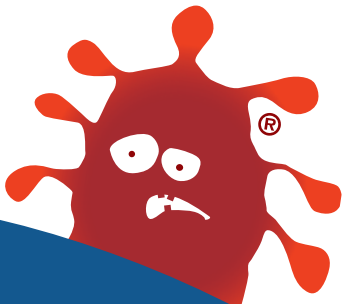
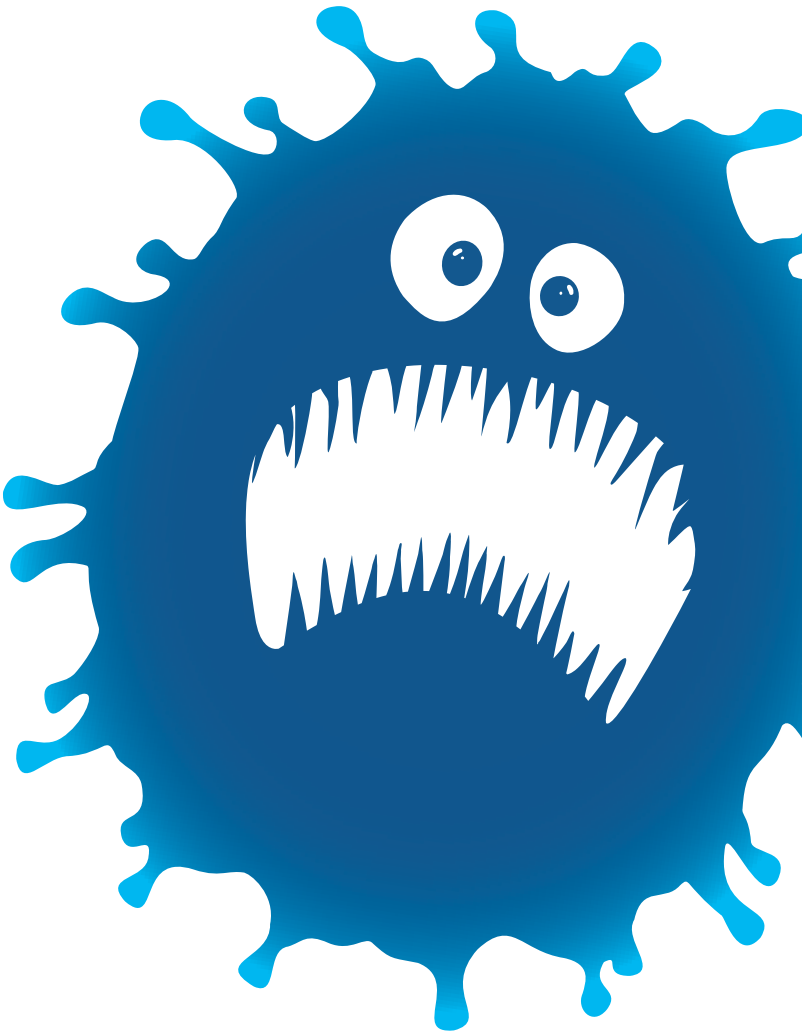


Planning your campaign

Flu fighter residential care guide



A leading workforce campaign delivered by

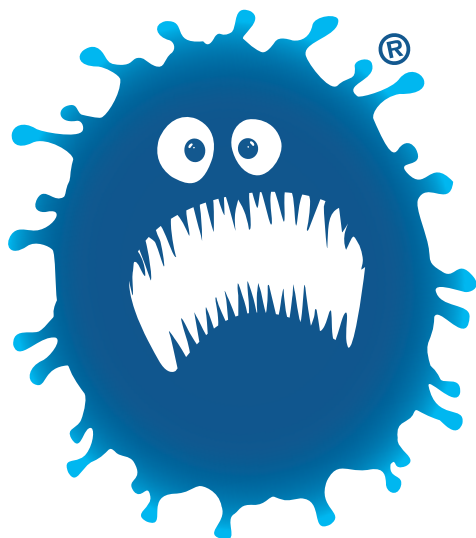


Planning your flu fighter campaign

This guide has been written for managers in residential care settings and aims to:

- share top tips for planning your campaign
- provide a template action plan to help coordinate and execute your campaign
- share suggestions of best practice strategies.

