



SOCIAL MEDIA STRATEGY

Creating Culture | Making Impact
Digital Transformation | Stakeholder Engagement

Introduction

The Digital Age has transformed communications as we know it. Marketing and public relations disciplines have evolved to include social networks, messaging apps, blogs and web marketing.

This strategy provides the Health Service Executive (HSE) with a roadmap for continuous improvement and capacity building in its use of social media over the next 18 months. The Digital Team will have responsibility for implementing this roadmap comprising social goals, tactics and related activities from now until December 2019.

The strategy defines our mission for each social network, which align with our corporate mission of care, compassion, trust and learning.

The smartphone lifestyle has transformed consumer behaviour with real-time updates and two-way conversations now an accepted way of life. This has placed increased demands on communications' professionals, and in particular digital teams.

This document will be live and open for constant review and iteration. It will be reviewed by the Digital Team on a monthly basis to give due regard to changes in social, digital and internal work practices and/or organisational priorities.

The ultimate goals of our social media strategy are:

1. To be Ireland's #1 go-to online health resource; and
2. Motivating the Irish public to take action to improve their health by converting social media activity into behavioural change.



Contextualising our Strategy

Social Media Use in Ireland

Technology and smartphone use is ubiquitous. We are experiencing life in the Digital Age and as such the work of communications professionals has been revolutionised.

Mobile, web, and social networking represent the fastest growing global communications media so social communicators require agility, creativity and astute project management to remain relevant and to successfully deliver ROI.

“The Irish are the most ‘sociable’ in Europe”

According to industry figures, Irish people are more reliant on social media than any other country in Europe. On average, we spend 1.31 hours on social media every day and we average five active social media accounts.

One in four Irish people follow their favourite brands on social media so we must position the HSE social accounts as brands that Irish people recognise and value to receive accurate and up-to-date information relevant to their health and wellbeing.

“The rise of dark social and messaging”

- Messaging is quickly replacing the traditional text message. Dark social, vis-à-vis messaging apps is on the rise, and this trend is one to watch in terms of the HSE social strategy.
- 55% of Irish people use Facebook Messenger, a standalone app, and of those that use it, 53% use it daily. 53% of Irish people use WhatsApp, also owned by Facebook, and of those, 59% use it daily.
- There are approximately 590,000 Irish Snapchat users representing 28% of the population. 67% of users’ login daily. 84% of 15-18 year olds have a Snapchat account. 85% of these, use it daily. 35% of 25-34 year olds have a Snapchat account with 51% using it daily.
- Both Facebook and Instagram have introduced Stories, which mimic Snapchat’s ephemeral nature of self- deleting messages.
- While the HSE currently has only one Snapchat account for the Johnny’s Got You Covered campaign and two Instagram accounts being used by eHealth Ireland and Get Ireland Active, we will look at how newer social networks can be used by the HSE to reach new audiences.

“Telling our corporate story in Tweets”

- 92% of Irish journalists use Twitter to research stories and connect with sources, making this platform a vital hub to engage with the media.
- It’s also where the corporate messages of the HSE will be viewed, in the main, by

the media and health influencers. Therefore, a joined-up strategy with HSE Current Operations is required for our online PR campaigns.

“The Irish are consuming most of their news on social”

- Social media is fast becoming the most preferred source of news for Irish people with over 52% of people in Ireland consuming their news digitally according to The Institute for Future Media & Journalism (FuJo) at DCU. Therefore, we must share more of our news issued through our PR department on social media.

