Reviewing your campaign
a flu fighter guide
Reviewing your flu fighter campaign

We know that local flu fighter teams strive for the highest vaccination uptake possible and commit valuable time and resources to achieve this. So make sure you take a bit of time to make your work easier next year, by evaluating your efforts and those of the team.

This guide aims to outline the importance of evaluating your campaign, provide some quick and easy evaluation tools, as well as ideas about how you can use the information you gather to tailor future flu vaccination campaigns.

Hmmmm, evaluation. What if it didn’t go as well as we thought?

Evaluation is nothing to be worried about, even if things didn’t quite go as planned. It is really important as there is always something to be learnt from even the stickiest of situations.

Why we are so fond of evaluation?

• Understanding what worked and didn’t work will help you plan next year’s campaign.
• Fresh eyes are always helpful – feedback from staff who aren’t involved in the campaign from start to finish may identify things that you hadn’t considered.
• Gathering information will allow you to demonstrate the impact that your excellent work has had on the organisation and identify any areas that require improvement. This could also be used to build a business case for next year’s campaign.

This sounds great but looks like a lot of work...

We appreciate that you might not have time to do a scientifically robust evaluation, so we have some alternative evaluation tools that will be less time consuming. You don’t have to use them all, just pick and choose those that work best for you.
**Ok, sounds pretty straight forward, what’s next?**

Collecting information is an important part of evaluation, but before you do this you and your flu team need to decide what the aims are for the evaluation. This can be based around what you want to measure – so you can benchmark improvement – and what information would be useful when planning your next campaign.

A good place to start would be to look at the overall campaign. The main aim could be to find out what areas might be improved for next year. You can then dig a bit deeper and look at identifying what the barriers to vaccination are in a specific department that has low uptake.

**This is starting to sound really good. What should we do with the information once we’ve gathered it?**

We recommend that you collate all the information so it can be referred to when planning your next campaign. It will also come in handy when you want to evaluate the following season’s campaign, as you will be able to compare the data and note areas of improvement.

To be able to easily pick out key pieces of information, you may want to use the following headings in your document:

- Successes
- Challenges
- Things that could have been better
- Learning points for next year

The finished document could also be used to inform your board of this year’s progress. We are also interested to hear how you’ve been getting on so don’t forget to share a copy with us – just send it in an email to flufighter@nhsemployers.org.

Most importantly, remember to celebrate your success! A lot of hard work goes into your local flu campaign, so don’t forget to celebrate everything that you have achieved.
**I’m ready, let’s get started**

We’ve put together a list of reviewing exercises that you can pick and choose from. There is no need to use them all. Just select the ones that work best for you and will provide all the information you need to meet the original evaluation aims that you set at the start.

The table below is split into two sections, Column A contains exercises that you can complete yourself or with the flu team, while Column B focuses on exercises that involve collecting feedback from staff within your organisation.

Some of these exercises are short, providing a snapshot of information, and others involve a longer process, which will give you more detail. For a well-rounded evaluation we recommend that you complete a selection of exercises from both columns.

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flu team evaluation</td>
<td>Organisation-wide evaluation</td>
</tr>
<tr>
<td>1. Remember the past</td>
<td>1. Your staff know best</td>
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<tr>
<td>2. Healthy competition</td>
<td>2. The light bulb box</td>
</tr>
<tr>
<td>3. Team huddle</td>
<td>3. Dartboard</td>
</tr>
</tbody>
</table>

The following pages provide more details on the reviewing exercises in the table above, starting with flu team and then moving on to organisation-wide evaluation. If you do need any more help, you can get in touch with us by emailing flufighter@nhsemployers.org or by calling the flu fighter hotline on 0844 334 5252.
Flu team evaluation

1. Remember the past
Looking back will help you to identify what really worked for this year’s campaign.
Ask yourself:
• What did we do this year that was new or different?
• What was the impact of this new strategy?
• Has our uptake improved?
• Has staff opinion or engagement changed?
• What impact did this change have?

By asking yourself these questions you can pinpoint the parts of your campaign that were really successful, as well as finding the areas that need a bit more thought. It might be helpful to set up a spreadsheet with all these questions so it can be updated with information year on year. If this is set up for the start of the flu season, you can use the collated information in the evaluation.

Below is an example of how you may want to lay this out. We appreciate that every organisation is different, so you might want to customise the questions so they meet your evaluation aims.

<table>
<thead>
<tr>
<th>What was our aspirational uptake target?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What was our percentage uptake in frontline staff?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How did we calculate our frontline staff denominator figure?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last year</td>
</tr>
</tbody>
</table>
Did our flu team have representatives from different areas of our organisation? For example, communications, human resources, IT, a board member, service managers etc.

<table>
<thead>
<tr>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

Did we have senior management and staff side support?

<table>
<thead>
<tr>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

Did we have regular team meetings to look review campaign needs, issues and successes?

<table>
<thead>
<tr>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

When did we start planning the campaign?

<table>
<thead>
<tr>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

Do we have a documented flu plan and was it effective?

