West Yorkshire Health and Care Partnership

West Yorkshire Health and Care Partnership

Digital communications strategy

2022

1. Background

1.1 About the West Yorkshire Health and Care Partnership digital communications strategy 2022

This digital communications plan supports the West Yorkshire Health and Care Partnership's (the Partnership) wider communication and involvement plan for 2022/23. Resources to explain the work of the Partnership are on the West Yorkshire Health and Care Partnership website at wypartnership.co.uk/about.

The plan for 2022/23 sets out communication and involvement activities for the next twelve months and beyond, including opportunities for communities and people to be involved in the design, delivery and assurance of health and care services.

This digital communications plan sets out how West Yorkshire Health and Care Partnership will manage corporate social media policy and activity, our approach to the production of digital communications content (including web, video, and audio), and support for partners through proposed new training resources. The plan also considers the deployment of new digital communications tactics such as the use of social media influencers, participation in professional and creative networks including podcast circles, digital group, and explores the possible extension of our communications reach via new or extended social media channels.

This plan also reports on West Yorkshire Health and Care Partnership digital activity over the previous year and sets out our objects for the coming year.

1.2 Our Five-Year Plan and its impact on the digital communications Approach

West Yorkshire Health and Care Partnership published its latest Five-Year Strategy in March 2020, titled 'Better Health and Wellbeing for Everyone'. The strategy sets out the Partnership's ambition to improve the health, care and wellbeing of everyone living across the area, based on widespread involvement with colleagues, people and communities. A series of metrics have been produced to measure the impact we are making on these ambitions. The Five-Year Strategy is being updated, following further engagement with

colleagues, people, and communities. It is expected to be published by the end of March 2023.

Our digital communications plan will be re-assed following the publication of the updated Five-Year Strategy to ensure it continues to support the West Yorkshire Health and Care Partnership's objectives and priorities.

1.3 NHS West Yorkshire Integrated Care Board and its impact on our digital communications plan

The NHS [West Yorkshire Integrated Care Board](#) is part of West Yorkshire Health and Care Partnership. It became a statutory new organisation on the 1 July 2022 as part of the Health and Care Act (2022). The integrated care board formally agrees health and care plans for West Yorkshire and make decisions about how NHS money is spent and the services it provides. Resources to explain the work of the integrated care board are on the NHS West Yorkshire Integrated Care Board website at [westyorkshire.icb.nhs.uk/about](#).

This plan includes information on how we intend to develop policies and other resources to assume statutory responsibility for digital communications activity at NHS West Yorkshire Integrated Care Board, alongside wider work of West Yorkshire Health and Care Partnership.

1.4 About West Yorkshire Health and Care Partnership and the way we work

West Yorkshire Health and Care Partnership is a large integrated care system (ICS) that supports 2.4 million people, living in urban and rural areas. 770,000 are children and young people. 530,000 people live in England's 10% of poorest areas. 20% of people are from minority ethnic communities. There are an estimated 400,000 unpaid carers. Together, our integrated care system employs over 100,000 staff and work alongside thousands of volunteers.

Integrated care is about giving people the support they need. This means joined up services across local councils, the NHS, and other partners including care providers, the voluntary, community and social enterprise sector and charities. It involves partnerships of organisations coming together to plan and deliver seamless health and care services to

improve the lives of people in their area.

Our aim is to put people, not organisations, at the heart of everything we do locally and across West Yorkshire so that we meet the needs of our diverse communities. This means:

- We are working to improve people's health with and for them
- We are working to improve people's experience of health and care services
- We want to make every penny in the pound count, so we offer best value to the taxpayer
- It is our role to help keep people well and make life better for all, wherever we can.

More detailed information about how the West Yorkshire Health and Care Partnership works can be found on our [website](#).

1.5 Communication and involvement

We are committed to meaningful conversations with colleagues, people, and communities. We believe that this approach informs the ambitions of West Yorkshire Health and Care Partnership and helps us to work in an open and transparent way.

We have developed an Involvement Framework agreed at the ICB Board's first public meeting on 1 July 2022 and assured by NHS England. This underpins our communications and involvement plan and this digital communication plan.

To enable us to do this work we collaborate with colleagues in each of the five local places (Bradford District and Craven, Calderdale, Kirklees, Leeds, and Wakefield District) to make sure all local involvement and consultation work is coordinated appropriately and timely to avoid duplication or waste of resource.

Find out more about how communication and involvement works at West Yorkshire Health and Care Partnership, and our communication and involvement objectives for the coming year, in our [communication and involvement plan](#).

1.6 Our communication and involvement objectives

We will:

- Help people and communities living with COVID-19 and recovery (communication and involvement support – in partnership with local place leads / communities).
- Tackle health inequalities, supported with targeted communications and involvement activity.
- Prioritise communications and involvement to break down health inequalities (2)
- Support system wide communications and involvement through the work of collaboratives and retention of staff into key areas of services.
- Communicate with and involve the voluntary and community sector (VCSE) as equal partners.
- Help colleagues feel a sense of belonging, that they are valued and involved in development, design and service delivery.
- Raise awareness and understanding of the need for joined up health and care across West Yorkshire (linked to the work of the NHS West Yorkshire Integrated Care Board).
- Ensure people who access health and social care services, families, carers, and the public are involved in shaping health and care proposals and plans.
- Inform and engage with staff, clinicians, Health and Wellbeing Boards, West Yorkshire Joint Overview and Scrutiny Committee, and politicians in each area about our plans and keep them updated throughout the process on timescales (via local place leads where most appropriate) - particularly where there is a need for wider regional involvement and consultation.
- Develop insight driven public facing campaigns and information.
- Keep public, partners and staff involved, engaged, and updated on the positive difference our Partnership is making.
- Make the most of digital information – whilst supporting people to take advantage of the digital opportunities (both through access and skills development), including VCSE organisations that provide invaluable support.
- Become a global leader in climate change (this objective needs more specificity and context to be meaningful).

2. Digital Communications: our current position

2.1 Website

The Partnership website at wyhpartnership.co.uk was launched in 2017, at the inception of the West Yorkshire and Harrogate Sustainability Transformation Plan (STP). Its purpose was to explain the role, aims and likely trajectory of the STP. When we became a Partnership the focus of the website shifted accordingly to publish information about the areas of health and care we are prioritising.
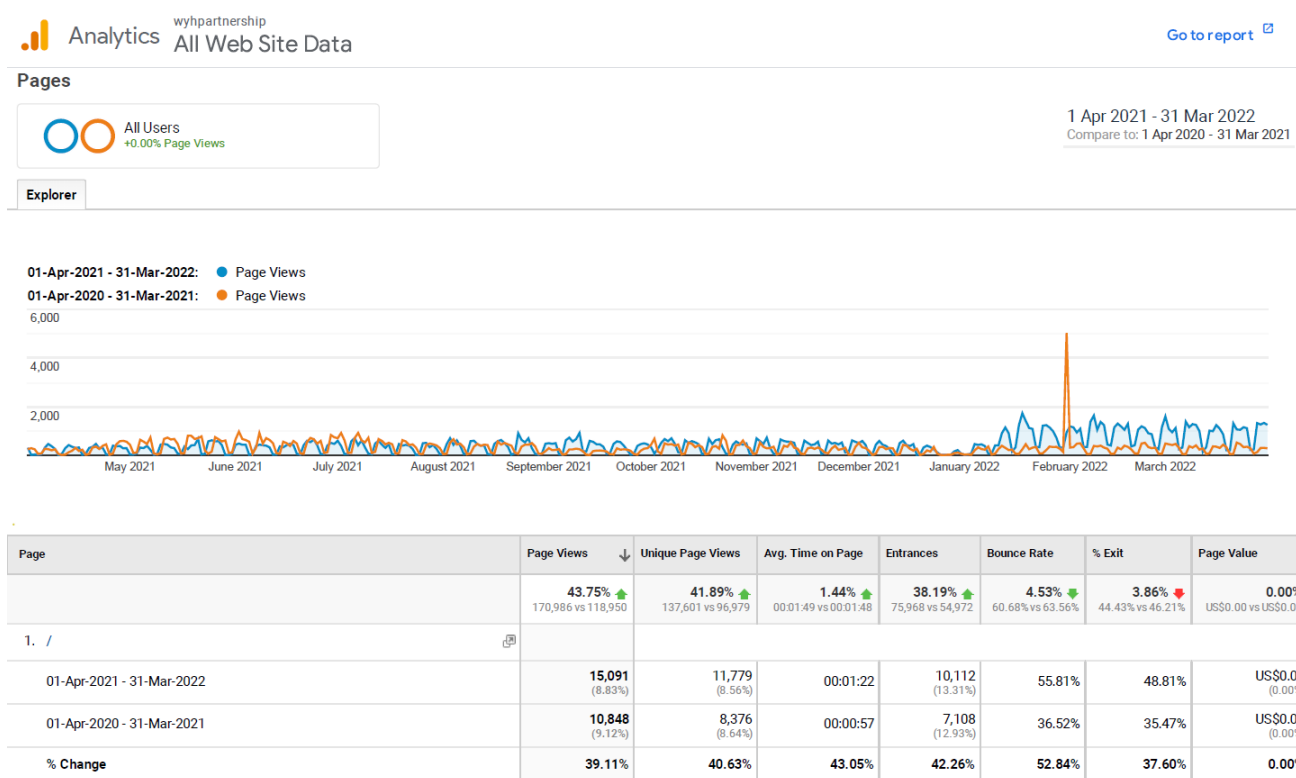
The website also publishes news about partnership activity, case studies showcasing the success of programmes and projects happening across our areas, a weekly blog from local health and care leaders, a regular video blog from the Partnership's chief executive lead, plus publications, meeting minutes and papers, information about events, information about public involvement activity. Key to this is ensuring information is accurate and up-to-date, and to help us achieve this, we have been enabling appropriate colleagues from within the Partnership to publish and edit information on the website for priority programme areas including population health management, mental health, learning disability and autism, voluntary, community and social enterprise sector, supporting unpaid carers, urgent and emergency care and digital health.