HSE Communications Division

– Supporting Social Media

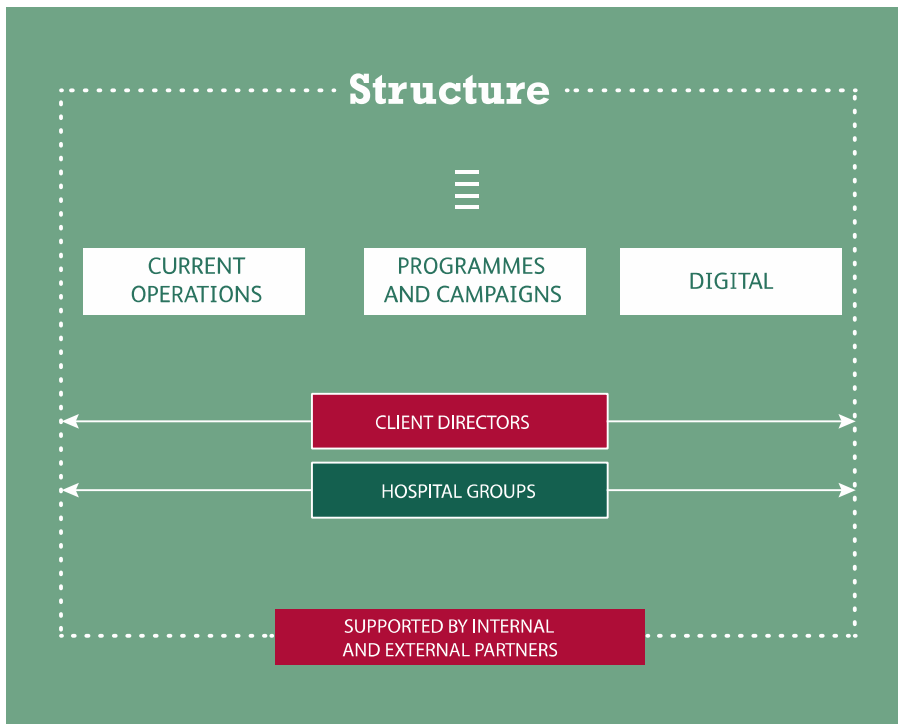
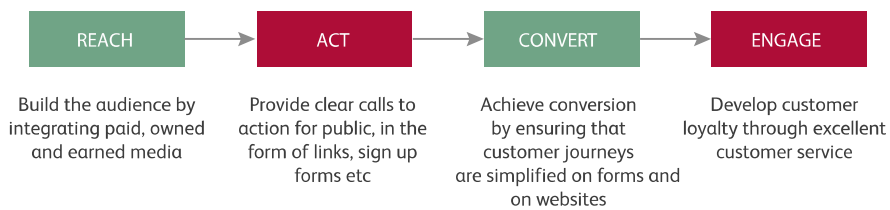
Social media is currently being used by many HSE departments and staff for both internal and external communications.

We continue to support the organisation in its journey towards digital maturity by providing expert guidance and training on using social media effectively to support organisational goals and objectives.

The Digital Team is available to provide training, guidance and support on effective social media use. The Digital Team has also developed a suite of social media toolkits and quick 'How-To Guides' to support Health Service staff in using social media to meet their business goals.

We have also developed an internal training programme for the senior leadership team which was rolled out in 2017 with a scaled approach to social media training for all staff being considered over the next 18 months.

