ever more complex conditions. There's also huge pressure with people's lifestyle choices with obesity, diabetes and smoking placing demand on health services. Our population in the Nottingham North and East area is growing and we have an increasingly elderly population – this effectively puts more demand on us as a CCG - see the [Annual Report](#) for population breakdown.

For a combination of reasons, we have seen an increased demand on the Emergency Department at the QMC, which has resulted in financial pressure, leading to a key communications challenge to encourage behavioural change.

The challenge facing CCGs throughout the country is how to provide improved, patient-centric services within budgets set. At the same time, we have to work with our patient population to determine what services we commission in the future. This changing landscape means that effective communications and engagement is even more important to ensure that patients, public, partners and stakeholders are aware of what services are provided and how to access them appropriately.

### **Purpose of the communications and engagement plan: defining our vision**

The communications model we have been building over the last year is that of two-way communication. While we are still utilising our channels to push messages out, there is much more scope for us to listen and learn from patients and encourage participation.

We use a range of channels to communicate with stakeholders, patients, partners and staff

- Social Media
- Website
- Media Relations
- Email communications
- Direct Mail
- Advertising
- Events
- SEO
- PPGs

## OUR VISION AND PRIORITIES

### Our vision

Our CCG vision is for general practices across the NNE CCG area to deliver equitable, high quality, efficient and accessible primary care services that are clinically effective and have the patient at the centre of care. One of the key elements of this will be to improve quality in primary care, where quality is expressed in terms of three core areas: patient safety, patient experience, and effectiveness of care.

### Our priorities

The CCG's priorities are:

#### Quality

- To improve quality in general practice to ensure patients have the best possible experience of care
- To increase the number of completed episodes of care within the practice setting
- To develop new models within primary care that provide more proactive, holistic and responsive services for local communities, particularly for frail older people and those with complex health needs
- To develop systems, processes and pathways that empower patients (and their carers) to take more control of their care through self-management
- To ensure patients and carers are more fully involved in the development of primary care services

#### Unwarranted variation

- To reduce unwarranted variation between general practices in the CCG, both clinical and non-clinical
- To reduce unwarranted variation between practices in terms of health outcomes for patients
- To reduce unwarranted variation between practices in respect of the patient experience
- To reduce health inequalities

#### Access

- To ensure primary care provision and access across the CCG matches the needs of the population and is available for everyone
- To encourage innovative ways of working and sharing of examples of good practice
- To support the development of services that enable care to be provided closer to home where appropriate
- To reduce the number of unnecessary attendances at Accident and Emergency, and the number of emergency admissions
- To integrate general practice and improve collaborative working across the whole health care system (including other primary care providers, secondary care, community care, social

care, third sector, out of hours medical services, ambulance, and 111 services) in order to ensure patient care is delivered in a 'joined up' manner

- To maximise productivity and ensure the sustainability of general practice so that it can continue to support patients in the context of increasing demand and limited resources

#### **Capacity/capability**

- To support workforce development/education to ensure general practice has the capability and capacity to deliver high quality care
- To maximise the use of existing and new technology systems to support efficient and effective working, information sharing, and improved co-ordination of patient care
- To explore, develop, and implement new models of working, both in practices and between practices, to support sustainability and improved quality

## **MARKETING AND COMMUNICATIONS AIMS AND OBJECTIVES**

#### **Communications aims**

- Develop a targeted and consistent communications plan to raise awareness of the work of the CCG to members of the public
- Ensure that patients and other local residents are aware of and involved in decisions about services which are commissioned
- Raise the profile and reputation of the CCG amongst key stakeholders including GP Practices
- Utilise case studies and tell stories to help promote the positive results of services commissioned by the CCG
- Develop stakeholder relationships based on trust and understanding between GP members, patients and carers, stakeholders, staff and the public who will feel heard and assured that they can influence CCG decision making
- Be seen as a trusted, open and transparent organisation, in which patients, the public, staff and stakeholders have confidence
- Support patients, the public and carers to look after their own health
- Be seen as an organisation, which listens to the patient voice, and acts on patient experience and insight, to improve local NHS services and has developed effective mechanisms for feeding back this information
- Develop where patients, the public, staff and stakeholders trust and have confidence in the CCG's approach to formal public consultation.

