

The Training Hub Engagement Guide

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The Training Hub Engagement Bundle

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INTRODUCTION

At THC, we have supported 11 Community Education Provider Networks (CEPNs), now known as Training Hubs, which are now known across Kent, Surrey, Sussex and South London and 3 GP Federations.

Whilst every network is different, they all share the challenge of effectively communicating and engaging with their stakeholders.

I do not claim to have all the answers, but I have developed some simple to follow engagement tactics which have and continue to be effective. But, I must stress that the key to effective communication is consistency, leadership, trust and clarity on your vision to support your engagement.

To share this best practice, my team and I have created the Training Hub Engagement Bundle which comprises of a set of top tips on how you can structure your communications, create consistent key messages and to remind you of the many opportunities you could be utilising to increase participation in your network.

Universal Principles

Whilst Training Hubs are the focus in this bundle, the communicating principles are universal and can be applied to any health project or organisation.

Who is this communication bundle for?

This bundle has been created for Training Hub project managers, project leads, administrators and clinical leads who are in the early stages of their Training Hub.

What about the web?

You will see from the contents that I have not included a section on websites or social media as I believe focus should be placed on mastering and consistently building relationships using the guidance within this bundle first.



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THE TOP 10 BENEFITS FOR DEVELOPING A TRAINING HUB

To get you started on developing some key messages to support you in promoting your network, please see our top 10 benefits below:

A Training Hub will:

1. Facilitate conversations and initiatives concerning workforce planning and development
2. Be commissioned to deliver the central co-ordination of CPPD, facilitate student placements and develop workforce initiatives
3. Serve as a central point of communication with general practices
4. Develop and promote multi professional training and learning opportunities
5. Challenge existing ways of working
6. Promote and support new roles
7. Drive quality improvement in health care through education and training
8. Develop a greater understanding of the workforce needs
9. Develop communities of practices which sees education embedded as a core component to the delivery of health care
10. Work in partnership with;
GP Federations, Clinical Commissioning Groups, Health Education England, Primary Care Homes, Vanguards, Accountable Care Organisations, Multi-Speciality Community Providers, Strategic Transformation Planning Groups, etc. executing the operational delivery of strategic workforce initiatives.



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FREQUENTLY ASKED QUESTIONS

To help provide you with some clarity to what a Training Hub means to you, a helpful starting point is to develop a Frequently Asked Questions document.

An example has been provided for you below for you to edit and tailor to your specific Training Hub.

1. What is a Training Hub

The Training Hub is a national concept and consists of primary care organisations that come together with other local health and social care organisations to collaborate on workforce, education, training and placements creating an integrated and multi-disciplinary approach to workforce planning.

2. Why is XXX developing a Training Hub

- We need primary and community care to be seen as a desirable career.
- We want to build and invest in our workforce enabling us to create one that is sustainable, flexible and highly skilled and able to adapt to the new ways of working in the future.
- We need to develop integrated, training and placement opportunities for health professionals in their undergraduate and postgraduate careers across the sector.
- We need to develop the Continuing Professional Development opportunities that best serve the needs of our current workforce in order to help them adapt to new models of care.
- The health and social care workforce need to develop the skills to manage the increasing out of hospital care, and to reduce healthcare inconsistencies and improve patient outcomes.
- We need to pull resources to help resolve the current skills gap across community and primary care.



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3. How is a CEPN/Training Hub different to the structures which exist now?

The network model is different because it involves provider organisations coming together to identify;

- local population needs
- the number and nature of different roles
- skills gaps
- how the workforce could be developed to meet local and national priorities

This model fits well with the localisation and personalisation agendas prioritised in the NHS Long Term Plan.

4. Who is leading this initiative?

The Training Hub is being led by XXXXXX who have assembled a multidisciplinary steering group consisting of:

- Primary Care Workforce Tutors
- GP Tutors
- GP Programme Directors
- Practice Managers
- Public Health Professionals
- Practice Nurses
- Social Care
- CCG Clinical Chairs
- University Representatives
- Associate GP Deans
- Secondary Care Providers
- The LMC
- Students, Trainees, Learners



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5. What will the Training Hub be doing/ supporting on a day to day basis?



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6. What are the expected benefits for creating a Training Hub?

We believe our Training Hub will:

Add value: by helping to plan and streamline educational provision in a way that has not occurred in the past.

It will take time for the network to develop and there are many practical, financial and ideological hurdles, but we know from other parts of the country developing the same/ similar networks, that they are making a real difference.

Support more robust workforce planning: by developing a needs analysis to identify what our current workforce looks like, and to identify and action how it can be developed, with the aim of bridging the gap between population needs and current and future workforce capacity.