The Partnership also introduced two new websites in 2020/21; the Staff Mental Health and Wellbeing Hub as sub-site of the West Yorkshire Health and Care Partnership Workforce website, which was also refreshed to support the publication of our "People Plan" Workforce Strategy, and a stand-alone website for suicide prevention.

In 2021, we began the process of re-structuring the Partnership's website to incorporate a sub-divided area (sometimes known as a "sub-site" or "mini site") for the NHS West Yorkshire Integrated Care Board (ICB).

The ICB mini site hosts Board and committee meeting papers, information about NHS West Yorkshire Integrated Care Board and its business, statutory information such as policies and the ICB's publication scheme, and ways to get in touch on statutory issues such as complaints and information requests.

In 2021/22 we achieved a fourth consecutive year of increased traffic to the West Yorkshire Health and Care Partnership website, with 137,601 unique page visits, up from 96,979 in 2020/21 (see appendix 1, website analytics)

Page	Page Views ↓	Unique Page Views	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	43.75% ▲ 170,986 vs 118,950	41.89% ▲ 137,601 vs 96,979	1.44% ▲ 00:01:49 vs 00:01:48	38.19% ▲ 75,968 vs 54,972	4.53% ▼ 60.68% vs 63.56%	3.86% ▼ 44.43% vs 46.21%	0.00% US$0.00 vs US$0.00
1. /							
01-Apr-2021 - 31-Mar-2022	15,091 (8.83%)	11,779 (8.56%)	00:01:22	10,112 (13.31%)	55.81%	48.81%	US$0.00 (0.00%)
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% Change	39.11%	40.63%	43.05%	42.26%	52.84%	37.60%	0.00%

2.2 Intranet/extranet

In 2021/22, the Partnership planned, commissioned and built an extranet for direct employees of NHS West Yorkshire Integrated Care Board, accessible via the internet through an integrated, secure login system managed by our IT partners The Health Informatics Service and a third-party website development provider, Frank Designs.

The extranet, named 'West Yorkshire Share Board', replaces the intranet sites of the former Clinical Commissioning Groups (CCGs) - NHS Bradford District and Craven CCG, NHS Calderdale CCG, NHS Kirklees CCG, NHS Leeds CCG and NHS Wakefield CCG) that the NHS West Yorkshire Integrated Care Board supersedes. The purpose of the site is to provide employment and wellbeing information for ICB staff, as well as secure document sharing and information about the business of the Integrated Care Board.

The Share Board was planned and developed by communication and involvement colleagues from across all ICB places, with input from governance, human resources, corporate affairs and information services and accessibility advice from the equality, diversity, and inclusion team.

A second phase development of the site is planned for 2022/23 to enable ICB colleagues to publish directorate and department-specific information (see section 3, Our digital

communications objectives).

West Yorkshire Health and Care Partnership also has a space on the 'FutureNHS' Kahootz[1] collaboration platform at future.nhs.uk, which "aims to empower people to co-develop, share, connect and work together more easily. The platform supports users to access and exchange knowledge and information on transformation, across health and social care."

The FutureNHS collaboration platform is not extensively utilised by the Partnership at this time. It has the potential to be a growth area for digital communications activity but is not currently part of our strategy.

2.3 Website accessibility

All Partnership websites and the ICB extranet were designed to meet UK accessibility standards under the Equality Act 2010, which state that "all UK service providers must consider 'reasonable adjustments' for disabled people."

Regulations (known as the 'Public Sector Bodies Accessibility Regulations 2018' and measurable against the 'international WCAG 2.1 AA accessibility standard')[2] came into force on 23 September 2018, by which website and mobile applications must be "perceivable, operable, understandable and robust". On 23 September 2020, these standards became enforceable by law and we continue to ensure our websites meet all the legal requirements of the regulations.

Our Accessibility statement for West Yorkshire Health and Care Partnership informs website users on the accessibility of our websites, what we are doing to improve accessibility and how to contact us about website accessibility issues.

To support the production of accessible information on our digital channels, we have developed a training programme with the West Yorkshire ICB equality, diversity and inclusion department to give partners and colleagues the appropriate knowledge and skills in this area. We have also implemented the 'Recite Me' accessibility toolbar on our

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[1] Kahootz platform: kahootz.com

[2] UK Government website accessibility requirements: gov.uk/guidance/accessibility-requirements-for-public-sector- websites-and-apps

websites, which gives users a range of accessibility options such as larger text sizes, text-to-speech services and language options (see appendix 4, Recite Me toolbar information).

2.4 Social media

As a primarily business-to-business (or "organisation-to-organisation") agent, the Partnership identified Twitter as the most appropriate social media channel through which to communicate with our target audience – health and care organisations, local councils, voluntary and community sector organisations and people who work within the health and care sector.