There are also a range of other downloadable guides to supplement the advice in this document, including *Reviewing your campaign: a flu fighter guide* and the *Communications toolkit: a flu fighter guide* on the flu fighter residential care website www.nhsemployers.org/flufightercare



Planning your campaign

Welcome to the planning of your flu fighter campaign. This is the time where you sit down and start to creatively plan your flu strategy.

Depending on the size of your organisation, you may find it useful to put together a flu team to work with you to deliver the campaign.

1. Developing your campaign strategy

Your campaign strategy will outline your overall aim and objectives for your local flu vaccination campaign.

Campaign aim

Your overarching aim might be *to achieve 75 per cent uptake in frontline staff in your organisation, or to ensure that every member of staff in your organisation has had the opportunity to access the flu vaccination.*

Campaign objectives

Your objectives should be a series of changes that enable you to meet your overall campaign aim. By starting this process early, you will have time to put plans in place so you can meet your aims for the coming year.

Once you have decided on your team's campaign objectives, check that they are SMART.¹

- Specific – target a specific area for improvement
- Measurable – quantify or at least suggest an indicator of progress
- Assignable – specify who will do it
- Realistic – state what results can realistically be achieved, given available resources
- Time-related – specify when the result(s) can be achieved.

1. George T. Doran, *There's a S.M.A.R.T. way to write management's goals and objectives*

Example campaign strategy

Aim: To make sure all staff are aware of the campaign and have been offered the vaccination

Feedback: Last December, staff absence due to flu, resulted in the need for agency staff to cover shifts.

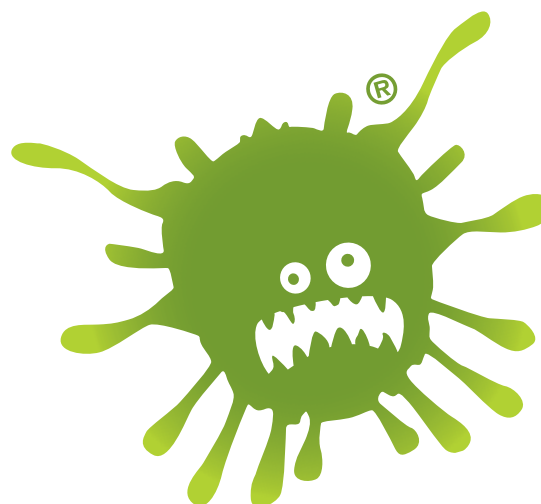
Objectives:

- Hold three drop-in clinics over the space of a month at shift handover times. Select a location that will be passed by staff coming into or leaving work.
- Train two peer vaccinators to deliver the vaccination to shift workers during work hours.
- Engage with the shift managers about the campaign. Offer training to become a flu fighter champion and help to dispel circulating myths.
- Make the campaign visible - put posters in the communal areas and information on pay slips.

Once you have established a campaign strategy in your team, you can begin to plan out work based on the objectives you have set. This can form the foundations of your action plan (see page 5). It is important that in the run up to and throughout the flu vaccination campaign, you keep reviewing and updating your objectives.

You may also find it helpful to open up discussions about the current campaign in your team meetings. Suggestions for changes or improvements can then be recorded and used when planning for next year. Here are some questions that you may want to ask at your meetings:

- Are we on target to achieve this objective by the original set time frame?
If not, why?
- Is there anything we can do to change this? If not, what is a realistic timeframe?
- If we have already achieved this objective, what went well and could we improve in the future?



2. Action plan

This template action plan can be used to help you organise tasks or delegate them to different members of your flu team or departments, to help even the workload of organising a flu vaccination campaign.

You may want to add in further actions relating to the campaign aims and objectives that were set in the planning stages.

Action	Lead	Deadline
Flu team Think about whether there is anyone else that might be helpful to have in the flu team. This might be another manager or member of staff, or if you are a very small organisation - it may just be you. (Take a look at our balanced flu team section on page 8 for more suggestions.)		
Staffing Identify the staffing resources you have available and what is needed for the campaign. Consider all elements such as vaccinating, reporting, organising communications, administration and so on.		
Peer vaccinations Are you using peer vaccinators (trained nurses who receive further training to administer the seasonal flu vaccination to staff)? Can you identify who will act as a peer vaccinator? Do you have enough? Can you arrange training for your peer vaccinators?		
Board champion Do you need to report to a board of directors or a higher level manager? Identify a board-level champion to report progress to the board throughout the flu season. This person may already be in your flu team.		
Budget Be clear around what budget is available for your campaign.		
Supply Make sure that your vaccine supply is ordered and you know when and where it will be delivered. Identify and ensure you have a supply of the other things you may require such as sharps bins, plasters and so on.		

