



Category: Healthcare Campaign

Company: Northumbria Healthcare NHS Foundation Trust

Entry title: NHS Find Your Place

Brief and objectives:

The NHS in the North East and North Cumbria has historically struggled to fill medical training posts, with many of those entering the medical profession choosing the south of England, or increasingly, moving abroad.

In response, the region's NHS providers came together to launch 'NHS Find Your Place' to promote the region and the high quality training places on offer. The campaign is a collaboration funded between the 11 NHS trusts in the region and coordinated via Northumbria Healthcare NHS Foundation Trust.

Key objectives

- ● To promote the region as the best place to live and train
- ● To encourage medical students and junior doctors to stay in the region
- ● To increase overall fill rates of medical training posts across the region
- ● In particular, to increase fill rates in medical specialties with traditionally low fill rates.

Rationale behind campaign, including research and planning:

After five years at medical school, students must choose a 'region' for the next two years of foundation medical training in the NHS, before choosing a specialty.

Detailed quantitative and qualitative market research was undertaken to underpin the campaign strategy and involved feedback from medical students at Newcastle University, as well as trainee junior doctors who had already chosen the region. The research highlighted key factors which influence trainees' decision-making about location:

- perceived reputation and quality of training
- geographical spread of training posts and commuting times
- availability of high quality information, facts and figures
- future career opportunities
- supportive environment to work in
- good work-life balance

Strategy and tactics, including creativity and innovation:

The campaign creative 'NHS Find your Place' was developed in direct response to this insight research and used the key selling points of 'quality of training' and 'quality of life' to encourage applicants to 'find their place' in the region. The campaign brand and messaging firmly positioned the region as a great choice as a place to live and train with the name suffixed in a variety of clever ways to showcase the offer:

- Find your place...in delivering world class care (local NHS organisations)
- Find your place...to shine (career progression)
- Find your place...to call home (supportive environment)
- Find your place...to escape (work / life balance)

Implementation of tactics:

Campaign activity was focused around the national medical recruitment timetable which saw 'round one' applications open in November 2016 and 'round two' applications open in February 2017.

Phase one – March to June

• Development of regional website www.nhsfindyourplace.co.uk

• Creation of regional promotional video featuring trainees and consultants from each of the 11 trusts

• Creation of regional showcase videos featuring particular aspects of life in the region – transport, commerce, lifestyle, housing

• Multiple written case studies featuring trainees and focusing on specialties with highest vacancy rates.

Phase two – July to September

• Working with Newcastle University Medical School to introduce NHS Find Your Place and address new intake of trainee doctors in August 2016

• Local PR / engagement activity across all trusts throughout junior doctor induction week

• Extensive social media activity and engagement, paid and unpaid, through Twitter and Facebook

• Developing strategic partnerships with MediWikis and Medisense - two medical student apps reaching vast online communities.

Phase three – October onwards

• Development of an innovative NHS Find Your Place stand and associated promotional materials at the BMJ Careers Fair (October 2016). This included giant jenga and 'pyramids' showcasing 'extra support' available in the region

• High-profile trade press and targeted digital advertising timed to coincide with recruitment timetable

• Attendance and promotion at several high-profile medical conferences throughout 2016.

Measurement and evaluation:

By pooling resources and adopting a strategic PR approach at scale has achieved significant results:

Outputs:

• Over 9,000 website visits during year one

• 80 per cent new visitors / 20 per cent returning visitors
• Over 75% of website visits from the following referral routes:
• social media and other online advertising
• direct traffic (i.e. people typing in the website address after seeing it on promotional material and BMJ advertising)
• Over 109,000 views of promotional videos
• Engaged online audience: 454 Twitter followers, 169 Facebook fans with a post reach of over 1.1million and over 4,500 direct engagements

Outcomes:

An increase in fill rates for 2016/17 during the first full year of NHS Find Your Place regional campaign:

Round 1 fill rate	Round 2 fill rate	Overall fill rate
2015/16 83.50%	67.70%	76.30%
2016/17 92%	75.50%	84.90%

In addition, during 2016 the region achieved 100% fill rates for the core specialties of anaesthetics and psychiatry (previously not filled).

The campaign has delivered a nine per cent increase in junior doctor trainee fill rates for 2016/17 equating a return on investment for the initial year of the recruitment campaign in excess of £750,000 based on reduced locum costs. The non-financial benefits of filling permanent posts and reducing reliance on locums are of course far greater. There is now consensus and recognition at a senior leadership level across all partners in the region's NHS of the benefit of the campaign and funding secured for 2017/18.

Budget and cost effectiveness:

A funding commitment of £110,000 was secured for 2016/17 with £10,000 from each organisation for the delivery of the campaign. Activity is delivered and coordinated by Northumbria Healthcare via a communications and engagement steering group which includes representatives from every NHS trust to ensure agreement of spend. Approximate costs as follows:

- PR account management (5 days per month) £25,000
- Creative campaign development and website £7,000
- Video and digital marketing content £10,000
- Design time, event fees and marketing materials £10,000
- High-profile press and targeted digital campaign £40,000
- Further market research to develop campaign £18,000

This equates to around £42 per junior doctor in the region and compares to an average cost of £45, per hour, for the cost of a locum foundation doctor. Pooling resources from across the region's NHS has, without doubt, helped facilitate a high-profile, high-impact campaign that has successfully achieved its objectives.