In 2021/22, we earned 6.9 million impressions on Twitter, up 13% on 2020/21 (see appendix 2, Twitter analytics).
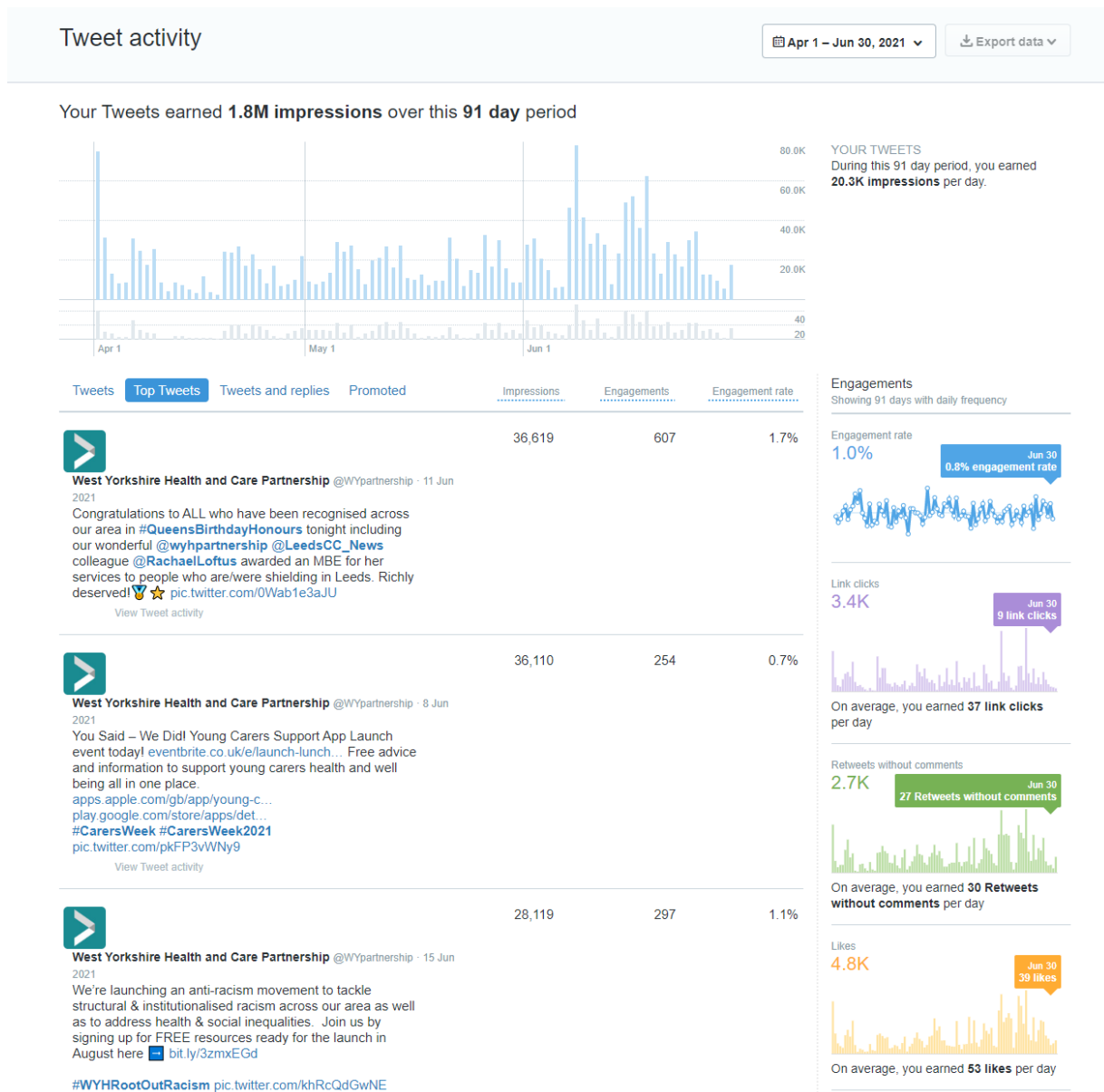
In 2021/22, we added a LinkedIn channel to communicate key partnership campaign messages and recruitment information with health and care sector leaders.

Other popular social media platforms such as TikTok, Facebook and Instagram are more suitable for public-facing communications activity and, as such, have been previously deemed to have limited usefulness for the partnership.

The inception of NHS West Yorkshire Integrated Care Board may change this focus (see section 3, Our digital communications objectives), with a planned social media channels review exploring the possible need and benefit of channels to meet new or specific audiences, such as TikTok to target young people.

2.5 Video

The Partnership has a growing library of videos – available on both our website and YouTube channel. Largely, these videos communicate information about Partnership priority programmes such as diabetes, unpaid carers, maternity and cancer. Video is also used to capture Partnership meetings, events and campaigns, and for a regular video blog from local health and care leaders.

In 2021/22, the partnership's YouTube channel were viewed 52,955 times (up 136%, see appendix 3, YouTube analytics) from 210 published videos. We also gained 258 new subscribers, a 300%+ increase.
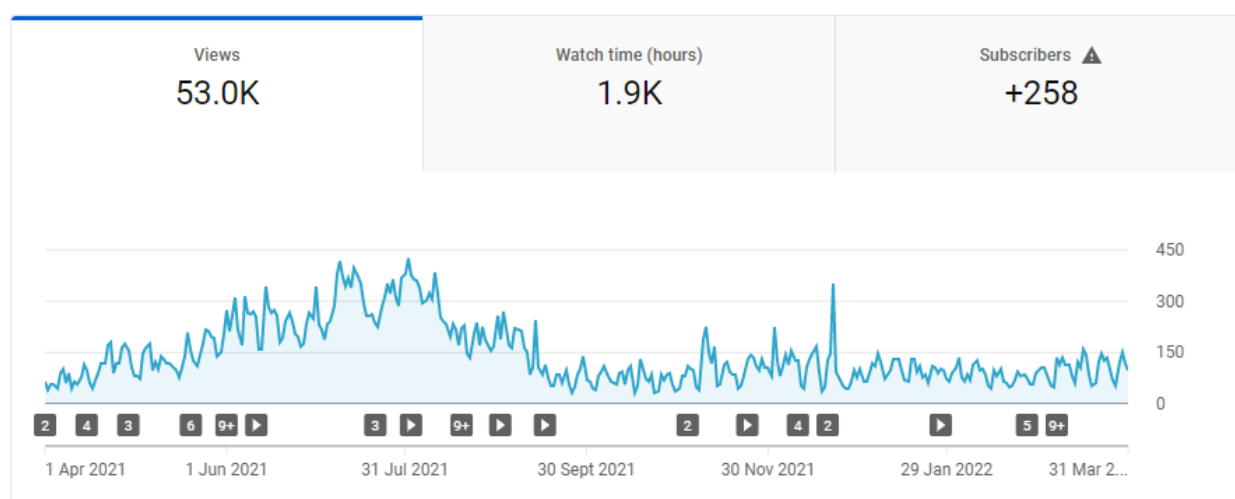
2.6 Audio (podcasts)

The Partnership continues to produce multiple podcast series available to listen to on Soundcloud and via our website. Our flagship series, 'We Work Together' aims to promote and share the work of the Partnership and to demonstrate how we are working together with health and care providers across West Yorkshire. It also exists to showcase local health and care leaders. 'Can You Hear Me?' gives voice to the diverse talent working to improve health and care for people in West Yorkshire and is presented by members of our Partnership's Race Equality Network. 'We Work for You' is the umbrella for podcasts which we produce to raise awareness of health and care services in West Yorkshire.

In 2021/22, our podcasts were listened to 1,896 times on Soundcloud.
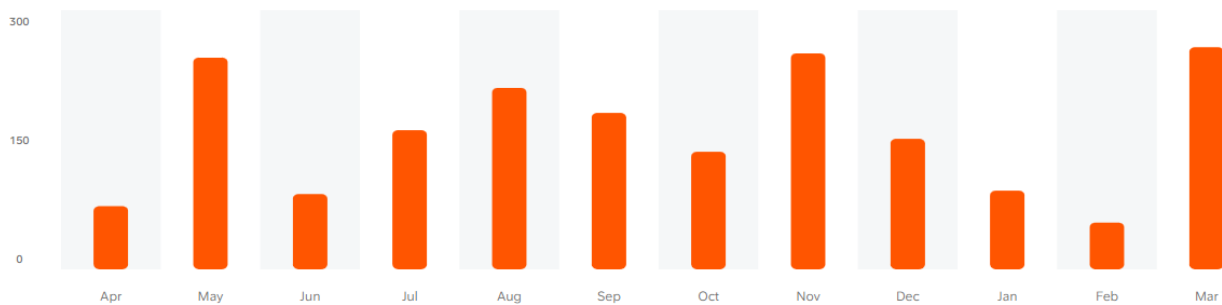
2.7 E-newsletters

The Partnership communications team produce multiple regular electronic newsletters which are distributed by email, including a weekly leadership blog supplemented with a

comprehensive summary of Partnership activity and issues, and a monthly ICB staff bulletin. They are hosted on Microsoft Sway. We have also empowered priority programme communication leads to develop their own e-bulletins for population health, mental health, learning disability and autism, harness the power of communities (VCSE sector).