Action	Lead	Deadline
<p>Cold chain</p> <p>Ensure all arrangements are in place to maintain the cold chain. Do you need to secure additional fridges? Will this limit where you can vaccinate? Is there anything you can put in place to make the vaccine more accessible?</p>		
<p>Location</p> <p>Decide where you will offer the vaccine – staff room, main office, an unused private room, community room, or local venues? Do these locations have the appropriate resources required to deliver the vaccination (e.g. privacy, hand washing facilities and storage to maintain the cold chain)?</p>		
<p>Vaccinating times</p> <p>Decide when the vaccine will be offered, look at which dates and at what times (e.g. provision for staff who work out of hours). Liaise with staff in your organisation to arrange when it is best to visit and vaccinate staff. You could look at an afternoon in or near the staff room, team meetings, grand rounds, training sessions and inductions.</p>		
<p>Target areas</p> <p>Look at last year’s uptake figures for the staff groups/departments/directorates to identify ‘hot spot’ areas to target this year.</p>		
<p>Risk assessment</p> <p>Carry out a full risk assessment, to include all health and safety issues and risks around delivery of the campaign, including risk of sharps injuries.</p>		
<p>Forms</p> <p>Check your information and consent form is up to date and signed off. Is there any way you can streamline this process e.g. pre-populating some sections?</p>		
<p>Vaccinations outside the organisation</p> <p>Plan how uptake will be recorded for vaccinations given away from the occupational health department, drop-in clinics or peer vaccinators.</p>		

Action	Lead	Deadline
<p>Recording uptake</p> <p>It is important to record the number of staff who have the job to use in your evaluation. Agree how uptake will be recorded and by whom. Ensure there is adequate administrative time built into your plan.</p>		
<p>Communications</p> <p>Use our <i>Communications toolkit: a flu fighter guide</i> (available at www.nhsemployers.org/flu) to help build a plan.</p>		
<p>Additional support</p> <p>Visit www.nhsemployers.org/flufightercare to find out what support is available to you and access the latest news on flu, advice and guidance.</p>		

3. Key strategies to consider

When planning for the coming season with your flu team why not discuss some of the topics below, which could be new strategies to refresh your campaign and improve uptake.

On the flu fighter residential care website we have case studies for each of these areas, with examples of how other organisations have improved their impact by implementing them.

A. Balanced flu team

A smaller organisation may not have the need or resource to put together a dedicated flu team. However, for managers of larger care settings, which may have multiple sites, you may find this information useful. Having a wide and varied selection of staff involved in the campaign will not only allow you to view different perspectives, but can also help them and their teams to understand the aims of the campaign and timeframes. Here is a list of areas that might be helpful to have represented on your planning group:

- staff-side representation
- occupational health
- communications
- volunteers within the organisation
- estates and facilities
- board-level representation
- human resources
- infection control
- peer vaccinators
- IT.

If you already have a wide range of staff on your flu team, let us know how this has had a positive impact on your campaign by emailing us at flufighter@nhsemployers.org

B. Peer vaccination

If you have nursing staff in your team, you may want to train them to deliver the flu vaccination to staff.

- If you have a nurse who manages the nursing team, train them to deliver the flu vaccinations to staff. This approach shows strong leadership and can really resonate with staff.
- Peers vaccinators make the vaccine more accessible to staff, especially those working shifts which mean vaccination clinics are difficult to attend.
- Peer vaccinators could run their own drop-in clinics, which would benefit care settings with multiple sites.

If you have the resources available, why not set up a competition between the peer vaccinators to see who can vaccinate the most staff by the end of the flu season? Then award the winner with a small prize.

C. Taking the vaccine to the staff

Making the vaccination as accessible as possible is a key aim for any flu team. Aspiring to the gold standard of offering 100 per cent of staff the jab is something to keep in your minds as you plan for the coming season.

Some ways in which you can improve the availability of the vaccination for staff are:

- using peer vaccinators as staff meetings, staff training and inductions
- holding drop-in clinics in high footfall areas like the canteen or staff rooms
- attending events and offering the vaccination where there will be large numbers of staff in attendance, such as staff meetings, staff training and inductions
- offering staff the opportunity to purchase their flu vaccination at a pharmacy and then claim the cost back through expenses.