<table>
<thead>
<tr>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

How did we promote our campaign?

<p>| Last year | This year | What does this mean for next year’s campaign? |</p>
<table>
<thead>
<tr>
<th>How did we bust myths?</th>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Did we offer staff incentives and did it have an impact on uptake?</th>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>How many peer vaccinators did we have and did we offer them an incentive?</th>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>How were vaccinations offered to staff? Did we hold drop-in clinics and vaccinate on wards?</th>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>What key challenges did we face and how did we overcome them?</th>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>What were our key successes and did we share and celebrate them?</th>
<th>Last year</th>
<th>This year</th>
<th>What does this mean for next year’s campaign?</th>
</tr>
</thead>
</table>
2. Healthy competition and benchmarking

Within your organisation, you may want to analyse the vaccination uptake results to establish the most successful department, staff group, site and so on. You can then share these results with staff to create healthy competition between different groups.

If you do identify successful departments, staff groups, sites etc. you could find out why this area was so successful. Speak to staff, managers and vaccinators to find out what worked so this practice can be used elsewhere.

The information may also highlight groups with a low uptake, which you can then specifically target in the early stages of next season’s campaign.

You could also identify organisations that are similar to yours – in size, location or staff numbers – and use the national uptake figures to benchmark your figures with theirs. By making staff aware of these (during and after your campaign) further competition can be generated, to create a great positive impact on your campaign.

If a similar organisation has a higher uptake than yours, why not contact them to find out what they do/did differently and the impact of this? You could also contact organisations with a lower uptake than yours to offer them support. If you need help with this contact the flu fighter team using flufighter@nhsemployers.org or 0844 334 52 52.

3. Team huddle

Team huddles should be used as a proactive tool to instigate positive changes to your campaign. They enable you to gather information about what is working or has worked, and what needs improvement going forward.

During the huddle, be sure that you come to a decision on what changes/improvements need to be made. If you don’t have time to come to a conclusion, make sure the information you have collated is taken to your next planning meeting so the details can be finalised.

4. Get feedback

A good way to gain feedback from your team is to have a discussion. This could take place at your final flu team meeting, or could become a standing agenda item at meetings throughout the period of vaccinations. If your team doesn’t meet regularly, those involved could feedback via email using some pre-determined questions.

If you’re looking for some ideas for questions we’ve put some together for regular and one-off meetings, as well as feedback emails (these are listed on page 9).
Suggestions for discussions at one-off meetings

- On sticky notes, ask everyone to write at least one thing they felt went well this year, and one of the challenges that they or the campaign faced.
- Divide and stick the notes onto two pieces of flipchart paper, one labelled ‘things that went well’ and the other labelled ‘challenges’.
- Use the sticky notes to start a discussion about what worked and what didn’t. You may also wish to consider the following:
  - How did we overcome challenges?
  - Could we have done anything differently?
  - Does anyone have any ideas for how we could improve or make our jobs easier for next time?
  - Which departments/sites/staff groups do we need to work more closely with next year? How will we do this?
  - What was the impact of our successes? Next year, can we measure the impact in a more effective way?
  - Did we celebrate and communicate our successes to staff? How could we do this better next year?
  - Did everyone understand what we were trying to achieve?
  - Were staff well informed about the campaign?
  - Did everyone involved in the campaign feel they had the information they needed?

Adaptation for regular meetings
For a standing team huddle agenda item, you could have discussions on the following:

- What has gone well this week?
- Have we faced any challenges this week? How have we/will we overcome them? What could have been done better?
- Which departments/sites/staff groups do we need to target more intensively? How will we do this?
- Are we celebrating successes? How could we do this better?

Adaptation for email feedback
If you do not meet regularly with your team, an email could provide you with useful insights. Try asking some of the following questions:

- What do you feel went well during this year’s campaign?
- What challenges did we face? Did we overcome them? How?
- Did you feel well informed about the programme throughout the campaign?
- Did you understand what we were trying to achieve?
- What could we have done better?
- Do you have any ideas as to how we might improve next year?
1. Your staff know best

Speaking to your organisation’s staff is arguably the best way to evaluate your campaign. By directly engaging with your audience, you can gauge your successes and challenges more effectively. A thorough understanding of how your staff feel about the flu vaccination and campaign can also help you work towards embedding annual flu vaccinations within your organisational culture.

Options for talking directly with your staff include holding focus groups to gather opinion, or sharing a questionnaire about your campaign.

Questionnaire

Questionnaires can be done on paper, via email or online. Survey websites are often free and have the added advantage of collating the information into helpful summary documents.

To help you get started we’ve created an example questionnaire (see page 11). This can be modified to ensure you meet the aims that your team established at the start of the evaluation process. These are just suggestions, it may be that different questions would gather the information you need more effectively.

Before making the questionnaire available to staff, it is important that you and the team review the final version. The layout should only include questions that will improve your knowledge or understanding in a pre-specified area.

In the example on page 11, you may find question I particularly useful in gathering ideas for next year’s campaign. By directly asking staff what should be done differently to improve uptake, you will gain an interesting insight from their perspective, especially from those who did not have the flu vaccination this year.