#### **Objectives**

##### **Overarching objective**

To build continuous, meaningful and sustainable communication and engagement mechanisms and channels to achieve confidence in the CCG and its decisions

1. Increase awareness of the CCG's brand and enhance its reputation via consistent communications and engagement.
2. Share the CCG's vision to help people understand some of the difficult decisions we have to make, including explaining how people can take more control of their health and use services more responsibly.
3. Better information about services and encouraging people to 'choose well'
4. To involve people in all the decision-making process and the conversation about the future of the NHS
5. To ensure the communications plan is a live document and is kept up-to-date with changes in primary care and commissioning priorities.

## AUDIENCES AND STAKEHOLDERS

### Full audience and stakeholder list

#### Patients and the public

- People's Council
- PPGs
- Patients/the public in local communities
- Patient groups through the voluntary, community and faith sector
- Hard to reach groups
- Self help groups/ support groups

We have a People's Council made up of representatives of all of our 21 Practices. This forum, which feeds in the views of patients at the 21 Practices, informs and influences the Clinical Cabinet.

We also have a public membership of around 300 local people who want to be involved in, or informed about, their local NHS and specifically the work of NNE CCG. These people have provided feedback on our commissioning priorities and have aided our understanding of local people's views on health services delivered in our local communities. We will continue to develop and grow the membership database over the next two years and ensure they receive the communication that meets ours and their needs.

***All of our GP practices now have a Patient Participation Group.*** We support these PPG groups by helping them to promote key issues at their practice and by issuing a quarterly PPG newsletter.

#### Internal - CCG staff and GP Practices

- Clinical commissioning group staff
- Broader members of the clinical commissioning group – GPs, nurses, practice managers and other practice staff

#### Public affairs / opinion formers

- MPs
- Overview and scrutiny committees

- HealthWatch Nottinghamshire
- Councillors – district and county
- Parish/town councils
- The media – print, broadcast and digital

#### **Partners**

- Other clinical commissioning groups
- Local authorities – district and county
- Nottinghamshire Health and Wellbeing Board
- Public Health Notts
- Clinical networks
- Care Quality Commission
- Voluntary and community sector

#### **Providers**

- NUH & Sherwood Forest
- Mental health trust
- Community providers
- NEMS
- Other health professionals
- voluntary and community sector
- Independent providers
- EMAS
- Housing providers

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## Stakeholder communications channels

Target audience	Communications channels
CCG staff	<ul style="list-style-type: none"> <li>• Bi-weekly comms cell</li> <li>• Practice bulletin</li> <li>• Team meetings</li> <li>• Intranet</li> <li>• Emails</li> <li>• Noticeboards</li> <li>• Training</li> </ul>
Practice staff	<ul style="list-style-type: none"> <li>• Weekly practice bulletin</li> <li>• Email</li> <li>• Clinical Cabinet</li> <li>• PLT</li> <li>• Intranet</li> <li>• PPGs</li> </ul>
Public and Patients	<ul style="list-style-type: none"> <li>• Website and App</li> <li>• Social media – daily updates of key messages, paid for adverts at campaign times</li> <li>• Local and National media</li> <li>• E-bulletins to member database</li> <li>• Posters, leaflets, signage at Practices</li> <li>• Regular advertising around key themes and messages</li> <li>• Council publications to target homes with specific communications materials</li> <li>• Targeted direct mail</li> <li>• Voice for health events</li> <li>• APM</li> <li>• Community events and awareness week promotions</li> <li>• Annual Rep</li> </ul>
Decision makers	<ul style="list-style-type: none"> <li>• Establish as thought leader on social media</li> </ul>