D. Communications

There are many different ways in which you can communicate information about your campaign to staff. The key is to tailor this communication to the needs of your organisation to gain maximum visibility.

During the planning stage, you and the team should review how to keep flu vaccinations at the forefront of everyone's mind, as well as how much of an impact your campaign will have. Here are some things you may want to consider when planning communications with your team:

- Does our workforce regularly check emails or log on to computers? Would an all staff email be a good strategy? Would the use of voting buttons help us gather information from staff?
- Would sending a letter be a better way of communicating? What is our message? Could we get the chief executive to write to all staff?
- Does our workforce have access to the intranet on a regular basis? Could we build dedicated intranet pages with myth-busters or information about flu and the vaccination?
- Are our staff based in one or many sites? Would posters and payslip leaflets be a good way of making the campaign more visible?
- Does our organisation have a staff newsletter or bulletin? Does this have wide coverage across the workforce?
- What is our organisation's policy on the use of social media? Could we use Twitter, Pinterest or LinkedIn to communicate with them?
- Take a look at our *Communications toolkit: a flu fighter guide* for more ideas and information.

Another thing to consider is how staff can communicate with the local flu fighter team. Is there sufficient resource to create a dedicated flu fighter inbox or phone line to deal with questions or requests staff may have throughout the flu season?

E. Myth-busting

Despite regular and visible communications to staff, there are still some people who are misinformed about the flu vaccination, and this then affects their decision about receiving it. With your team, discuss different ways you can challenge staff misconceptions. Here are some strategies you could consider:

- Recruit a flu champion to talk to staff who are worried about the vaccination to concentrate on mythbusting. Make sure the champion is fully trained and knowledgeable about the clinical evidence supporting the vaccination.
- Include information about the flu vaccination in your organisation's standard infection control training or during staff inductions. This will mean that when the flu vaccination is offered to them later in the year, they will have the knowledge to make a well-informed decision.
- Use the flu fighter clinical evidence document to combat myth circulation (available at www.nhsemployers.org/flufightercare).
- Find ways of sharing myth-busting facts throughout the flu season.

F. Support from senior management / the board

For larger organisations, having the support and involvement of board-level staff can be a huge boost to your campaign. Why not identify a board-level sponsor for your campaign, to feedback progress to the board throughout the flu season?

G. Material motivation

Staff receive their flu vaccination every year to protect people receiving care, their families and themselves, but sometimes a little additional incentive can convince those not-quite-sure staff members to get their flu jab.

This could be anything from a flu fighter sticker to entry into a raffle. Some organisations have negotiated with their estates and facilities department to arrange discounted hot drinks or snacks for staff who have their flu jab.

And never underestimate the power of a small treat!

4. Using the EAST framework

The Behavioural Insights Team is a social purpose company owned by the Government, NESTA (the UK's leading innovation charity) and its employees. It uses findings from behavioural psychology to help organisations identify why people make the decisions they do.

The team created an excellent framework called EAST, which stands for Easy, Attractive, Social and Timely. This simple, memorable structure should help you to plan and implement your seasonal flu campaign, and is one we have adopted in running the flu fighter residential care campaign for 2015/16. The sections below outline how to put EAST into practice.

Define the outcome

Defining the outcome helps you to build your strategy so that it is efficient and measurable. You can identify exactly what behaviour is to be influenced and how to get there.

For example, your outcome might be to *achieve an increase in the uptake of staff getting the flu vaccination*. Once this is established, you can then think about how to go about this and what metrics you would need to measure the uptake.

If you haven't defined the outcome, you won't know how to target your intervention and it could potentially be less effective.

You will need to start by thinking about three things.

1. Identify the behaviour you want to influence, dispelling myths around the vaccine in residential care workers.
2. Consider how this can be measured reliably and efficiently.
3. Establish what change would make the project worthwhile and the length of time needed to achieve this.

Understand the context

It's vital to understand the context surrounding your strategy.

- Are people disposed to having the flu vaccine or are there myths circulating?
- Have people had the vaccine before?
- Is there an organisational change happening or increased pressures in a busy time?

Analysing the context means that you can think about the best time to implement your strategy and how well it would be received. When analysing your context you should:

1. Visit the situations and people involved in the behaviour and understand the context from their perspective. In other words, go and see!

Build your strategy – EAST



E

1.1 MAKE IT EASY

We've all been in situations where we've had the intention to do something but never actually got round to doing it. Having the flu jab is one of those things, especially if it's not very accessible. Therefore, when planning your campaign, you want to make it as easy as possible for your staff to have their jab. Here are some helpful points to consider.