Increase partnership working: whatever your role in health and social care we all share the responsibility to deliver great healthcare. We want to inspire new clinical leaders, share best practice and change the narrative around the recruitment and retention crises within primary and community care and we can only achieve this if we work together.



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WHO ARE YOUR STAKEHOLDERS?

You will instinctively know who you are engaging with, however, I encourage you to make the time to write them down.

This will not only contribute to the effective running of your network; the process will also help you to identify where engagement needs improvement.

Complete the template below.

Please note, the sections and content below are just examples to get you started and for you to edit and tailor to the specific needs of your Training Hub or Network.

	Stakeholder	Lead Contact(s)	Goal	Channel	In progress	Frequency	Training Hub Lead
1	Practice Managers		To promote the benefits of the Training Hub with the aim of them becoming active members.	Practice Manager Forums Newsletters LMC Website Training Hub Engagement Events	No	TBA	TH
2	XXX University		To assist in shaping workforce initiatives (i.e. programmes, placements and evaluation)	Attendance at specific project meetings	Yes	Quarterly	KS
3	Local Authority		To introduce the Training Hub Concept with the long-term goal of building multi-disciplinary initiatives	An initial meeting progressing to attendance at specific project theme meetings	No		PB
4	GP Federation		To work collaboratively across the organisations and share best practice and intelligence	Steering Group Newsletters LMC Website Training Hub Engagement Events	Yes	August 2015 Steering group	KS

There are many more stakeholders for you to consider.....
This is just to get you started.



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KEY ACTIVITIES FOR EFFECTIVE STAKEHOLDER ENGAGEMENT

1. Identifying stakeholders is a continuous process.

Your stakeholder analysis is not a one-time event during the start-up phase of your network.

People leave organisations; new work streams will arise, and as time goes on you will need to increase your strategic relationships.

Regularly monitor who you are engaging with, why you are engaging with them, what channels you are using, what needs to improve and how you can leverage your stakeholders to increase their involvement with the network.

2. In primary health care, our networks stakeholder list includes multiple organisations which can be challenging to manage.

Once you are clear on your shared vision, start creating a brand. Create newsletters and attend meetings with branded literature to reinforce the message.

It doesn't have to be expensive or require a marketing consultant; it just requires consistency.

Regularly provide information on the progress of your network and clearly state how practices can get involved (with the processes in the back office ready to support this engagement).

If people don't understand what your network is trying to achieve, review your vision, ask for feedback and try, try and try again.



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3. Whilst the Training Hub is a multi-professional network focussed on bringing different professions together with some broad key messages, you will need to tailor particular messages to certain groups.

Also, always ensure the information can be accessed by everyone in your newsletters, meetings and network updates. Even though the project may not be directly of interest to someone, they may still want to know what is going on.

4. Seek first to understand rather than to be understood.

So, you have identified your stakeholders, you are employing your communication channels using broad and tailored messages, but some people who you need on board, just don't get it.

Frustrating yes! BUT, seek first to understand rather than to be understood. This will shed light on their potential resistance, lack of understanding and engagement. They may not have seen your communications, or you may not have clearly articulated what's in it for them.

Listen and reflect with an open mind. Even the harshest critics can deliver some elements of truth.



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5. Get Planning

Now you have the principles to support your engagement, the template below has been created for you to plan your approach.

Top tip: Always follow up your attendance with a written communication with clear instructions on how your practices and your stakeholders can get involved.

Meetings	Who	When	Key messages	Call to action
Nurse Forum				
GP Cluster Meeting				
HCA Forum				
Practice Mangers Forum				
Training events organised by the Training Hub				
GP Federation meetings				
CCG primary care team meetings				
Training Hub Board meetings				

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NEWSLETTER TOP TIPS

Newsletters are an extremely simple marketing tool to share information about your Training Hub, and should serve as a creative, fun and informative channel to:

1. Support your Training Hub's wider communications strategy
2. Help build relationships with your stakeholders and encourage engagement
3. Promote opportunities for training and multi-professional learning
4. Share progress updates, successes and lessons learnt
5. Solicit feedback
6. Communicate internal processes
7. Keep your network stakeholders up to date with the wider strategic context

Given the volume of work your Training Hub is involved in, unless you release a weekly newsletter, or publish a monthly magazine, one challenge you may face is deciding what to include and what to leave on the cutting room floor.

With this in mind, please keep reading for our 4 top tips on how to produce your newsletter.

1. Commit to a format for consistency.

This includes your agreed:

- Colour scheme
- Font
- Number of pages
- Standing items
- Format (i.e. PDF Document, Mail Chimp, Microsoft Publisher)
- Date or day the newsletter will be released



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2. Decide on who is responsible for pulling together the content and the process for collecting this information.