	<ul style="list-style-type: none"> <li>• Prospectus</li> <li>• Website</li> <li>• Presence at Key events</li> <li>• Media relations</li> <li>• Voice for Health events</li> <li>• APM</li> <li>• Annual Report</li> </ul>
Partners	<ul style="list-style-type: none"> <li>• Regular e-comms updates</li> <li>• Social media</li> <li>• Meetings and events</li> <li>• Website</li> <li>• Local and National media</li> <li>• Annual Report</li> <li>• Prospectus</li> </ul>

## KEY MESSAGES

### Overarching messages

- Decisions about health care in Nottingham North and East are made by local GPs who understand what services local people need
- Improving services and ultimately the health and well-being of the people who live in the Nottingham North and North East Area is at the heart of what we do.
- We aspire to build on the excellent local healthcare services to ensure all patients have access to high quality care
- Quality of care is our driving principle, we work to commission cost effective but high quality services in the Nottingham North and East area
- We enable people to help shape the future of healthcare services in the area by involving them in the decision-making process
- We work to reduce health inequalities in the Nottingham North and East Area
- Working in partnership and integrating services to ensure patients have a smooth journey through NHS services are a priority



<b>Communications must</b>	<p>for us</p> <ul style="list-style-type: none"> <li>• We listen and we act on what you say</li> <li>• The NHS is facing increasing financial pressures so in order to protect and improve the services you need most, we will make best use of our limited resources.</li> <li>• We embrace diversity and involve all our communities. .</li> </ul>
	<ul style="list-style-type: none"> <li>• Be accessible and inclusive to all sections of our community</li> <li>• Demonstrate that we have listened to what people say and we have acted on what they say</li> <li>• Tell positive stories of how services commissioned have impacted on people's lives</li> <li>• Be honest</li> <li>• Be flexible and reflect our diverse population and how individual groups prefer to communicate</li> <li>• Targeted to ensure the right messages reach the right people</li> <li>• Encourage conversations between all key stakeholders</li> </ul>
	<ul style="list-style-type: none"> <li>• Language should be tailored according to audience i.e. recognise the differences between clinicians and members of the public</li> <li>• Be patient-focused, approachable and knowledgeable</li> <li>• Be inclusive</li> </ul>

**OVERARCHING TACTICAL COMMUNICATIONS PLAN – RAISE AWARENESS OF OUR OBJECTIVES AND DELIVER CONTINUOUS AND SUSTAINABLE COMMUNICATION AND ENGAGEMENT MECHANISMS AND CHANNELS**

<b>Marketing mix</b>	<b>Target audience</b>	<b>Activities</b>	<b>Measureable outcomes</b>
<b>Personal selling</b> (including collateral/displays)	<ul style="list-style-type: none"> <li>All</li> </ul>	<ul style="list-style-type: none"> <li>Prospectus – ‘Dummy’s Guide to a CCG – pocket folder – pocket used for case studies</li> <li>CCG FAQ sheet/ where to find answers to</li> <li>Posters and leaflets targeted at specific groups, eg LTCs, older people, unemployed, carers</li> <li>Summary documents of Annual Reports</li> <li>Urgent care ‘Your guide to local health services’ booklet</li> </ul>	<p>Patients, Stakeholders, partner organisations, members and staff are actively engaged with the CCG.</p>
<b>Digital</b> (web development, other electronic activities)	<ul style="list-style-type: none"> <li>All</li> </ul>	<ul style="list-style-type: none"> <li>Regular news stories posted on NNE CCG website – CCG news and campaign news</li> <li>Updated daily Twitter account</li> <li>Develop Facebook page to support public engagement aims</li> <li>Develop partner and staff e-newsletter via MailChimp</li> <li>Support the updating of Practice News</li> <li>Further develop the engagement ‘brand’ and digital newsletter/ training/ events updates</li> </ul>	<ul style="list-style-type: none"> <li>Increased web traffic</li> <li>Twitter stats</li> <li>Newsletter opening stats</li> </ul>

