Influencing Toolkit
2023
Part Two

Contents

Part one
1. Introduction
2. Policy Context
3. Why We Influence
4. Who to Influence
5. How to Influence

Part two
6. Messaging Tips
7. Resources
8. Further Help

Messaging

In order to be an effective influencer, you need to develop strong messages and 'asks' to stakeholders, ones that resonate with the objectives of your ICS or Health Board. You also need to have strong arguments to support your case. These 'asks' could be ensuring there is adequate investment in your service, recruiting more staff and targeting them effectively, or just generally raising the profile and awareness of the benefits of physiotherapy within the NHS.

Remember that the person you are influencing may not have a good understanding of what physiotherapists do or the pressures they are under, so it is important to go back to basics and establish some key messages based around the following:

- **What do physiotherapists do? What contribution do they make?**
- **Where do physiotherapy staff work?**
- **What pressures are physiotherapy staff under?**
- **Where does physiotherapy sit within the structure of the NHS?**
- **How do physiotherapy services relieve pressure on other parts of the NHS, and which parts?**
- **How do physiotherapists work with other medical professionals?**
- **What are some of the key benefits of physiotherapy?**

Be clear and succinct with your message and asks

- **What are your key messages?**
- **What are your 'asks'? Make sure these are clear, what do you ideally want this stakeholder to do for you?**
- **Do you have specific examples you can share?**
- **Try to get your 'key messages' in at the beginning of the meeting and don't be afraid to repeat these messages in later answers.**
- **What would success look like?**
- **How will you promote the visit before and after? Could you write about the visit in a newsletter or suggest an article to the Frontline team?**
- **Could you make the meeting interactive/ participative?**
- **What materials can you take along? Can you show a CSP campaign video?**
- **After a meeting, reflect on what went well and what you could do differently in the future.**

All Health Boards and ICSs will have priorities and a strategic plan. You can draw a direct line between your own messages and these priorities, making the case for why physiotherapy can support the local system's ambitions. You will be able to find your decision-making body's priorities in their five-year plan or strategic look ahead, which are usually available online. Here is an example of how this might look in practice:

ICS/HEALTH BOARD/TRUST OBJECTIVE:

To reduce health inequalities and use collective resources wisely

PHYSIOTHERAPY KEY MESSAGES:

- **Physiotherapy helps to encourage development and facilitate recovery, enabling people to stay in work while helping them remain independent for a long as possible.**
- **Patient involvement in their own health and wellbeing is at the centre of the physiotherapy approach, increasing productivity and the earning power of people and the region.**
- **Inequitable access of good quality rehab further exacerbates already existing health inequity.**

A messaging house is a visual and simple way to develop a strong and compelling case for your influencing. The house is built through a comprehensive set of messages with a leading, attention-grabbing headline message, a strong set of core messages to support your main argument, and a foundation of evidence and proof points or statements of support from others.

These messages ensure that in any meeting or approach, you have the tools with which to engage about your case and back it up with evidence.

For the above example of reducing health inequalities, the messaging house could look like:

HEADLINE MESSAGE

Improving your rehabilitation provision will reduce health inequity across the region.

CORE MESSAGES AND ASKS

These might be flexible depending on the stakeholder you are engaging with, for example:

Reaching all members of the community to reduce inequity of access

It is often those with other protected characteristics who face the biggest barriers to access rehab - either not accessing rehab at all, or accessing it too late.

Tackles demands on the Health and Social care systems

Physiotherapy supports care in all settings and enables prevention and early intervention within primary care and community settings, reducing pressures on other parts of an overstretched system.

Empower patients to be independent

Physiotherapy provides education and advice, enabling patients to participate in their own goal setting, treatment and self-management, empowering them to stay in work and/or remain independent for as long as possible.

EVIDENCE BASE

You may already have existing evidence to use, such as patient success stories and case studies, which can be used as powerful tools to bring your objectives to life. They can also serve as helpful proof of the benefits of investing in rehab services.

You may want to conduct your own surveys to collect information, as well as exploring what data your service and the wider health system holds. For example, there may be feedback information you use, or examples of innovation and best practice you can share.

You may also want to ask other services or partners for their information in order to make regional and local comparisons. This can be helpful in showing gaps that need to be closed or where efficiencies can be made and how other services might have achieved this.

