Planning your campaign
a flu fighter guide
Planning your flu fighter campaign

This guide has been written for staff flu vaccination leads in NHS organisations and aims to:
• help you get started, even if it’s your first year flu fighting
• provide a template action plan to help coordinate and execute your campaign
• share suggestions of good practice strategies and encourage you to discuss these with your flu team.

There is also a range of other downloadable guides that can be used with this guide, on the flu fighter website: www.nhsemployers.org/flu.

CQUIN

Before you start planning, it’s important to remember that as part of the 2017/18 and 2018/19 Commissioning for Quality and Innovation (CQUIN) there will be a continued focus on flu vaccination targets for frontline healthcare workers that will be matched with progressive payments. CQUIN has often been used to help get support from leadership, which is a key aspect to running a flu campaign.

For more information on CQUIN and the progressive payments visit www.nhsemployers.org/fluCQUIN
Planning your campaign

Welcome to the planning of the next flu season! It is time to start thinking about your aims for the next flu season and planning how you are going to achieve them through a successful campaign.

This section of the guide will take you through a couple of very quick exercises that can be completed with your flu team. These will help you to ensure that the campaign is tailored to the needs of your organisation and will help you meet your aims for the coming year.

Don’t have a flu team? See page 10 of this guide to understand how a flu team can help your campaign and who you could consider asking to be part of the flu team.

1. Developing your campaign strategy

Your campaign strategy will outline your overall aims and objectives for your local flu campaign, and will be a guiding document to refer back to at team meetings, and during evaluation.

Campaign aim

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

When discussing your aim with the team, it may help to refer back to the information gathered during the evaluation from last season. Perhaps staff feedback was that the campaign wasn’t visible enough. Your aim might then be to improve communication about the campaign with staff.

Campaign objectives

Your objectives should be a series of actions that enable you to meet your overall campaign aim. Some objectives will be relatively simple and easy, however, others may require input from other departments. Having a range of staff from different departments on your flu team will help you find out who you need input and support from. By starting this process early you will have time to put your plans in place and meet your aims for the coming year.
Once you have decided on your team’s campaign objectives, check that they are SMART:*

- 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.

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

**Example campaign strategy**

**Aim:**
To vaccinate 75 per cent of frontline healthcare workers in our organisation.

**Feedback:**
We know from our evaluation that nurses are our highest uptake group, with 85 per cent having the vaccination, but our doctors have very low uptake. On review of the detailed feedback, we can see that doctors did not get the vaccination due to restricted accessibility and availability during busy shifts.

**Objectives:**
- Train at least 20 peer vaccinators to deliver the vaccination to staff on shifts during their work hours.
- Hold ten drop-in clinics over the space of five weeks at shift handover times. Select a location that staff will pass when coming into or leaving work.
- Hold a competition between peer vaccinators. Whoever vaccinates the most staff by the end of the season wins a prize or award.
- Ask the medical director to support the flu campaign, and encourage them to become a peer vaccinator to help deliver the first month’s vaccinations. They could also become a flu fighter champion, to help dispel circulating myths.
It is important that in the run up to and throughout the flu vaccination campaign, you keep reviewing your objectives.

You can always open up discussions about the current campaign in your team meetings. Suggestions for changes or improvements can then be implemented and recorded for next year’s flu season. 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 not?
- Is there anything we can do to change this? If not, what is a realistic deadline?
- If we have already achieved this objective, what went well and what could we improve in the future?
2. Action plan

This template action plan can be used to delegate tasks to different members of your flu team or departments, this will help spread the workload of organising a flu vaccination campaign.

You may want to add further actions relating to the campaign aims and objectives that have been set with your team earlier in the planning stages.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Deadline</th>
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<tbody>
<tr>
<td><strong>Flu team</strong></td>
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<tr>
<td>Think about whether there is anyone else that might be helpful to have in the flu team. A balanced flu team could include staff-side representation, communications, volunteers within the organisation, estates and facilities, board-level representation, human resources, infection control, peer vaccinators and IT.</td>
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<tr>
<td><strong>Board champion</strong></td>
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<tr>
<td>Identify a board-level champion to report progress to the board throughout the flu season. This person may already be in your flu team.</td>
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<tr>
<td><strong>Communications</strong></td>
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<tr>
<td>Work with communications colleagues to develop a strategy for this season. Use our communications toolkit (available at <a href="http://www.nhsemployers.org/flu">www.nhsemployers.org/flu</a>) to help build a plan.</td>
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## Lessons from last season

With your flu team, review feedback and lessons learnt from the previous campaign. Consider what changes are needed to improve on last season.