In 2021/22, our weekly update was viewed 17,880 times on Sway (first full reporting year). We are exploring opportunities for other bulletin approaches to enable better monitoring of articles to assess which are most popular to readers. In doing so we will follow information governance advice for security and data protection compliance.
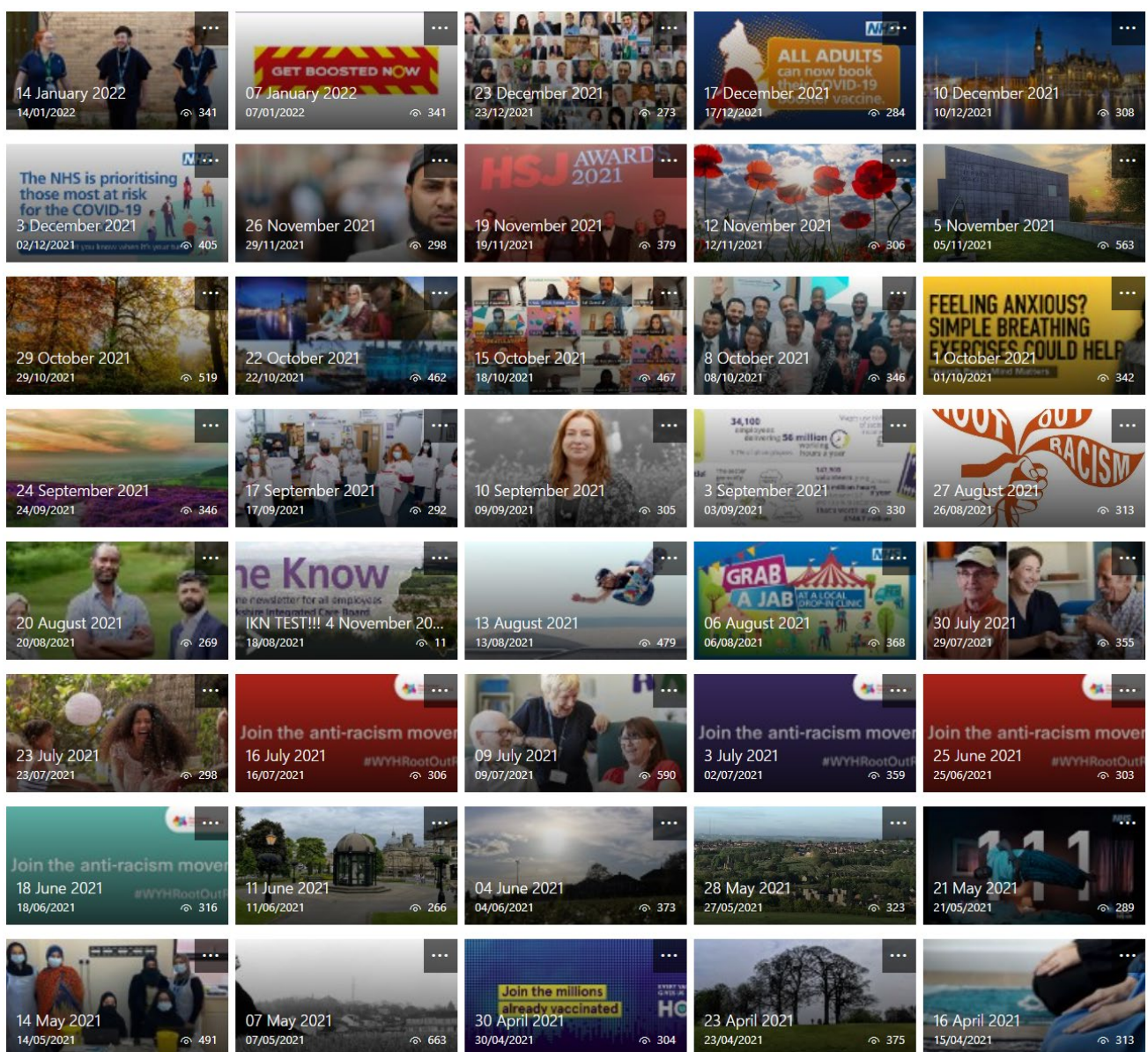
3. Our digital communications objectives

The Partnership's digital communications objectives are directly tied to our overall communications objectives, each with key aims assigned where digital communications activity can help achieve these objectives, and the method by which these aims will be met.

West Yorkshire Health and Care Partnership communication and involvement objective	Key aims and digital communications context	Method/planned digital communications activity
1. Help people and communities living with COVID-19 and recovery	1.1 Support key programmes including primary and community care, planned care and the West Yorkshire vaccine programme to keep communities and stakeholders informed and involved.	1.1a Production of digital communications information and resources for websites and social media channels, including video and podcast materials.
2. Tackle health inequalities, supported with targeted communications and involvement activity.	2.1 Support the development of groups and programmes that work to reduce inequalities, including the learning disability health and care champions, Health Equalities Academy, The Fellowship, Race Equality Network.	7.1a. Through website, social media, video and podcast production.
4. Support system wide communications and involvement through the work of collaboratives and retention of staff into key areas of services	4.1 Support the development and work of collaboratives including the Local Maternity System and the Mental Health, Learning Disabilities and Autism programme.	4.1a. Through website, social media, video and podcast production.
5. Communicate with and involve the	5.1 Give parity to VCSE partners in the level of digital communications	5.1a. Through website, social media, video and

voluntary and community sector (VCSE) as equal partners	support given.	podcast production.
		5.1b Through membership of the Partnership's digital communications and podcasting networks.
	5.2 Raise the profile of the VCSE sector on digital communications channels (see appendix 4, case study: VCSE Power Showcase)	5.2a Through website, social media, video and podcast production.
6. Help colleagues feel a sense of belonging, that they are valued and involved in development, design and service delivery.	6.1 Support the production and promotion of information about workforce wellbeing services and campaigns.	6.1a. Through website, social media, video and podcast production.
	6.1 Support the Integrated Care Board 'People' directorate in the production and delivery of workforce information and resources, including system leadership development, staff networks (e.g., Race Equality, LGBTQ+) and workforce strategies (e.g. People Plan, Health and Care Observatory).	6.1a. Work collaboratively with colleagues and partners to extend the staff networks area of the Partnership website and the further develop the Workforce website. Support with video and podcast production, including a new series of 'Can You Hear Me?'
7. Raise awareness and understanding of the need for joined up health and care across West Yorkshire (linked to the work of the NHS West Yorkshire Integrated Care Board).	7.1 Support the West Yorkshire Health and Care Partnership communication and involvement network	7.1a Develop support services/resources for network members on request, such campaign/social media planner, file sharing 7.1b Share digital skills and assets with members.
	7.2 Convene a West Yorkshire Health and Care Partnership digital communications network	7.2a Work with partners to form a network, modelled on the Partnership

		communications and involvement network, to support, enable and empower colleagues and partners in the development of improved digital communications services and outputs.
	7.3 Produce and share case studies on the difference our Partnership is making.	7.3a Publish on website and share via social media.
	7.4 Continue with leadership blogs, e-newsletters, videos and podcasts	7.4a Publish on website and share via social media.
	7.5 Continuous development of the Partnership's website, focussing on priority programme areas, NHS West Yorkshire Integrated Care Board website, and on Partnership micro-sites for Workforce, suicide prevention, staff wellbeing and WYAAT	7.5a Regular, planned activity, working alongside partners. 7.5b Deliver web training and support to partners.
	7.6 Support the Partnership Board, Integrated Care Board and other major meetings in public to ensure we maintain our principles of honest communications.	7.6a Maintain dedicated website sections for meeting/board papers and livestream. 7.7b Advertise and share meeting/board information via social media and through local place-based communications partners.
	7.7 Convene a West Yorkshire Health and Care Partnership podcast network	7.7a To support, enable and empower colleagues and partners in the production and development of health and care podcasts.

8. Ensure people who access health and social care services, families, carers, and the public are involved in shaping health and care proposals and plans.	8.1 Ensure local people, patient groups, partners such as Healthwatch and VSCE organisations have the information they need to stay informed and participate in our involvement activity	8.1a Produce and publish high quality, timely information via our digital communications channels. 8.1b Develop an improved Involvement section on the West Yorkshire Health and Care Partnership website to better meet objective 8.1. 8.1c Procure and develop an online involvement platform via the Partnership website to widen the scope and depth of Partnership engagement activity, and so that insight is honest, transparent and visible to people, communities and colleagues.
	8. 2 Work closely with Healthwatch, VCSE and carers organisations so they contribute to our communications and engagement – including reports and leadership messages – and on specific programmes of work.	8.2a. Actively engagement on social media and support with information via e-bulletins, blogs, videos and podcasts.
	8.3 Make best use of all stakeholder relationships and existing communication channels to reach all people including those with Equality Act protected characteristics.	8.2a. Actively engagement on social media and support with information via e-bulletins, blogs, videos and podcasts, and via staff networks.