- **Go with the norm**

We all have a strong tendency to stick with the default option as it's what we're used to. So, encourage mandatory training/education sessions on the flu vaccine. You could station peer vaccinators in the room to deliver vaccinations after the training. If the training is mandatory, it makes it a lot harder for myths to circulate and the jab becomes accessible to all. It also means that opting out is not an easy option.

- **Reduce the hassle factor**

Making the vaccine as accessible as possible could have a significant impact on uptake. Where it's not possible to use standard settings, try making small changes to where you hold your vaccination clinics. Setting up drop-in clinics when most staff are around could increase the uptake. Using peer vaccinators so that staff are able to get the jab during their shift is another way of increasing the accessibility of the vaccine.

- **Simplify your messages**

Simplifying your communications can also positively impact on increasing uptake. Here are five ways to ensure that your clinic times are clear.

1. Make sure that the key message is presented early.
2. Keep the language simple.
3. Be specific about the recommended action (for example book your appointment today).
4. Provide a single point of contact for responses.
5. Remove any information that is not specifically about the message.

1.2 MAKE IT ATTRACTIVE

Making something attractive is about drawing attention to it and highlighting the benefits.

- **Attract attention**

Using images and personalisation, such as names or staff groups, can help people engage with the key messages. Campaigns that have an emotional impact also draw our attention. For example, you could use mail merge so that staff letters are sent with the recipient's name. You could also use a specific staff group to target your messages, for example, 'xxx people receiving care have received their flu jab so far, will you protect your friends, family and people receiving care from flu this winter?'



A

- **Use rewards for maximum effect**

Using small rewards, such as pens or stickers, can encourage people to have the jab and increase publicity around the organisation. Lotteries or prize draws can also be a highly cost-effective way of encouraging people to have their vaccine. This can backfire, however, as some staff feel that it should be a duty of care to have the vaccine and not because of the offer of a reward.

- **Give an availability window**

Focusing on the scarcity of a product can also make a difference. For example, you could advertise the first clinics at the beginning of the flu season so that staff think that there is limited availability. This can encourage people to get their flu jab early and to not put it off.

1.3 MAKE IT SOCIAL

We are social beings and are heavily influenced by what people around us do and say. For example, we are more likely to take the stairs rather than the lift when our colleagues do the same. Also, when we tell someone we are going to do something, we are much more likely to see it through. There are three key ways you can incorporate social factors to improve your flu vaccination uptake.

- **Show that most people perform the desired behaviour**

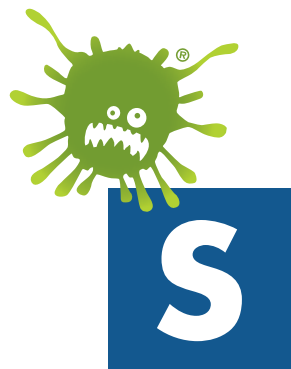
Social norms can help encourage people to be involved and perform the same behaviour. You can encourage this by highlighting the number of staff who have had the vaccine. Stating that 15 of our staff have already had the vaccine this year may be more effective than saying 40 per cent have received the jab.

- **Use the power of networks**

This isn't just social media – it's important to use all networks to encourage a change in behaviour, such as targeting different staff groups. You could also work with your staff side representative who could be an excellent ambassador for promoting the flu campaign. Networks allow both information and behaviours to spread as people talk and encourage one another to do something. Unhelpful myths about the flu jab can also spread this way so it's worth ensuring that the flow of conversation is in favour of the vaccine.

- **Encourage people to make a commitment to others**

Making a commitment to others encourages us to complete the behaviour. Using a pledge wall or nominating people on Twitter or Facebook can be a great way to encourage others to have the vaccine. You can then follow up with the people that made pledges to encourage them to have the jab.





1.4 MAKE IT TIMELY

We are more likely to respond to something or change our habits during times of transition, such as moving home or having a child. Here are some elements to consider when developing your strategy.



- **Prompt people when they are likely to be most receptive**

This could be when people are on their breaks or during shift change-overs. It can be helpful to contact all staff to find out when they would like the jab. You can then arrange clinics or send peer vaccinators over at their favoured time. It could be worth testing if there is a particular day or time when people are more receptive to help you plan for future campaigns. You can also capitalise on standard dates in the year such as 'Stay well this Christmas'.