## Budget

Be clear about what budget is available for your campaign.

To request further funding from your organisation, you may be able to use data collected during your evaluation to build a business case.

## Staffing

Identify the staffing resources you have available and how many staff are needed for the campaign.

Consider all elements such as vaccinating, reporting, organising communications and administration.

## Supply

Make sure your vaccine supply is ordered and you know when and where it will be delivered. Public Health England recommends it’s ordered from different suppliers in case of delays in manufacturing.

Identify and ensure you have a supply of the other things you may need, such as sharps bins, plasters and so on.

## Cold chain

Ensure all arrangements are in place to maintain the cold chain.

Do you need to secure additional fridges? Is there anything you can put in place to make the vaccine more accessible?
**Target areas**
Look at last year’s statistics by staff group/department/directorate to identify ‘hot spot’ areas to target this year.
Consider having peer vaccinators from low uptake staff groups/areas.

**Risk assessment**
Carry out a full risk assessment, this should include all health and safety issues and risks around delivery of the campaign, including risk of sharps injuries.

**Forms**
Check your information and consent form is up to date and signed off. Is there any way you can streamline this process, for example, creating an online form or pre-populating some sections?

**Denominator figure**
Calculate your denominator figure for frontline healthcare workers in your organisation.
Check when this needs to be submitted to ImmForm and that you are aware of all of their reporting dates for the season.

**Vaccinations outside the organisation**
Plan how uptake will be recorded for vaccinations not given by the occupational health department, drop-in clinics or peer vaccinators.
Also consider how staff can report that they have had their vaccine elsewhere, for example, at their GP.
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<tr>
<th>Action</th>
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<tbody>
<tr>
<td><strong>Uptake information</strong></td>
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<tr>
<td>Agree how uptake will be recorded and by whom.</td>
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<tr>
<td>Ensure there is enough administrative time built into the programme.</td>
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<tr>
<td><strong>Location</strong></td>
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<tr>
<td>Decide where you will offer the vaccine – occupational health department, staff canteen, wards, outpatient room, other sites or local venues.</td>
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<tr>
<td>Do these locations have the resources required to deliver the vaccination (for example, privacy, hand washing facilities and storage to maintain the cold chain)?</td>
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<tr>
<td><strong>Vaccinating times</strong></td>
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<tr>
<td>Decide when the vaccine will be offered, which weeks and at what times (for example, provision for staff who work out of hours).</td>
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<tr>
<td><strong>Vaccination visits</strong></td>
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<tr>
<td>Liaise with other departments in your organisation to arrange when it is best to visit and vaccinate staff.</td>
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<tr>
<td>You could look at an afternoon in / near the canteen, team meetings, grand rounds, training sessions and inductions.</td>
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<tr>
<td><strong>Contacts</strong></td>
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<tr>
<td>Send the name(s) and contact details of your flu leads to <a href="mailto:flufighter@nhsemployers.org">flufighter@nhsemployers.org</a> to ensure you receive all the available support and latest flu fighter news.</td>
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**Good practice guides**

If you’re looking for a list of quick tips from dozens of trusts in England you can access our two page guides for mental health, community, acute and ambulance trusts at [www.nhsemployers.org/flugoodpractice](http://www.nhsemployers.org/flugoodpractice)
Seven elements to running a successful campaign

Organisations who have already implemented these seven elements below have seen a big impact on their campaign. If you would like to find out more, view our case studies on the www.nhsemployers.org/flugoodpractice.

Balanced flu team
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 you and your team understand the aims of the campaign and timeframes for delivery. Inviting them at an early stage will also give a sense of ownership of the campaign which will make it easier for things to move forward when needed.

Here is a list of areas that you might want to have represented in 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.
**Mythbusting**

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

- Using the information from your evaluation, identify hot spots where myths are circulating and recruit a peer vaccinator for that area. Make sure this individual is fully trained and knowledgeable about the clinical evidence supporting the flu 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 and the letters from the Chief Medical Officer and Chief Nursing Officer to combat myth circulation (available at [www.nhsemployers.org/flu](http://www.nhsemployers.org/flu)).
- Link with your communications team to find ways of sharing mythbusting facts.

**Accessibility**

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.

You can improve the availability of the vaccination for staff by:

- using peer vaccinators
- 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 grand rounds, staff training and inductions
- taking a flu bus to areas where staff are likely to be – this might be outside an A&E department or at a remote community site
- offering staff the opportunity to purchase their flu vaccination at a pharmacy and then claim the cost back through expenses.