Approach

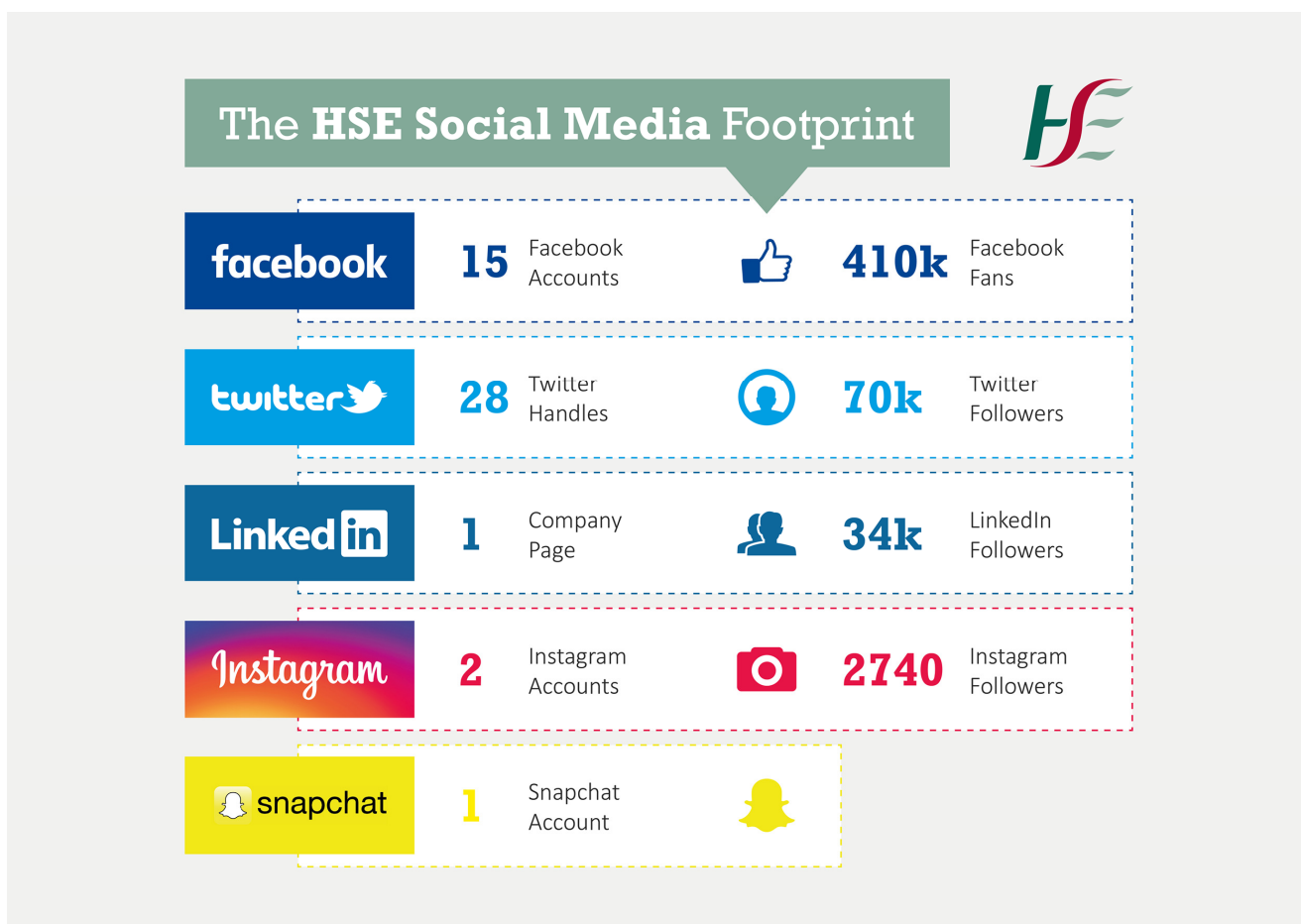


HSE Social Media Landscape

The HSE social media footprint is significant and growing.

The following data is the result of a comprehensive audit of all current corporate social media accounts (November 2017). It does not include our staff and leaders, which further amplifies our reach.

Our social footprint



HSE Social Audiences

The graphic below shows an overview of the HSE's audiences on the various social media channels. Some channels are more effective at reaching particular groups of people, sometimes referred to as demographics. You can see the channels that are best to use to reach each demographic below.

Audience Mapping

- **AUDIENCE 1:** Male and female, ages 25-44
- **AUDIENCE 2:** Healthcare workers, journalists, those in the field
- **AUDIENCE 3:** HSE staff
- **AUDIENCE 4:** Male and female, ages 18-34



Audience Map Rationale

AUDIENCE 1: Male and female, ages 25-44

This audience comprises the majority of users on Facebook and Twitter and content shared on these channels should speak primarily to this demographic.

AUDIENCE 2: Healthcare workers, journalists, those in the field

There will be times where social content will need to be more industry-specific to communicate with this demographic. The HSE should take care not to use all channels where this information will not resonate with the primary 25-44 social demographic.

AUDIENCE 3: HSE staff

As social media is primarily a consumer-focused channel, communicating with a specific audience should either be extremely targeted on channels, such as Facebook, or reserved for a channel where professional content is expected, as is the case on LinkedIn.

AUDIENCE 4: Male and female, ages 18-34

YouTube typically reaches a younger audience so is the ideal channel to reach this demographic. Snapchat and Instagram are both growing in popularity among a younger audience and they also provide a different storytelling style and deeper level of engagement.

HSE Social Channel Strategy

We have developed a core mission statement and values for each of our social media channels. This is to avoid posting the same content on all channels. It also helps to remind us what messages we should be pushing out.

Facebook

MISSION:

- Maximise the potential from Facebook's significant and active Irish audience to amplify health-related information while encouraging members of the public to take action on their health.
- Share education-based content from our programmes and campaigns team to gain extra web traffic and visibility.
- Use Facebook as a sign-posting channel to direct people to longer form content such as articles, blog posts and website landing pages.