- **Consider the immediate costs and benefits**

Healthcare workers often think of the side effects the job rather than the benefits of not getting flu. You can combat this by mythbusting and also reminding people of the symptoms of flu in your advertising campaign. This would reinforce the benefits of the jab and help them think of the longer-term costs of not having it. Using rewards such as a hot drink or a pen can help to counterbalance the short-term costs.

- **Help people plan their response to events**

Making a plan helps people to break down a complex goal into manageable actions. Giving staff the opportunity to make an appointment or visit a drop-in clinic can improve vaccination uptake. Using prompts such as 'get your flu jab this Monday' can make a difference as it gives a tangible day rather than enabling staff to put it off. Giving staff appointment cards or a sign-up sheet can also help. You can even identify common barriers that staff might face and then plan how to overcome them. For example, you could use communications such as: 'Too busy to get the jab during the clinic? Your peer vaccinator will be here on Monday from 11am–1pm to help you protect people receiving care and support against flu.' Or, 'Are you unable to make the drop-in sessions? Call us now on xxxx to make an appointment.'

Test, learn and adapt

Ensure that you have defined the outcome of the strategy so that you are able to test it throughout the season and reliably measure the impact. This can be done by using uptake figures but you can also break it down into smaller categories – how accessible the vaccine was, how effective your posters were, or how well the myths were dispelled. It's important to keep testing your strategy, learning from challenges and successes and adapting it, both across the flu season and each year.

Use our *Reviewing your campaign guide: a flu fighter residential care guide* for more information on how to evaluate well and how to continue planning and running your campaign year on year.

Notes

Contact

If you have any questions about the flu fighter residential care campaign, you can:

Visit our website:

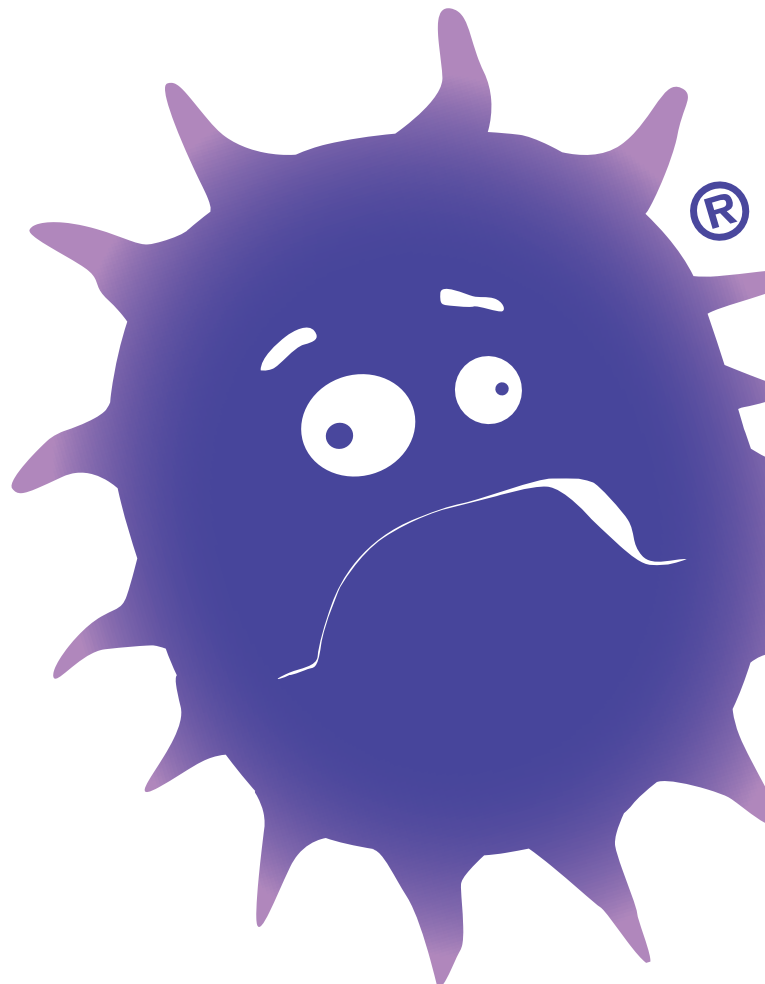
www.nhsemployers.org/flufightercare

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Contact us via:

flufighter@nhsemployers.org

or call the flu fighter hotline on 0844 334 52 52



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