Case studies

Karen Poole
Consultant Therapist (Rehabilitation) for East Sussex Healthcare NHS Trust

For Karen, influencing has been about finding a common language that supports the vision and brings all stakeholders with you on your journey.

Karen says the first step is to identify who is going to have the most influence and investing in developing those relationships. Bringing together the skills, experience and knowledge of people within different departments helped Karen to see through different lenses and adapt plans accordingly.

Karen developed a 'dashboard' with infographics - in producing this easy-to-understand data interpretation of patients, Karen was able to make the case for more funding. It also helped rejuvenate the service's awareness of their core purpose, which benefitted workforce retention and led to a new ACP role for the service.

Karen and her colleagues are now embarking on phase 2 and phase 3 projects of rebuilding better after Covid which includes community rehabilitation transformation. Karen has a project officer who has been invaluable in bringing together all of the elements to make transformation a reality.

Indeg Jameson
Community Physiotherapist Lead
Hywel Da University Health Board

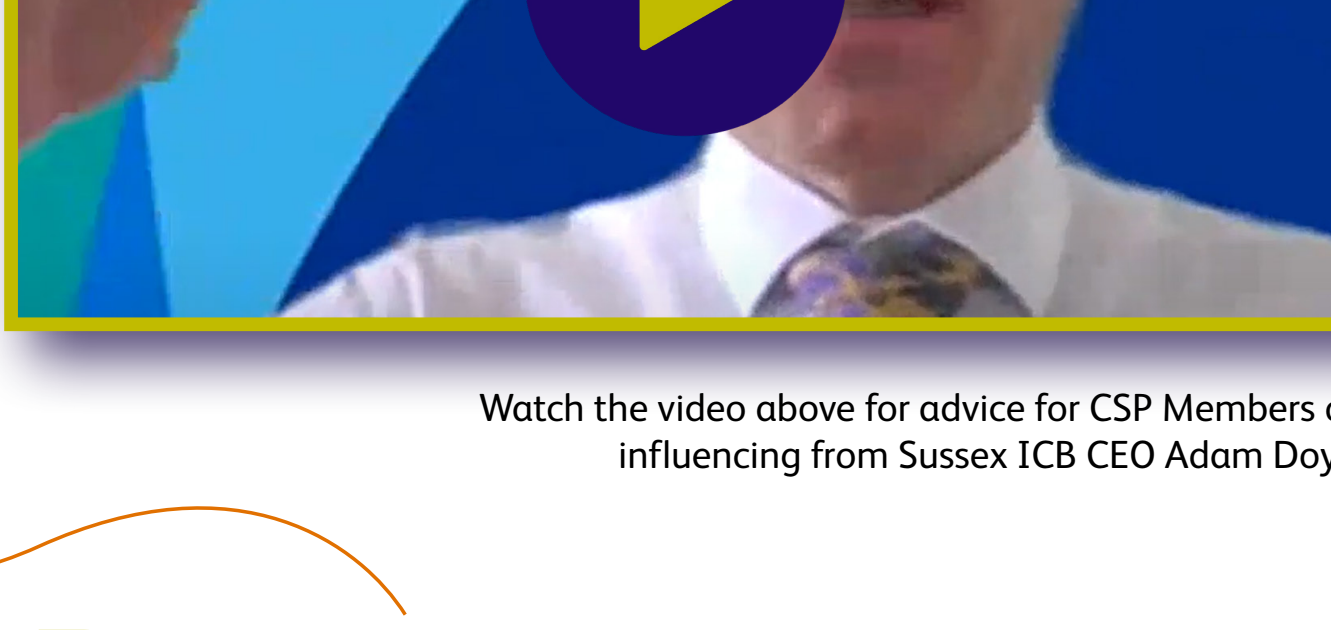
As part of a team, Indeg and her colleagues successfully influenced for the creation of the first intermediate care MDT in Carmarthenshire. They felt that this would have positive implications for patient care, while reducing the need for long term secondary care. The whole process, from start to implementation, took around 18 months.

Indeg initially emailed senior decision makers within the local authority and health board (including Heads of Integrated Services and Health of Unscheduled Care at Carmarthenshire County Council & Hywel Dda University Health Board), highlighting the problems, potential causes, and outlining her ideas for solutions.

As a result she was invited to pre-existing meetings to present her proposal and asked to prepare various reports including an options proposal which detailed full cost breakdowns and referenced relevant data to evidence the need and likely success of each potential solutions.