<b>Direct marketing</b> (e-DM and DM)	<ul style="list-style-type: none"> <li>• All</li> </ul>	<ul style="list-style-type: none"> <li>• Utilise Council publications to target homes with specific communications materials</li> <li>• Use postcodes around high A&amp;E referral practices to target communications via a mix of channels</li> <li>• Direct email/ mail to the patient database</li> </ul>	<ul style="list-style-type: none"> <li>• Drive enquiries from target groups</li> <li>• Increased web traffic</li> <li>• Social media stats</li> <li>• Newsletter opening stats</li> </ul>
<b>Summary events plan</b>	<ul style="list-style-type: none"> <li>• Public</li> </ul>	<ul style="list-style-type: none"> <li>• Support Voice for Health events</li> <li>• Work with engagement leads to identify list of relevant community health events and services, eg crackers and knackers etc</li> <li>• Display stand at key community health events – eg Gedling show</li> <li>• Link in with Notts awareness week organisers and use event as platform to promote the service</li> <li>• School Health Fair – more school health fairs</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals from events</li> <li>• Traffic to website</li> <li>• Increased self-referrals</li> </ul>
<b>PR. Media and social media</b>	<ul style="list-style-type: none"> <li>• All</li> </ul>	<ul style="list-style-type: none"> <li>• Create a targeted media relations plan</li> <li>• Media train spokes people – lead GPs, Chief Officers etc</li> <li>• Identify positive GP stories to promote – need buy in from GPs</li> <li>• Identify case studies of positive patient experiences to promote</li> <li>• Utilise partner newsletters to promote the service – eg Gedling Contacts Magazine</li> </ul>	<ul style="list-style-type: none"> <li>• Coverage frequency and column inches in relevant media</li> </ul>

## TACTICAL ACTIVITY PLAN (APRIL 2015 – APRIL 2016)

Corporate: Increase awareness of the CCG's brand and enhance its reputation via consistent communications and engagement			
Objective	Activity	Key dates	Outcomes
Effectively manage our brand identity and ensure all collateral and communication adheres to brand guidelines	<ul style="list-style-type: none"> <li>• Further develop a creative 'look and feel' for NHS NNE.</li> <li>• Ensure all collateral is up-to-date with the right creative (including eliminating signage etc with old logo)</li> <li>• Create suites of leaflets/ posters around key themes</li> <li>• Develop CCG bi-annual newsletter</li> </ul>	<p>Ongoing</p> <p>Ongoing complete January 2015</p> <p>Ongoing - complete by February 2016</p>	<p>Consistency across all CCG communications</p> <p>Increased brand recognition reflected increased awareness of what the CCG does, our values and our vision</p> <p>Clearly explain what the CCG's priorities are</p>
Develop collateral which reinforces brand messages and 'sells' the CCG to all stakeholders.	<ul style="list-style-type: none"> <li>• Revamp CCG prospectus/ Dummies' guide to a CCG</li> <li>• Annual report summary</li> <li>• APM</li> <li>• Support Voice for Health events</li> </ul>	<p>September 2015</p> <p>September 2015</p> <p>September 2015</p> <p>Ongoing</p>	<p>Increased awareness of what the CCG does</p> <p>Clearly explain what the CCG's priorities are</p> <p>Celebrates success</p>
Develop website to raise awareness of the CCG and strengthen brand	<ul style="list-style-type: none"> <li>• Ensure all reports are up-to-date</li> <li>• Re-develop the engagement section</li> <li>• Further develop the website to ensure that it is full accessible</li> <li>• Investigate the possibility and potential for more integration with the Intranet – eg the service directory</li> <li>• Ensure all our public facing services are available on the site – eg weight management, IAPT etc</li> </ul>	<p>Ongoing</p> <p>August 2015</p> <p>Ongoing</p> <p>August 2015</p> <p>Autumn 2015</p>	<p>Increased awareness of what the CCG does</p> <p>All documents required to be published are published and easy to find</p> <p>Clearly explain what the CCG's priorities are</p>