	8.4 Support the phase two of 'check in' suicide reduction campaign aimed at staff across the Partnership.	8.4a Through website, social media and e-bulletins, and via staff networks.
	8.5 Support health and care information campaigns with intended behaviour change outcomes, such as the NHS "still here to help", new ways of working and seasonal self-care campaigns.	8.4a Through website and social media, and the production of social media assets for partners.

9. Support the develop of insight driven public facing campaigns and information		9.1a Through website, social media, e-bulletins and via staff networks. Improved website and social analytics, and the deployment of marketing tools and metrics to measure the effectiveness of our digital communications channels and campaigns.
10. Inform and engage with staff, clinicians, Health and Wellbeing Boards, West Yorkshire Joint Overview and Scrutiny Committee, and politicians in each area about our plans and keep them updated throughout the process on timescales (via local place leads where most appropriate) - particularly where there is a need for wider regional involvement and consultation.	10.1 Support the production of information about our plans in digital formats, in a way that is accessible and useful for partners and stakeholders.	10.1a Via Partnership and ICB websites, ICB Share Board social media, video, podcasts and e-bulletins.
11. Keep public, partners and staff involved, engaged, and updated on the positive difference our Partnership is making.	11.1 Promote the difference our partnership is making – for example GP access, diabetes, digital inclusion, early diagnosis for cancer, young people's mental health - helping the poorest fastest, health inequalities – addressing digital	11.1a Via the 'difference our partnership is making' case studies page on the Partnership website 11.1b Integrate case studies feature to promote on related pages on the

	deprivation.	website (e.g. priority programmes)
	11.2 Ensure West Yorkshire Health and Care Partnership websites (including the Partnership, Suicide Prevention and Workforce sites) and ICB website information is accessible, accurate and timely.	11.2a Form a website review panel to monitor the timeliness, accuracy, relevance and accessibility of Partnership and ICB website content, with representation from governance, communication and involvement, equality, diversity and inclusion and a representative staff network.
12. Make the most of digital information – whilst supporting people to take advantage of the digital opportunities (both through access and skills development), including VCSE organisations that provide invaluable support.	12.1 Ensure information produced is accessible in a range of formats as appropriate.	12.1a Deploy 'Recite me' accessibility tool on Partnership and ICB website 12.1b Continue to work with Partnership accessibility leads to ensure information is produced to meet accessibility standards, and that colleagues are supported to produce accessible information.
	12.2 Promote the appropriate use of and access to digital health information and applications, working with partners and communities to make sure that people who can't use digital solutions are able to access the same level of health and care and that our changes do not widen the deprivation gap or indirectly	12.2a Via the Digital programme section of the Partnership website, social media, video, podcasts and e-bulletins.

	discriminate against people or widen health inequalities and replace all communications with digital only.	
13. Become a global leader in climate change	13.1 Create and promote a system-wide green plan including further development of the 'All hands in' campaign and pledges to reduce our environmental impact. Raise awareness of initiatives to reduce our impact including work on asthma inhalers, anaesthetic gases, and green social prescribing. Carry out involvement and high quality climate change education activities for staff and volunteers including the climate change lunch and learn series.	12.2a Via the Climate Change section of the Partnership website, 'all hands' in mini site, social media, video, podcasts and e-bulletins.

14. Support the development of digital communications for colleagues and key health and care partners	14.1 Develop systems to evaluate the impact of digital communications activity.	14.1a Evaluate using web and intranet site analytics, internal communications survey 14.1b Deploy ad-hoc online feedback services
	14.2 Maximise the benefit of digital communications channels; intranet, website, e-bulletin, website, social media.	14.2a Investigate options for digital communications products and service providers which would enhance current offering, including online surveys, event polling & engagement, digital alert systems, file storage and sharing, video editing, audio editing, podcast hosting, e-bulletins, infographics and animations, in line with the Partnership's "single solution" communication and involvement workstream.
	14.3 Support the continuous improvement of digital communications output.	14.3a Establish digital communication skills training offer covering web development (specifically for the Concrete content management system used to produce our websites), video production & editing, podcast production & editing and social media management (Twitter and Hootsuite), Google analytics. 14.3b Explore options for the development and deployment of a communications alert system such as Signal or WhatsApp Business.

	14.4 Extend the scope of digital communications production beyond communications teams and empower more people to utilise agreed, strategic digital communications channels.	14.4a Support the production of social media, website content management and other digital communications training materials and guidance. 14b Pilot staff social media and intranet 'takeover' periods 14.4c Support organisation-wide digital communications production for approved products and services [as per 14.2a]. 14.4d Convene digital communications and podcasting networks. 14.4e Pilot the use of social media 'influencers' to extend audience reach and target specific audiences. 14.4f Develop digital communications protocols, policies and guidance at and ICB level, including an ICB social media policy/protocol and social media law guidance. 14.4g Explore options for extranet capability beyond the current scope of the ICB Share Board, such as Workplace (formerly known as Facebook for Work)

4. Tactics and use of digital communications channels (website, extranet, social media, video and audio production)

No single communications channel is perfectly effective in reaching and engaging with all our audiences. It is important that various methods are used; presenting information in a timely and proactive way that best meets the needs of our individual stakeholders. Insight and intelligence will help identify preferred methods of communications.

As a health and care partnership, we use a combination of popular and recognised digital communications platforms digital channels in combination to communicate and engaging with our primary business audience; local, regional and national health and care partners, councils and the VCSE sector.

Social media is a useful way of:

- Disseminating information and signposting
- Raising awareness
- Collecting demographic data
- Demonstrating willingness to further engage in dialogue with a target audience
- Speaking to a large number and variety of audiences in real-time.

By developing and creating various communications materials, we will listen, respond to, and encourage our audience to share information and take part in conversations; helping to shape our developing plan.

We are aware that social media is appropriate for some groups but can also be a barrier for others and the use of digital communications can widen health inequalities. This digital communications strategy is part of a wider communication and involvement plan that aims to tackle inequalities, including work to make sure that people who can't use digital solutions are able to access the same level of health and care and that our changes do not widen the deprivation gap or indirectly discriminate against people or widen health inequalities, or replace all communications with digital-only.

A typical challenge in digital communications is the "bottleneck" that prevents an organisation reaching its audiences due to dependence on a single source of output. West Yorkshire Health and Care Partnership has 19 priority programmes, all with information to communicate but only some of whom have the means to do so.

By empowering programmes (and where necessary, partners) to produce and disseminate their own information, the Partnership can more likely meet its objectives around the timely and accurate sharing of information.

Our aim is support the development of a network of expert peers throughout the Partnership with the skills and understanding to execute our digital communications strategy. This will be achieved through training and support from the digital communications manager. We will also convene two networks to support increased digital communications output throughout the Partnership and in our Places; one for digital communications and another specifically for podcast production.

Our aim for digital communications is to produce clear, accurate, timely information for colleagues, partners people in our communities. Our tactic to achieve this is to empower and enable those same people to work in partnership with each other to do so. Alongside this, we will work with partners to develop social media policies and protocols to help ensure our partnership meets its digital communications objectives in a lawful way, and allows us to meet the need of people in West Yorkshire in a way which is consistent with out values; to be ambitious for the people we serve and the staff we employ, to agree the evidence and data, before taking action and valuing good governance to make good decisions and choices.

Appendix 1, website analytics

https://www.wypartnership.co.uk/application/files/7116/6198/5684/Analytics_All_Web_Site_Data_Pages_2021
0401-20220331_20200401-20210331.pdf

Chart showing partnership website analytics for 2021/22 compared to 2020/21. Data shows 137,601 unique page visits in 2021/22, up from 96,979 in 2020/21.