- Build an engaged community who act as peer supporters for each other on our campaign-based Facebook pages such as Quit and Breastfeeding. To provide expert support to our community on particular campaign Pages where required and to respond to messages (public and private) in a timely and courteous manner.
- Harness the power of video content to gain increased engagement with our messages and information (Facebook gives positive bias to native and live video).
- Support health professionals to go front of screen with Facebook Live to personalise key health messages and provide access to evidence based health information.
- Use Facebook's advertising platform to communicate with specific target audiences that may be otherwise hard to reach.

Twitter

MISSION:

- To share corporate messages with the media and the Twitter public in the form of links to press releases and website landing pages.
- To promote HSE programmes and campaigns with multi-media content comprising graphics, videos, gifs and photos.
- Provide a professional, timely and friendly customer service to the general public through the HSELive team.

YouTube

MISSION:

- To harness the power of YouTube as the world's second largest search engine to drive HSE video views.
- To gain search engine visibility on key health-related topics.

LinkedIn

MISSION:

- To publish corporate, news and recruitment updates on the HSE LinkedIn Company Page.
- To utilise the LinkedIn Recruiter platform as a complementary recruitment tactic on top of traditional means.
- To publish blog-style posts on LinkedIn Pulse.

Instagram

MISSION:

- To publish multi-media content relevant to the female-dominant audience and effectively use hashtags to engage users.
- To assess the value of Instagram for new and/or existing campaigns and other corporate accounts.

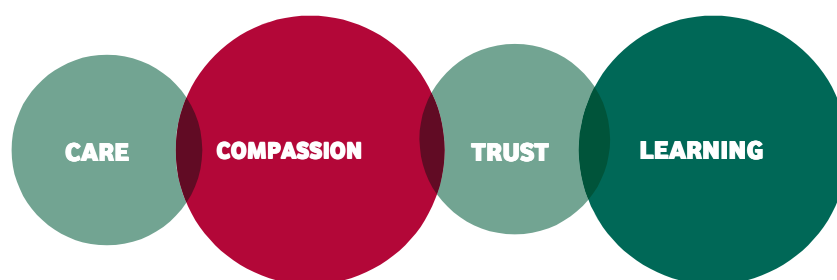
Social Media Goals and Objectives

Our social media goals are aligned to the corporate goals for the health services and are based on the demonstrated communication needs of those we provide services to; the public, our colleagues in the health service, at leadership level.

In line with our objectives for *Building a Better Health Service*, we are focused on the following goals:

<i>Promote health and well-being as part of everything we do so that people will be healthier.</i>	Pro-actively communicate content and tools that enable people to lead healthy lives.
<i>Provide fair, equitable and timely access to quality, safe health services that people need.</i>	Use social media to sign-post to health service information, jobs and content, so that people can easily find what they need.
<i>Foster a culture that is honest, compassionate, transparent and accountable.</i>	Champion a culture that is open and transparent, caring and compassionate by joining conversations and responding to social media comments and queries, where appropriate.
<i>Engage, develop and value our workforce to deliver the best possible care and services to the people who depend on them.</i>	Engage health service staff in social media activity by providing first rate social media advice, training and support.
<i>Manage resources in a way that delivers best health outcomes, improves people's experience of using the service and demonstrates value for money.</i>	Use social media data and insights to improve user experiences and develop feedback loops that enable learning and continual improvement for our staff and the public.

SMART objectives aligned to goals and underpinned by corporate values:



GOALS	OBJECTIVES
<p>Proactively communicate content and tools that enable people to lead healthy lives.</p>	<p>Increase social media engagement rates by 5% on each channel in 2017 and be on course to achieve a 15% increase in 2018. Partner with the Health and Wellbeing Division to develop tools and content that support behaviour change and are integrated with our public-focused marketing communications campaigns.</p>
<p>Use social media to signpost to health service information, jobs and content, so that people can easily find what they need.</p>	<p>Increase organic traffic to HSE website (s) by 10% from social YOY in 2017 and 2018. Aligned with the HSE’s employer branding and recruitment strategy continue to work with NRS to develop and implement a robust LinkedIn strategy for the effective recruitment of staff and engagement with existing staff.</p>
<p>Champion a culture that is open and transparent, caring and compassionate by joining conversations and responding to social media comments and queries, where appropriate.</p>	<p>Undertake a handover to the HSElive team to improve customer experience by establishing a dedicated customer service team on the Twitter account @HSELive with a 2-hour response time for non-sensitive queries: Monday – Friday 8am-8pm and Saturday 10am-5pm. Develop and circulate a proactive social media calendar reflecting what is happening in the health services on a weekly basis. Use established tone of voice guidelines to guide all social media conversations.</p>
<p>Enable and develop our own valued team, wider communications practitioners and communications leadership by providing first-rate social media advice, policy, training and support.</p>	<p>Continue to train and support our senior leadership team and senior management to effectively use social media as part of their strategic role in communicating the work of their teams and divisions. Develop and roll-out a new social media training programme in 2017 to the 20 members of the leadership team. Internal Communications – Support and facilitate the sharing of information and learning by identifying and providing training on social media platforms that support internal communications, for example Yammer. Make social media training available to all staff in 2019.</p>