	<ul style="list-style-type: none"> <li>Enrich web content through use of informative and engaging video</li> </ul>	Ongoing	
Utilise social media to deliver key messages	<ul style="list-style-type: none"> <li>Continue to grow social media followers</li> <li>Utilise Facebook to encourage two-way communication</li> <li>Utilise Facebook to target groups of people with specific messages</li> <li>Undertake live twitter chats - Twiinterviews with Clinical Lead, Chief Officer</li> <li>Support COO to develop a Social media presence and following and link in with the Corporate channels</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Autumn 2015</p> <p>Summer 2015</p>	More people engaged in the CCG's services and providing feedback
Promote awareness days and weeks and link them to our services	<ul style="list-style-type: none"> <li>Ensure campaign calendar up-to-date</li> <li>Utilise media and digital media to communicate messages</li> <li>Exhibit at/ or organise relevant events</li> </ul>	<p>June 2015</p> <p>Ongoing</p> <p>Ongoing</p>	More awareness of key conditions and issues and their relevance to local people

**Share the CCG's vision to help people understand some of the difficult decisions we have to make, including explaining how people can take more control of their health and use services more responsibly.**

Objective	Activity	Key dates	Outcomes
Encourage appropriate use of medication, including why certain treatments are being	Suite of prescribing leaflets for GPs to hand to patients <ul style="list-style-type: none"> <li>Prescribing leaflet 1: little and</li> </ul>	Prescribing leaflet 1 printed and distributed – May 2015 Prescribing leaflet 2 printed	Reduce waste by reassuring people so they are more confident about their options

prescribed and not others i.e antibiotics, sip feeds etc	<p>often</p> <ul style="list-style-type: none"> <li>• Prescribing leaflet 2: antibiotics</li> <li>• Prescribing leaflet 3: gluten free food advice</li> </ul>	and distributed – July 2015	
Survey to get feedback about potential difficult decisions – asking people to ‘choose’	<ul style="list-style-type: none"> <li>• Develop Survey Monkey survey</li> <li>• Provide paper copies at events</li> <li>• Theme Summer 2015 Voice for Health Events around ‘Difficult Choices’</li> <li>• Standard copy laying out rationale for these ‘difficult choices’</li> </ul>	Develop Survey – June 2015 VfH events July 2015	Increased numbers of people getting involved Feedback straight into the commissioning process
Encourage people to self-care rather than use NHS services	<ul style="list-style-type: none"> <li>• Regular media releases, web posts, social media posts/ tweets detailing the benefits of self care</li> <li>• Develop campaign to coincide with self-care week</li> </ul>	Ongoing Self Care Week 2015	Facilitation of two-way communication People sharing information and educating others People more engaged and having the knowledge to choose the right service for their condition
<b>Develop communications to encourage people to ‘choose well’ and make appropriate use of NHS services</b>			
<b>Objective</b>	<b>Activity</b>	<b>Key dates</b>	<b>Outcomes</b>
Reduce demand on A&E - encourage correct use of available NHS services	<ul style="list-style-type: none"> <li>• South Comms plan 2015</li> <li>• Amend and reprint of the Your Guide to Local Health services booklet</li> <li>• Ongoing media relations</li> <li>• Ongoing social media promotion</li> </ul>	South Notts Easter plan – Apr 2015 BtC May 5 <sup>th</sup> -12 <sup>th</sup> Ongoing activity - weekly social media and releases	Facilitation of two-way communication People sharing information and educating others People more engaged and having the knowledge to choose the right service for their condition