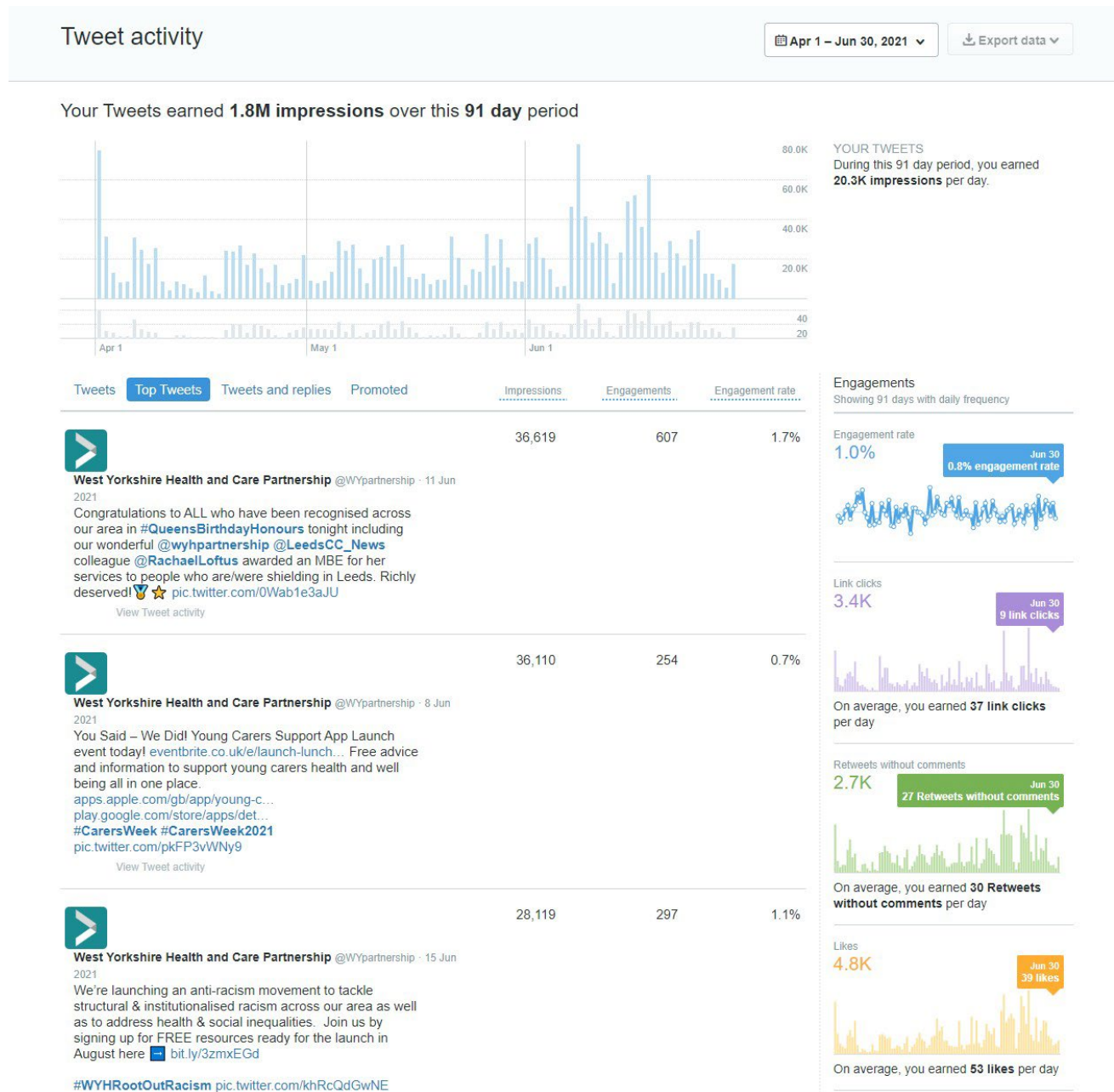| Page	Page Views	Unique Page Views	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
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% Change	39.11%	40.63%	43.05%	42.26%	52.84%	37.60%	0.00%
2. /about							
01-Apr-2021 - 31-Mar-2022	7,013 (4.10%)	5,760 (4.19%)	00:01:07	4,591 (6.04%)	38.83%	35.66%	US$0.00 (0.00%)
01-Apr-2020 - 31-Mar-2021	2,880 (2.42%)	2,373 (2.45%)	00:01:10	1,331 (2.42%)	35.98%	31.49%	US$0.00 (0.00%)
% Change	143.51%	142.73%	-3.74%	244.93%	7.93%	13.24%	0.00%
3. /our-priorities							
01-Apr-2021 - 31-Mar-2022	2,887 (1.69%)	2,069 (1.50%)	00:00:49	1,039 (1.37%)	28.38%	20.64%	US$0.00 (0.00%)
01-Apr-2020 - 31-Mar-2021	2,271 (1.91%)	1,659 (1.71%)	00:00:51	738 (1.34%)	22.69%	16.82%	US$0.00 (0.00%)
% Change	27.12%	24.71%	-4.85%	40.79%	25.07%	22.73%	0.00%
4. /engagement-and-consultation/integrated-care-systems-legislation							
01-Apr-2021 - 31-Mar-2022	2,481 (1.45%)	2,034 (1.48%)	00:01:46	1,587 (2.09%)	53.37%	47.60%	US$0.00 (0.00%)
01-Apr-2020 - 31-Mar-2021	188 (0.16%)	163 (0.17%)	00:02:17	96 (0.17%)	77.08%	64.36%	US$0.00 (0.00%)
% Change	1,219.68%	1,147.85%	-22.36%	1,553.12%	-30.77%	-26.04%	0.00%
5. /about/ics-directors-recruitment/recruitment-to-place-based-committees							
01-Apr-2021 - 31-Mar-2022	2,236 (1.31%)	1,772 (1.29%)	00:03:29	1,573 (2.07%)	80.48%	72.32%	US$0.00 (0.00%)
01-Apr-2020 - 31-Mar-2021	0 (0.00%)	0 (0.00%)	00:00:00	0 (0.00%)	0.00%	0.00%	US$0.00 (0.00%)
% Change	∞%	∞%	∞%	∞%	∞%	∞%	0.00%
6. /news-and-blog/news							
01-Apr-2021 - 31-Mar-2022	2,192 (1.28%)	1,711 (1.24%)	00:00:48	900 (1.18%)	28.83%	22.17%	US$0.00 (0.00%)
01-Apr-2020 - 31-Mar-2021	2,246 (1.89%)	1,666 (1.72%)	00:00:39	700 (1.27%)	25.57%	18.88%	US$0.00 (0.00%)
% Change	-2.40%	2.70%	25.01%	28.57%	12.73%	17.45%	0.00%
7. /publications/our-five-year-plan							
01-Apr-2021 - 31-Mar-2022	2,189 (1.28%)	1,984 (1.44%)	00:04:09	996 (1.31%)	71.77%	62.95%	US$0.00 (0.00%)
01-Apr-2020 - 31-Mar-2021	1,456 (1.22%)	1,312 (1.35%)	00:03:47	517 (0.94%)	76.60%	65.32%	US$0.00 (0.00%)
% Change	50.34%	51.22%	9.78%	92.65%	-6.30%	-3.62%	0.00%
8. /contact-us							
01-Apr-2021 - 31-Mar-2022	2,182 (1.28%)	1,961 (1.43%)	00:01:44	1,037 (1.37%)	76.94%	63.57%	US$0.00 (0.00%)
01-Apr-2020 - 31-Mar-2021	1,387	1,246	00:01:56	622	73.15%	60.13%	US$0.00

Appendix 2, Twitter analytics

Tweet activity

Your Tweets earned **2.1M impressions** over this **91 day** period

YOUR TWEETS
During this 91 day period, you earned **23.6K impressions** per day.