They feel that their success has really advocated for the value of physio and shown how the broad scope of physiotherapy and care a community setting can help a tackle a lot of the problems facing health and social care.

Indeg and her colleague's influencing, development and implementation of this new care service was recognised nationally with Hywel Da University Health Board winning Outstanding Contribution to Transforming Health and Care Award at the NHS Wales.



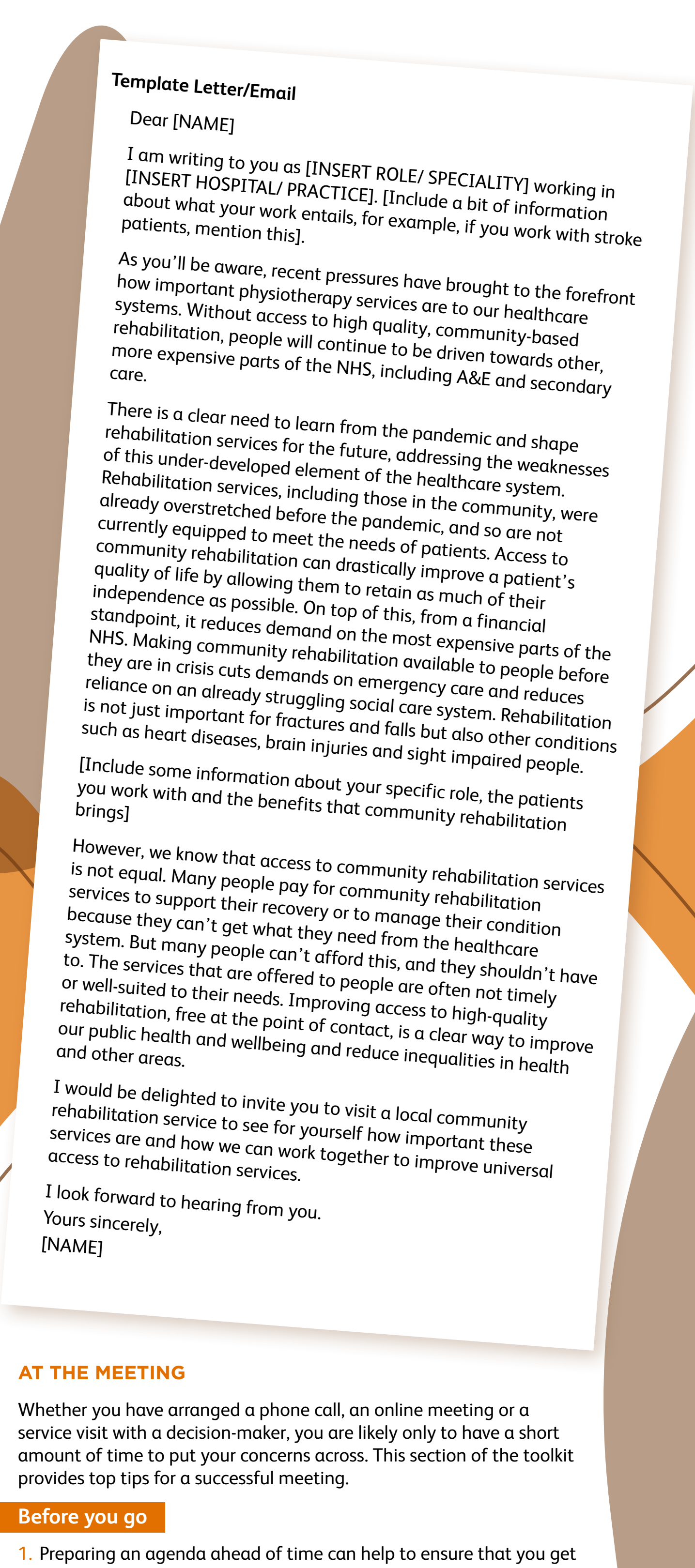
Watch the video above for advice for CSP Members on influencing from Sussex ICB CEO Adam Doyle

Resources

The first thing to consider in your strategy is who the decision-makers and opinion-formers are that can help push forward the case for the profession's priorities within your health system. It is worth thinking about your existing network of contacts, be that GPs, other AHPs, Therapy Leads, managers as well as the wider network within the health system e.g. colleagues, former students, educators or people you have met at conferences or training days or even people that you follow on Twitter.