Don’t forget you can also have flu champions who are not peer vaccinators in different areas of your organisation, and they can talk to staff about the jab, dispel any myths and help people to access the vaccine.
**Reward**

Staff receive their flu vaccination every year to protect their patients, their families and themselves, but sometimes a little additional incentive can convince 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 discounted hot drinks or snacks for staff who have their flu jab.

You could also run a ‘get a jab, give a jab’ incentive with UNICEF, so you can offer ten tetanus jabs to expectant mothers and children in Africa for each staff member that gets jabbed. UNICEF are currently offering 1,000 tetanus vaccines costing £39.

**Peer vaccination**

Many organisations believe this is the most effective way to increase accessibility, and there are a variety of ways you can implement this.

- If possible, train your medical director and/or director of nursing so they can help give flu vaccinations to staff. This approach shows strong leadership from the ward to the board and can really resonate with staff, particularly the clinical workforce.

- Train a number of clinical staff that are dispersed across your organisation so that they can deliver the vaccination to colleagues. By having at least one vaccinator per team/ward, you will be able to make the vaccination more accessible to staff working shifts or in remote areas.

- Train staff who are working with adapted roles or light duties to deliver the vaccination. These staff can then run drop-in clinics, ward rounds or arrange to visit remote sites to provide the vaccination. This is particularly successful in organisations with a large geographical spread or a dispersed workforce.

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, and award the winner a small prize?

**All hands on deck**

Having the support and involvement of board-level staff can be a huge boost to your campaign. Consider providing your board level sponsor uptake data by staff group or directorate. They can report these figures to the board to instigate friendly competition between workforce leads and reinvigorate efforts in low uptake areas.
Communications
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 it 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 sending a letter be a better way of communicating? Could we get the chief executive or medical director to write to all staff?
- Does our workforce have access to the intranet on a regular basis? Could we build dedicated intranet pages with mythbusters or information about 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, Facebook or LinkedIn to communicate with them?
- How can staff communicate with the trust’s flu fighter team?
- Is there sufficient resource to create and man a dedicated flu fighter inbox or phone line to respond to questions or requests staff may have throughout the flu season?
- To help spread the flu fighter message are we engaging with @NHSflufighter on Twitter and using the free digital resources available on www.nhsemployers.org/flu?
Using the EAST framework

The Behavioural Insights Team is a social purpose company owned by the Government, NESTA (an 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 a framework called EAST, which stands for Easy, Attractive, Social and Timely. This simple structure should help you to plan and implement your seasonal flu campaign, and is one we have adopted in running the national flu fighter campaign. 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 nurses 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 campaign 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, for example, dispelling myths around the vaccine in healthcare 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 is vital to understand the context surrounding your strategy.

- Are people reluctant to have 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!
2. Use metrics and existing data to analyse any obvious trends. For example, how many people had the vaccine last year? What department are they in? What pressures would they face that are specific to that department?

Build your strategy: EAST

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
Evidence indicates 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 in how to administer the vaccine for all frontline staff. 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 will be 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 in high footfall areas could increase the uptake. Using peer vaccinators so that healthcare workers are able to get the jab on the ward 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.

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 nurses had their flu jab last year, will you protect your friends, family and patients from flu this winter?

Use rewards for maximum effect
Promoting the use of 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. However, be aware that 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.
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

There is research that shows that 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 the number of staff who had the vaccine last year may be more effective than giving the percentage that had 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. You could also work with your staff side representative who might be an excellent ambassador for promoting the flu campaign. Networks also 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.
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 things 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 changeovers. It can be helpful to contact all departments to find out when they would like the jab. You can then send peer vaccinators at their preferred time.

To help you plan for future campaigns it would be worth testing if there is a particular day or time when people are more receptive. 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 of the jab rather than the benefits of not getting flu. You can combat this by mythbusting and 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 counterbalance the short-term costs.

**Help people plan their response to events**

Making a plan helps people break down a complex goal into manageable actions. Giving healthcare 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 allowing 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 in occupational health? Your peer vaccinator will be here on Monday from 11–1 to help you protect your patients against flu.” “Are you unable to make the drop-in sessions? Call us now on XXX 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, across the flu season and each year.

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

Contact us

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

Visit our website: www.nhsemployers.org/flu

Contact us via: flufighter@nhsemployers.org or 0844 334 52 52

Tweet @NHSflufighter and join the #flufighter conversation