<p>Use social media data and insights to improve user experiences and develop feedback loops that enable learning and continual improvement for our staff and the public.</p>	<p>Review all social media activity on a monthly basis and revise to meet targets and feed information back to Services. Develop a comprehensive reporting suite in Q2 2018. Provide monthly social media data to each division. Review and use data from @HSELive for service improvement.</p>
<p>Social media audience growth.</p>	<p>Reach more people in Ireland on social media with information related to their health by growing each channel following by 15% YOY. Monitor new content types as they emerge to see if they are favoured by any social channels and use them strategically in line with our objectives e.g. Facebook Live, Facebook Audio, Instagram Stories. Use content strategically to coincide with relevant events and trending online conversations. Leverage the power of hashtags for events and measure the reach and impact of each hashtag for each individual event.</p>
<p>Support excellence of content selection with insights and improvement plans.</p>	<p>Content calendars need regular input from Divisions – establish KPIs for the number of stories to be shared through social. Share examples of best practice and innovation across social media. Highlight best performing content and iterate. Support and enable ongoing improvements of the health service through information, including streaming of events, Twitter chats, Health Service Excellence awards, video and live-streaming, Twitter polls etc.</p>
<p>Building a Better Health Service.</p>	<p>Increase staff, stakeholders, and the public’s knowledge and understanding of improvements and benefits of the improvements to health services. CHO/HG Aim to have all hospital groups and CHOs represented on Twitter by early 2018. CENTRE Increase social media knowledge within our own national teams through a knowledge-sharing culture and recruiting onto internal training programme. LEADERSHIP Continue social media training for leadership team in 2018. Aim to have all leaders active on Twitter by end early 2018. STAFF Highlight positive work from around the health service. Promote Health Matters articles through social channels. PUBLIC DIALOGUE Increased sharing of videos to support access to health services and improvement of population health. Sign-post to these videos.</p>

Community Management Strategy

Community Management is a labour intensive task and as the HSE communities build and as more campaigns are brought on-stream, a comprehensive strategy and protocol is required.

Community management has manifested in four distinct ways within the HSE social profiles. These are illustrated below and also show the impact of how they have evolved on

1. the community and
2. the HSE brand.

Community Management Evolution	Platform	Sentiment
Expert & peer-to-peer support based on topic specific campaigns, monitored by topic experts.	<ul style="list-style-type: none"> • Facebook • Quit and Breastfeeding Pages 	Positive
Inactivity based on high levels of trolling and the Page hasn't been updated since January 5th 2016 despite a community of 48,441 fans.	<ul style="list-style-type: none"> • Facebook • @HSELive 	Negative
Managed community with daily interaction and monitoring of the account.	<ul style="list-style-type: none"> • Twitter • @HSELive 	Mostly neutral
HSE Live Customer Care.	<ul style="list-style-type: none"> • Live Chat • Phone Line • Email 	Mostly positive

A Community Management plan have been devised for the HSE as we take this social media function in-house in Q4 2017, with the implementation of our Community Management Strategy in 2018.

Review and Iteration

This strategy is a live document and is reviewed monthly. As decisions are taken to adopt new social media platforms the strategy is updated accordingly.

As team members join or leave, their access to our social media profiles will be added or removed.

When any iteration of our social media approach is taken, it will be reflected in this document and dated and the document version updated e.g. HSE Social Strategy 2017-2019 DRAFT 1 8.11.2017

The Social Media Strategy is signed off by the Head of HSE Digital Communications on approval by the Assistant Director of Communications.

Get in Touch

HSE DIGITAL TEAM

The Digital Team is responsible for developing and implementing the digital communications strategy for the Health Services, in order to enhance existing and develop new digital and social media assets.

Contact a member of the Digital Team at digital@hse.ie