ARRANGING A MEETING

Once you have identified whom you want to contact, start by getting in touch with their office or place of work. Explain where you work and your role and outline your objectives and how you would like to discuss these further with them, ideally by inviting them for a short meeting. You can adapt the template letter below for this. If you do not receive a response within a couple of weeks, follow up until you do.



Template Letter/Email

Dear [NAME]

I am writing to you as [INSERT ROLE/ SPECIALITY] working in [INSERT HOSPITAL/ PRACTICE]. [Include a bit of information about what your work entails, for example, if you work with stroke patients, mention this].

As you'll be aware, recent pressures have brought to the forefront how important physiotherapy services are to our healthcare systems. Without access to high quality, community-based rehabilitation, people will continue to be driven towards other, more expensive parts of the NHS, including A&E and secondary care.

There is a clear need to learn from the pandemic and shape rehabilitation services for the future, addressing the weaknesses of this under-developed element of the healthcare system. Rehabilitation services, including those in the community, were already overstretched before the pandemic, and so are not currently equipped to meet the needs of patients. Access to community rehabilitation can drastically improve a patient's quality of life by allowing them to retain as much of their independence as possible. On top of this, from a financial standpoint, it reduces demand on the most expensive parts of the NHS. Making community rehabilitation available to people before they are in crisis cuts demands on emergency care and reduces reliance on an already struggling social care system. Rehabilitation is not just important for fractures and falls but also other conditions such as heart diseases, brain injuries and sight impaired people.

[Include some information about your specific role, the patients you work with and the benefits that community rehabilitation brings]

However, we know that access to community rehabilitation services is not equal. Many people pay for community rehabilitation services to support their recovery or to manage their condition because they can't get what they need from the healthcare system. But many people can't afford this, and they shouldn't have to. The services that are offered to people are often not timely or well-suited to their needs. Improving access to high-quality rehabilitation, free at the point of contact, is a clear way to improve our public health and wellbeing and reduce inequalities in health and other areas.

I would be delighted to invite you to visit a local community rehabilitation service to see for yourself how important these services are and how we can work together to improve universal access to rehabilitation services.

I look forward to hearing from you.
Yours sincerely,
[NAME]

AT THE MEETING

Whether you have arranged a phone call, an online meeting or a service visit with a decision-maker, you are likely only to have a short amount of time to put your concerns across. This section of the toolkit provides top tips for a successful meeting.

Before you go

1. Preparing an agenda ahead of time can help to ensure that you get all your points across despite time limitations. Think about what you are going to show them – if you have arranged a service visit, think about what facilities you are going to show them. If you are using a CSP audio-visual resource, make sure this is ready to go. If you have come ready to present some data or share a case study, make sure you have prepared this ahead of time. A draft agenda for a meeting or a service visit could be:
   - Introduction to your work specifically
   - The case for your objective e.g. recruiting more staff and targeting them effectively within the service
   - Any videos/ printed material/ patient case studies
   - How they can help
   - Offer to answer any questions or provide any further information.
2. Do not worry about being too polished – you are the expert in your field and the decision-maker will be most interested in hearing about your experience and work.
3. Do a little bit of research on their background. For example, if they have a health background, try and find out what their experience is so that you can adapt and tailor your approach depending on how much they are likely to know about community rehabilitation.

When you arrive

1. Make sure you introduce yourself properly. Explain who you are and what you do.
2. Make sure you are clear and concise about what the key points and evidence for your ask is. You can use the messaging tips above to help with this.

What are you asking them to do?

1. Because you may only have a short time with whoever you meet, it is important to be clear beforehand what you would like them to do:
   - If this is just an introductory meeting, it might be inviting them for a service visit.
   - If they are a local patient group branch or patient volunteer, it might be inviting them to sign a joint letter for your Board or Trust Chair or deliver a presentation to the Board on behalf of your cause.
   - If it is your local elected representative, contact your CRE team who can liaise with policy colleagues to help you formulate an ask.
2. It can be easy to assume that the representative will know what you want them to do but remember that you are the expert, and you should be clear about what exactly you are asking for.

Questions to ask

1. The majority of questions will undoubtedly be aimed at you, but it is worth asking them some questions to get a sense of their interest and their existing knowledge. Some example questions could be:
   - Have you ever had physiotherapy? What was your experience?
   - How well do you think community rehabilitation services are working in the local area?
   - How do you think physiotherapy services can best serve patients and vice versa?
   - How do you think staff time can be best utilised, both for the service and for patients?