“Feelings are more dangerous than ideas, because they aren’t subject to rational evaluation. They grow quietly, spreading underground, and erupt suddenly, all over the place”

Brian Eno, artist and composer
Template questionnaire
This questionnaire can be used as a basis for your own. Feel free to tailor the questionnaire by altering or inserting questions to suit your organisation and evaluation aims.

A. Did you have the seasonal flu vaccination this year?
☐ Yes  ☐ No (If you answered no, please go to question D)

B. If you answered ‘Yes’ to question one, what were your reasons?  
(Tick all that apply)
☐ To protect myself from getting flu
☐ To protect my family from getting flu
☐ To protect my patients from getting flu
☐ I get the vaccination every year, I don’t even think about why
☐ I felt obliged
☐ Other (please describe)

C. Where did you receive the seasonal flu vaccination?
☐ In my place of work (department/ward)
☐ In the occupational health department (by appointment)
☐ In the occupational health department (drop in)
☐ In a staff area (canteen, meeting rooms and so on)
☐ From my GP
☐ At a pharmacy
☐ From a peer vaccinator
D. If you answered NO to question one, what were your reasons?

(Tick all that apply)

☐ I wasn’t offered the vaccination
☐ I didn’t know I was entitled to the vaccination
☐ I didn’t know how to get the vaccination
☐ I was offered it but the time/venue was inconvenient for me
☐ I am allergic to eggs and was unable to access an egg-free vaccine
☐ I don’t want to experience any side effects from the vaccine
☐ I don’t believe that the vaccine is effective at preventing flu
☐ I don’t believe the vaccine is safe
☐ I don’t want the vaccine

E. What would encourage you to have the flu vaccination?

_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

F. How likely are you to have the seasonal flu vaccination next year?

☐ I will definitely have it
☐ I might have it
☐ I definitely won’t have it
☐ Undecided
G. Where did you hear about the seasonal flu vaccination this year?  
*(Tick all that apply)*

- [ ] Email
- [ ] Posters around the organisation
- [ ] Intranet
- [ ] Facebook/Twitter
- [ ] My manager talked to me about it
- [ ] A colleague
- [ ] Peer vaccinator
- [ ] Not heard about it
- [ ] Other *(please describe)*

_________________________________________________________________________________

H. What is your role?

- [ ] Nurse (hospital)
- [ ] Nurse (community/practice-based)
- [ ] Doctor
- [ ] Dentist
- [ ] Midwife
- [ ] Pharmacist/pharmacy technician
- [ ] Clinical scientist
- [ ] Porter/housekeeper/hotel services
- [ ] Administrative and clerical
- [ ] Allied health professional
- [ ] Healthcare assistant/clinical support worker
- [ ] Service/operational manager
- [ ] Other *(please state)*

_________________________________________________________________________________
I. If you were asked to run the staff flu vaccination campaign next season, what would you do differently?

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Focus groups

Another way of gathering staff opinion is by holding focus groups. If you have limited time and resources, you could gain in-depth information by running a one-off focus group that targets a specific set of people (such as the staff group or department with the lowest uptake). You could then focus the discussions on a key area, such as establishing what would encourage those individuals to have the vaccination.

If there are resources available, you could run a series of focus groups that aim to answer a number of questions. You can also take this opportunity to invite people from areas that have a high uptake, so you can find out what encouraged them to be vaccinated.

To generate a more diverse set of ideas for the next campaign, why not advertise the focus group to all staff? This may give you excellent insights into the opinions from different areas of the workforce.

When starting the focus group, make sure that the chair person keeps discussions relevant and in line with your evaluation aims and objectives. To help maintain focus you could use pre-set questions to spark conversation. Alternatively, you could choose to run an exploratory focus group with a general topic and see where the conversation takes you.

However you decide to run your focus groups, keep the environment relaxed and open, and offer participants anonymity. And remember, treats are always well received.

2. The ‘light bulb’ box

Not all staff will be able to take the time to complete a questionnaire or attend a focus group. So a simple and less time-consuming way to capture honest opinion is to place ‘light bulb’ boxes in communal staff areas.

These boxes can be used for collecting ideas and feedback about your campaign. You can also change the feedback topic by creating a sign that asks staff about specific aspects of your campaign, such as how could we make the vaccine more available? Staff can then write their thoughts on a piece of paper and post it into the box. The feedback you gather can then be discussed at the next flu team meeting.
3. Dartboard

For a quick and visual way for staff to give feedback, you could use the dartboard tool. On a piece of flipchart paper create the diagram below and display it in high footfall staff areas like the canteen. The headings can be changed to gather information to meet your evaluation aims.

Using a pen or small sticky dots, staff can place a mark within each of the four areas on the dartboard. The closer the mark is to the centre, the better they rate that aspect of your campaign.

It might be an interesting exercise to place several of these dartboards in different departments to gather a range of information. This feedback can then be used to tailor next year’s campaign.

Further information

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

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