Typically, compiling the content of your newsletter will either be undertaken by your project or operating manager, administrator or network coordinator.

To prevent multiple edits, I suggest implementing a template which captures:

- Title of the section
- The target audience for that particular piece of content
- The word count for each section
- The call to action with contact details
- Deadline to receive information by

I would also impose a rule that the newsletter will only be edited twice to prevent delays.

Try using the template below to support this process.

<u>Content</u>	
Section Title	
Target audience for that piece of content	
Newsletter copy NO MORE THAN 80 WORDS	
Call to action with contact details (if required)	



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3. Provide ONE point of contact for managing general enquiries.

We know that your Training Hub will involve many people that represent many areas of expertise, but I suggest you provide one name, one email and one phone number for managing general network enquiries.

This approach:

- Makes it easier for the reader to know who to get in touch with
- Helps you to; monitor feedback, engagement and identify trends
- Keeps responses from your Training Hub management team consistent

4. Remember Done is better than perfect.

In an ideal world, everyone involved in your network will love your newsletter. They would love the way it looks, the tone, your colour scheme and the amount of content but the simple fact is, they won't and trying to achieve universal agreement from hundreds of people or sometimes even just within your Training Hub steering group, is going to be a losing battle.



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5 TOP TIPS TO LAUNCHING YOUR TRAINING HUB PROJECT

Along with delivering the key messages of your Training Hub, there will be many projects and initiatives you will be trying to develop and recruit to.

Depending on the project, there may be many steps to consider, but here are our 5 top tips to launching your Training Hub project which will support your communication and engagement process.

1. Key People of Influence

For your project to be a success, I believe you will need a few key people with influence.

You may already include yourself in this, or you may need some help.

Where possible, I like my projects to be supported by a clinical lead, practice manager, a CCG rep and any other appropriate parties. This way, you have most bases covered, you can get the views from multiple perspectives and have a few troops on the ground to promote the project.

2. Start developing your frequently asked questions document

Before you receive the green light to proceed with your project, you may find yourself casually, or in my case rather excitedly, letting people know how fantastic your project is going to be. Which may result in you receiving objections as to why your project won't work or how something similar has been done before.

Don't worry; these will form the basis of your "Frequently Asked Questions Document" which in essence will cover the; who's, what's, why's, how's, when's, benefits, application criteria, application forms, etc. and will serve as a tool to communicate your key messages.



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This is an evolving document and way of quickly answering and circulating the information about your project, however, before circulating, test it to see how it is received.

Attending a practice manager or nurse forum presents an excellent opportunity to do this. This way you will get immediate feedback, whether this results in a deafening silence, blank looks, smiles, questions or a stampede of people wanting to sign up.

If you aren't successful in your project, again don't worry, you can use this document to then strengthen future proposals going forward.

3. Multiple Marketing Channels

Even the best projects may need a little help in the recruitment process if willing participants haven't already been identified as part of your consultation process.

In this phase, you will need to go out there and promote the benefits of your project using a 2-pronged attack.

In person

- Face to face communication is always the best where possible.
- Go where people will already be, as adding another meeting to the diary may not spread the word far enough.
- Try attending cluster meetings, practice manager and nurse forums, primary care team meetings, practice visits, training sessions... with a little help from your key people with influence.



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In writing

- Place your project loud and proud in your newsletters, emails and websites and be creative. Use colour, cartoon animations and infographics.
- Your communication needs to be clear and easy for people to make enquiries and sign up.
- Give people enough information but not too much, as it's hard to take in.
- Also, be prepared to over communicate. Not everyone checks their emails, and not everyone acts the first time they see an opportunity.
- Lastly in this phase, create a communications plan with a time-line for recruitment and always allow for a little extra recruitment time to ensure your project doesn't run over.

4. Be persistent

Sometimes it may take a while for your project to gain traction, this is normal, and you should not let this demotivate you.

We just have to persist and iterate our approaches as required. Little changes can make all the difference and help your message to land and resonate.

5. Start developing your frequently asked questions document

Ensure you have the necessary administrative support once people either register their interest or sign up to your project.

It may be as simple as setting up an Eventbrite page and an auto response to ensure people have the correct information, or you may need:

- A clear and transparent selection process
- A welcome pack
- To arrange a visit to discuss the project further
- A spreadsheet to register, name, title, the name of the organisation etc....

You don't want to drop the ball after you have worked so hard to generate some interest.



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A FINAL FEW WORDS

We hope you find this guide a useful reference document to refer back to as your Training Hub develops.

The key is consistency and trying to keep things as simple as possible.

I also encourage you to build simple systems and templates to speed up the process of communicating with your Training Hub members as you move forward.

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