Following up

1. Immediately after the meeting write or email to thank them for coming, confirm any action discussed and ask them to keep you informed on progress.
2. In the following weeks and months, follow up on your request for support. If you have not already, invite them for a service visit or to sit in on the steering group. Consider organising a wider meeting of stakeholders or a roundtable on the issue.
3. Tell the CSP about your engagement by contacting the CRE team about your progress, and post on the CSP iCSP influencers network. It is useful to know if the representative was supportive as this will help build future relationships.

USING SOCIAL MEDIA

Think of social media as an opportunity to build your virtual network and a way of engaging with stakeholders who you may not get the chance to interact with on a day to day basis. It is a powerful means of communication used by most decision-makers, including councillors, commissioners, planners and health professionals. Social media will also allow you to access the latest information and news related to physiotherapy. The CSP have a very helpful social media guide which can be found on their website but here are some tips to get started:

Twitter

You can use Twitter to tweet key messages to promote physiotherapy or with a link to any relevant public consultation or health authority proposals.

We have shared some example tweets below for you to adapt. Be sure to mention any relevant profiles such as @theCSP or your regional network e.g. @northwestCSP. To help broadcast your tweet, mention other influential profiles e.g. your local newspapers, a local health charity or your local elected representative. Think about the audience you are trying to reach and use simple language that anyone could understand.

Use hashtags such as #RehabMatters and #RightToRehab to gain greater exposure for your tweet. Look at @thecsp twitter for the latest tweets on physiotherapy campaigns and the hashtags being used. In addition, consider adding a picture or video to your tweet as this makes them more likely to be retweeted. Even if you are not tweeting, re-tweet others so that you are promoting the work of physiotherapy.

Other useful accounts to follow could be your CSP regional network, your local commissioning group, your local Patient Participation Group, your local councillor with responsibility for health or a condition specific group such as the British Heart Foundation.

Facebook

Most community and voluntary patient groups, some GP patient groups, local authorities, local commissioning/ planning groups and other local patient bodies have a profile page on Facebook which you may want to join or 'like'. This will allow you to read their latest news and see at a glance what is happening in your area.

Facebook is a particularly useful tool for promoting events as it enables other users to share an event with friends and confirm they are attending. If there is an 'awareness day' being organised, make sure that you and others know about it and have the chance to support it. If there's not a 'awareness day' organised, consider creating an event yourself.