	Impressions	Engagements	Engagement rate

Tweets   **Top Tweets**   Tweets and replies   Promoted

	Impressions	Engagements	Engagement rate
West Yorkshire Health and Care Partnership @WYpartnership · 23 Aug 2021 Today we launch our anti-racism movement with huge thanks to colleagues and communities who shared with us their experience of racism. We want to thank everyone who stands up against racism. Let's root out racism. bit.ly/WYHRoRi #WYHRootOutRacism pic.twitter.com/F1iK7h1xoU View Tweet activity	81,682	456	0.6%
West Yorkshire Health and Care Partnership @WYpartnership · Sep 10 This #WorldSuicidePreventionDay (10 Sept) we have launched a website to help people with suicidal thoughts & those concerned for the mental wellbeing of anyone who lives in #WestYorkshire. Visit: suicidepreventionwestyorkshire.co.uk #WSPD2021 #WYSuicidePrevention #SuicidePrevention pic.twitter.com/JISp8OGNEg View Tweet activity	44,935	280	0.6%
West Yorkshire Health and Care Partnership @WYpartnership · 27 Jul 2021 Our Partnership is recruiting for an exceptional value-based leader to chair our NHS Integrated Care Board. Maximum of three days a week. Very exciting time to join us. More information at bit.ly/3kMaN1O. Closing date 17 August. 1/5 thread pic.twitter.com/meXbeWDdtg View Tweet activity	42,278	395	0.9%

Engagements
Showing 91 days with daily frequency

Engagement rate
1.0%

Link clicks
3.3K

On average, you earned **37 link clicks** per day

Retweets without comments
3.4K

On average, you earned **37 Retweets without comments** per day

Likes
6.4K

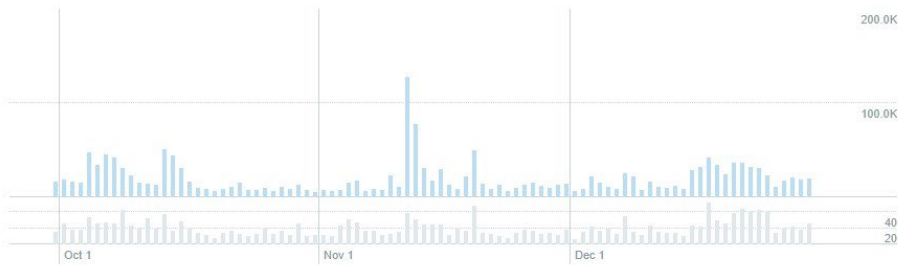On average, you earned **70 likes** per day

Tweet activity

📅 Sep 30 – Dec 29, 2021 ⌄   ⬇ Export data ⌄

Your Tweets earned **1.8M impressions** over this **91 day** period

200.0K

100.0K

40
20

Oct 1   Nov 1   Dec 1

YOUR TWEETS
During this 91 day period, you earned
20.2K impressions per day.

	Impressions	Engagements	Engagement rate
Tweets **Top Tweets** Tweets and replies Promoted			
West Yorkshire Health and Care Partnership @WYpartnership · Nov 11 THREAD: We're delighted that @NHS_RobW has been appointed as our CEO-Designate for our West Yorkshire Integrated Care System (ICS). Read more at bit.ly/wyceod 1/10 pic.twitter.com/vih3BuqHgD View Tweet activity	156,398	2,169	1.4%
West Yorkshire Health and Care Partnership @WYpartnership · Oct 13 THREAD 1/7: We're delighted to announce that Cathy Elliott has been appointed Chair Designate for our new West Yorkshire Integrated Care Board when it takes on statutory responsibilities as anticipated from April 2022. You can read more here bit.ly/3vbG3KL pic.twitter.com/xkSE7kobj8 View Tweet activity	68,311	635	0.9%
West Yorkshire Health and Care Partnership @WYpartnership · Nov 18 We're proud to say we are @HSJ_Awards Integrated Care Sytem of the year 2021, and even more proud to work in partnership with so many to improve health and care in West Yorkshire and beyond. #HSJawards @NHS_RobW @IanholmesWYH twitter.com/HSJ_Awards/sta… View Tweet activity	50,132	500	1.0%
West Yorkshire Health and Care Partnership @WYpartnership · Oct 6	22,790	363	1.6%

Engagements
Showing 91 days with daily frequency

Engagement rate
1.2%

Dec 29
0.8% engagement rate

Link clicks
3.9K

Dec 29
26 link clicks

On average, you earned **43 link clicks** per day

Retweets without comments
2.9K

Dec 29
33 Retweets without comments

On average, you earned **31 Retweets without comments** per day

Likes
6.5K

Dec 29
58 likes

On average, you earned **71 likes** per day
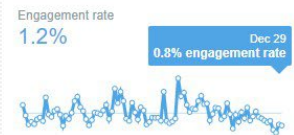
Tweet activity

📅 Dec 30, 2021 – Mar 31, 2022 ⌄   ⬇ Export data ⌄

Your Tweets earned **1.2M impressions** over this **92 day** period

40.0K

20.0K

20

Jan 1   Feb 1   Mar 1
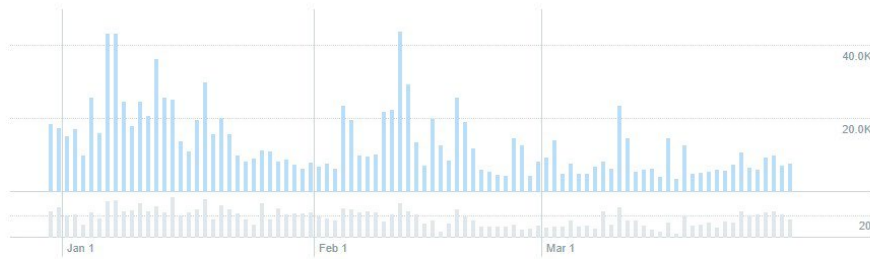
YOUR TWEETS
During this 92 day period, you earned
13.5K impressions per day.

			Impressions	Engagements	Engagement rate
Tweets	**Top Tweets**	Tweets and replies Promoted			

	Impressions	Engagements	Engagement rate
West Yorkshire Health and Care Partnership @WYpartnership · Jan 6 Learn more about communicating with people who have learning disabilities, autism, a neurodiverse condition, sensory or speech impairment in the context of **#personalisedcare**. Book your training place now! eventbrite.co.uk/e/work-with-me… pic.twitter.com/zx5Ah5bsmJ View Tweet activity	35,907	376	1.0%
West Yorkshire Health and Care Partnership @WYpartnership · Feb 11 We are delighted to confirm that Dr James Thomas has been appointed as the NHS West Yorkshire Integrated Care Board (ICB) Medical Director, subject to Parliament confirming the statutory responsibilities of ICBs as anticipated from July 2022. Read more at bit.ly/3LojWsh pic.twitter.com/WfWR1Y9QdU View Tweet activity	35,707	700	2.0%
West Yorkshire Health and Care Partnership @WYpartnership · Feb 4 This week's leadership message comes from **@julianhartley1**, CEO for **@LeedsHospitals** and CEO Lead for **@WYAAT_Hospitals**: bit.ly/wy040222 pic.twitter.com/3aGJTpbjmm View Tweet activity	26,657	465	1.7%
West Yorkshire Health and Care Partnership @WYpartnership · Feb 15 We are delighted to confirm that Beverley Geary has been appointed as the NHS West Yorkshire Integrated Care	22,865	679	3.0%

Engagements
Showing 92 days with daily frequency

Engagement rate
1.6%

Mar 31
1.7% engagement rate

Link clicks
4.1K

Mar 31
17 link clicks

On average, you earned **45 link clicks** per day

Retweets without comments
2.3K

Mar 31
19 Retweets without comments

On average, you earned **25 Retweets without comments** per day

Likes
4.7K

Mar 31
46 likes

On average, you earned **51 likes** per day
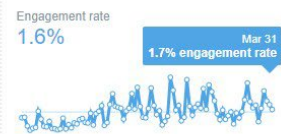
Appendix 3, YouTube analytics

https://www.wypartnership.co.uk/application/files/2316/6198/5684/YouTube_analytics_2021-04-01_2022-04-01_West_Yorkshire_Health_and_Care_Partnership.pdf