	<ul style="list-style-type: none"> <li>Analyse data to identify groups and target marketing accordingly</li> </ul>		
Increase the use of Talking Therapies both via self and GP referrals	<ul style="list-style-type: none"> <li>See Appendix C - IAPTs comms plan</li> </ul>	Ongoing	<p>Visibility of campaign  Increase in self referrals  Increase in GP referrals  Consistently hitting targets</p>
Ensure carers are aware of the support they can expect from the local NHS	<ul style="list-style-type: none"> <li>Work with engagement lead on strategy to encourage more people to sign up as carer champions to include: <ul style="list-style-type: none"> <li>Inclusion in member database newsletter</li> <li>Article in June's Connected newsletter</li> <li>Promoted via web and social media</li> <li>Posters for PPG's noticeboards</li> </ul> </li> </ul>	<p>Carers Champions launched March 2015  Connected June 2015  Posters August 2015  Web and media - ongoing</p>	<p>Support carers so they know their options and the services available to them  Raised awareness of the important role that carers play  Carers know they matter too.</p>
Encourage appropriate use of medication, including why certain treatments are being prescribed and not others i.e antibiotics, sip feeds etc	<p>Suite of prescribing leaflets for GPs to hand to patients</p> <ul style="list-style-type: none"> <li>Prescribing leaflet 1: little and often</li> <li>Prescribing leaflet 2: antibiotics</li> <li>Prescribing leaflet 3: gluten free food advice</li> <li></li> </ul>	<p>Prescribing leaflet 1 printed and distributed – May 2015  Prescribing leaflet 2 printed and distributed – July 2015</p>	<p>People sharing information and educating others  People more engaged and having the knowledge to choose the right service for their condition</p>

**To involve people in all the decision-making process and the conversation about the future of the NHS**

Objective	Activity	Key dates	Outcomes
Encourage more people to engage with CCG events and key messages.	<ul style="list-style-type: none"> <li>Support Voice for Health events with promotion and one the ground at the event</li> <li>Support key partner events around key issues</li> <li></li> </ul>	Summer events – June/ July 2015	Increased awareness of what the CCG does Increased awareness of specific themes Feedback from patients to feed into commissioning strategy
Ensure website is accessible and promotes engagement opportunities	<ul style="list-style-type: none"> <li>Develop and launch the People’s Council password protected area.</li> <li>Re-develop the engagement section</li> <li>Promote events and engagement opportunities</li> <li>Further develop Patient Experience Team area</li> </ul>	Autumn/ Winter 2015  July 2015	Increased awareness of what the CCG does All documents required to be published are published and easy to find Clearly explain what the CCG’s priorities are
Use social media to reinforce key messages and encourage patient feedback	<ul style="list-style-type: none"> <li>Continue to grow social media followers</li> <li>Utilise Facebook to encourage two-way communication</li> <li>Utilise Facebook to target groups of people with specific messages</li> </ul>	Ongoing  Ongoing  Ongoing	More people engaged in the CCG’s services and providing feedback
Promote awareness days and weeks and link them to our services	<ul style="list-style-type: none"> <li>Ensure campaign calendar up-to-date</li> <li>Utilise media and digital media to communicate messages</li> <li>Exhibit at/ or organise relevant events</li> </ul>	June 2015  Ongoing  Ongoing	More people engaged in their own health More people requesting additional information about CCG and provider services



Support the Connecting Communities team with local promotions and campaigns	<ul style="list-style-type: none"> <li>• Postcards for Hucknall</li> <li>• Postcards for Kirkby</li> <li>• 111 and 101 campaign proposal</li> <li>• Support events with promotion via social media, media relations and event collateral where appropriate</li> </ul>	<p>April 2015 June 2015 June 2015 Ongoing</p>	
<b>To ensure the communications plan is a live document and is kept up-to-date with changes in primary care and commissioning priorities.</b>			
<b>Objective</b>	<b>Activity</b>	<b>Key dates</b>	<b>Outcomes</b>
Ensure that the communications plan is fit for purpose and links to the Commissioning and Primary Care priorities	<ul style="list-style-type: none"> <li>• Ensure up-to-date with changes by where appropriate attending key meetings - Clinical Cabinet, People's Council, PLTS etc</li> </ul>	Ongoing	Plan is up-to-date and fit for purpose

## EVALUATION

The communications will be evaluated via:

- Website hits
- Twitter activity including klout score
- Facebook activity, followers and engagement
- Amount of and tone of coverage in local media
- Changes in patient behaviour - i.e. more calls to 111/ IAPT providers etc