Channel		Channel		
West Yorkshire Health and Care Partnership 🔍		West Yorkshire Health and Care Part... 🔍		✕ COMPARISON

| ☰ Filter | 1 Apr 2021 – 31 Mar 2022 Custom ▼ | ☰ Filter | 1 Apr 2020 – 31 Mar 2021 Custom ▼ |

Con-tent | Traffic source | Geography | Cit-ies | Viewer age | Viewer gender | Date | Subscrip-tion status | More ▼

Views by: Content ▼ | ∿ Line chart ▼ | Daily ▼ | Side-by-side table ▼

| Content	Views	Content	Views
◉ **West Yorkshire Health and Care Partnership**	**52,955**	◉ **West Yorkshire Health and Care Partnership** Comparison	**22,432**
○ 1 COVID-19 Vaccination Guidance - Urdu	13,359 25.2%	○ 1 How to set up a non-invasive ventilation (NIV) machine for CPAP	1,377 6.1%
○ 2 How to set up a non-invasive ventilation (NIV) machine for CPAP	6,237 11.8%	○ 2 How to set up pressure support with an non-invasive ventilator	1,151 5.1%
○ 3 How to set up pressure support with an non-invasive ventilator	5,175 9.8%	○ 3 Advance Care Planning – talking with loved ones about the future	867 3.9%
○ 4 Barbara's experience of palliative care for cancer	4,901 9.3%	○ 4 West Yorkshire & Harrogate COVID19 PPE Without Aerosol Generating Proc...	815 3.6%
○ 5 Cardiovascular disease, causes and prevention (animation)	3,151 6.0%	○ 5 COVID-19 Vaccination Guidance - Urdu	793 3.5%
○ 6 Let's DiaBEAT this animation	1,162 2.2%	○ 6 What's good for all folk?	682 3.0%
○ 7 Sally talks about her husband Steve's experience of Alzheimer's	846 1.6%	○ 7 COVID-19 Vaccination Guidance - Dr Yusra Khan (subtitled)	621 2.8%
○ 8 GP Online Consultation animation	621 1.2%	○ 8 Coronavirus and pregnancy	599 2.7%
○ 9 Personalised Care Planning November 2020	505 1.0%	○ 9 West Yorkshire & Harrogate COVID19 PPE With Aerosol Generating Procedu...	565 2.5%
○ 10 Advance Care Planning – talking with loved ones about the future	505 1.0%	○ 10 The Work We Do	WY&H Health and Care Partnership	475 2.1%

Appendix 4, Recite Me toolbar information

Recite Me is a cloud-based web accessibility assistive toolbar solution that allows website visitors to customise a site in a way that works best for them.

At a touch of a button, the Recite Me toolbar can be launched providing text to speech functionality, fully customisable styling features, reading support aids and a translation tool with over 100 languages, including 35 text to speech voices and many other features.

You can launch for the Recite Me toolbar on the partnership's websites by clicking the 'Accessibility options' button in the header area of any page and use its features by clicking on the various icons
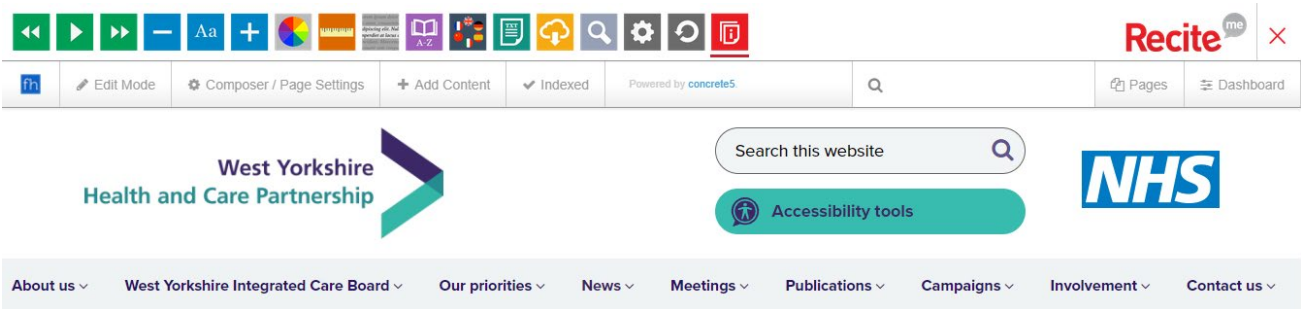
Find out more about Recite Me at https://reciteme.com/about-us

Appendix 5, case study: VCSE Power Showcase

We worked with the Harnessing the power of communities programme to support the voluntary community social enterprise sector (VCSE) 'Power Showcase' online event held 28 March - 1 April 2022.

Throughout the VCSE Power week, a wide range of resources from videos, podcasts, blogs, case studies and infographics were made freely available to share and celebrate the diverse and often life changing work of our voluntary and community organisations in West Yorkshire.

With a focus on a specific theme with one from each of the five local places which make up West Yorkshire (Bradford District and Craven, Calderdale, Kirklees, Leeds, and Wakefield) the event covered engaging with marginalised communities in Bradford District and Craven, co-designing work with Calderdale communities around social prescribing and personalised care, early help and what is happening in Kirklees, including community anchor network and community champions, and the win – win of volunteering in Leeds. The week concluded with a webinar on The VCSE as specialist provider, hosted by colleagues in Wakefield.

We created a dedicated web page for each day/theme and another for each place, uploading over 100 assets including videos, podcasts, reports, photos, blogs and personal testimony, working alongside the VCSE programme to build the pages to their custom specification and train programme colleagues in the use of the partnership's website CMS, enabling them to host future online showcase events themselves.

Touchstone Support - Voices Against Stigma

Forum Central - Together Leeds

## More about Forum Central's "Together Leeds" video

Working with Leeds based poet Michelle Scally Clarke, Forum Central produced a poem and film drawing on information collected through the Communities of Interest Network. The poem communicates the challenges experienced by Leeds' people and communities during the pandemic, and also the incredible response of the VCSE.

Men's Health Unlocked played a key role in linking Touchstone to Leeds Teaching Hospitals NHS Trust, and they will be closely involved in the project, at least in the Leeds area and in linking the project to other NHS agencies.

Battle Scars

This video is designed to both raise awareness of self-harm and promote Battle Scars weekly 16-25s peer support group in Leeds.

Even though there is no graphic content, some viewers may find this upsetting.
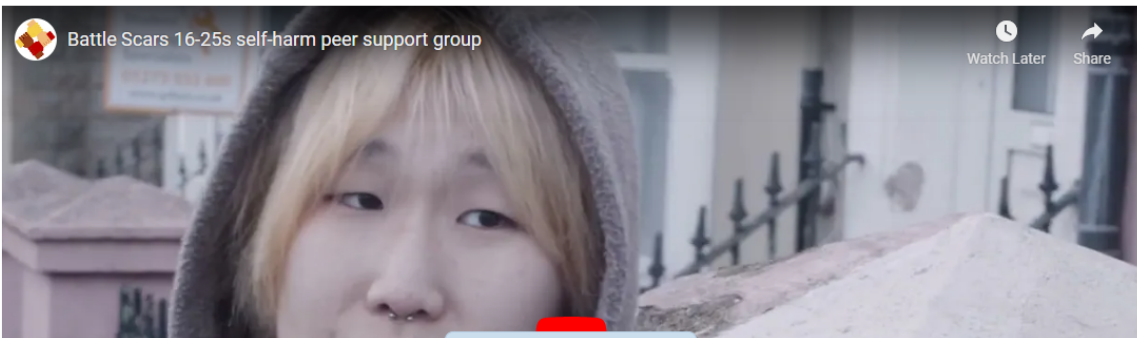
Jane Colthup, Chief Executive of Community First Yorkshire, a charity that supports other voluntary sector organisations, said: "This is a huge acknowledgement and thank you to the many community groups, charities and volunteers across Craven District and West Yorkshire communities who quietly go about their business of strengthening the health and wellbeing of local people. From the community transport driver to the telephone befriender, they all play a vital role in tackling loneliness and isolation, improving people's access to local services and opportunities and enabling our communities to be better connected and healthier".

You can access the VCSE Power Showcase event web pages at https://www.wypartnership.co.uk/vcse-power-showcase.