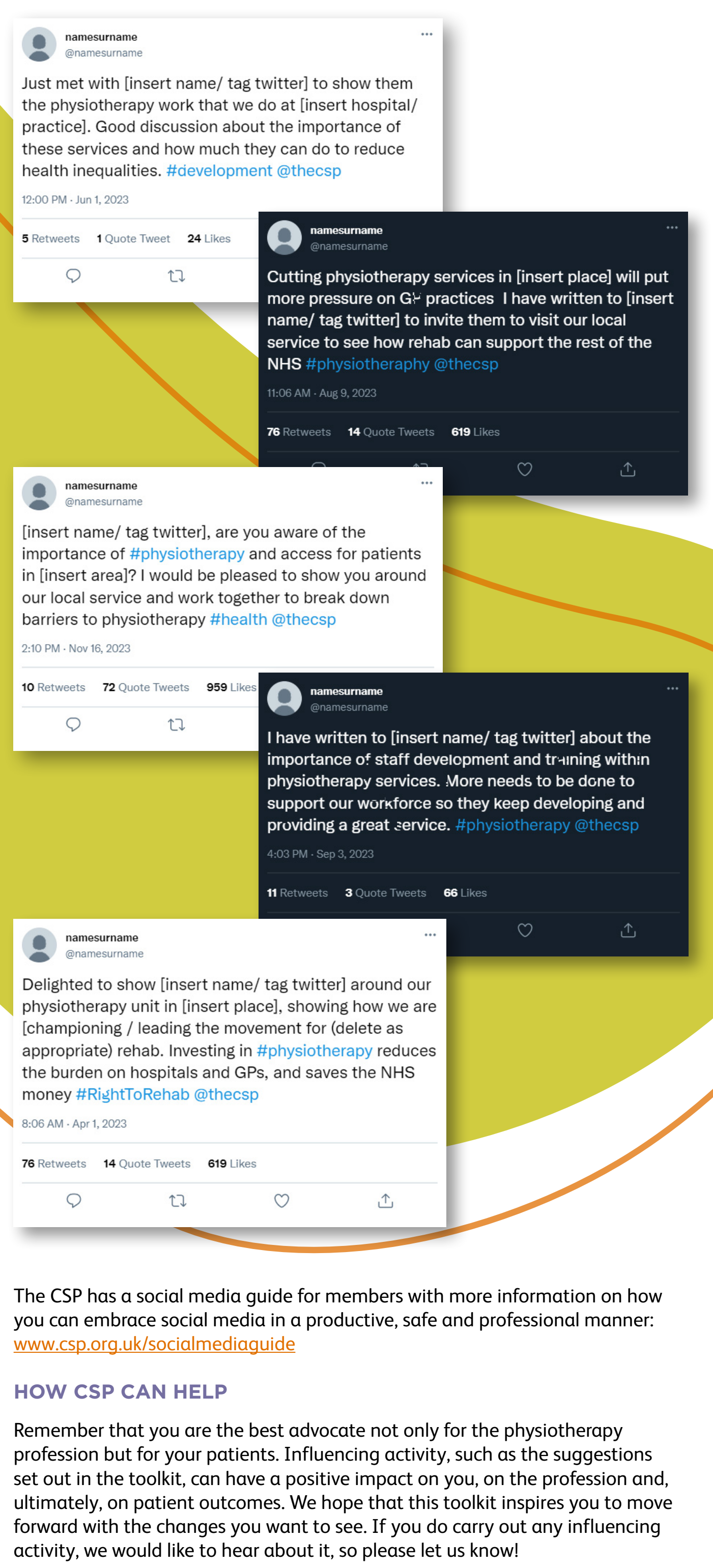
LinkedIn

LinkedIn is an excellent platform to network and 'connect' with fellow professionals. It can also provide you with up to date information on key people in healthcare, give you a platform to share your campaigns as well as present positive opportunities for career development. If you don't already have a profile, set one up and browse for colleagues, past and present.

Google Ads

Signing up to google alerts with some key words is a useful tool to help keep you up to date and spot important news on research and political events that may affect your profession or practice as well as new consultations. By keeping up to date with the latest information, it can provide inspiration for your next campaign, provide the hook to seek a meeting or give you the latest information to help support your ask.

Here are some draft tweets which you can adapt based on your influencing activity. Using photos and videos can help bolster support for your tweet:



namesurname
@namesurname

Just met with [insert name/ tag twitter] to show them the physiotherapy work that we do at [insert hospital/ practice]. Good discussion about the importance of these services and how much they can do to reduce health inequalities. #development @thecsp

12:00 PM · Jun 1, 2023

5 Retweets 1 Quote Tweet 24 Likes

namesurname
@namesurname

Cutting physiotherapy services in [insert place] will put more pressure on GP practices I have written to [insert name/ tag twitter] to invite them to visit our local service to see how rehab can support the rest of the NHS #physiotheraphy @thecsp

11:06 AM · Aug 9, 2023

76 Retweets 14 Quote Tweets 619 Likes

namesurname
@namesurname

[insert name/ tag twitter], are you aware of the importance of #physiotherapy and access for patients in [insert area]? I would be pleased to show you around our local service and work together to break down barriers to physiotherapy #health @thecsp

2:10 PM · Nov 16, 2023

10 Retweets 72 Quote Tweets 959 Likes

namesurname
@namesurname

I have written to [insert name/ tag twitter] about the importance of staff development and training within physiotherapy services. More needs to be done to support our workforce so they keep developing and providing a great service. #physiotherapy @thecsp

4:03 PM · Sep 3, 2023

11 Retweets 3 Quote Tweets 66 Likes

namesurname
@namesurname

Delighted to show [insert name/ tag twitter] around our physiotherapy unit in [insert place], showing how we are [championing / leading the movement for (delete as appropriate) rehab. Investing in #physiotherapy reduces the burden on hospitals and GPs, and saves the NHS money #RightToRehab @thecsp

8:06 AM · Apr 1, 2023

76 Retweets 14 Quote Tweets 619 Likes

The CSP has a social media guide for members with more information on how you can embrace social media in a productive, safe and professional manner: www.csp.org.uk/socialmediaguide

HOW CSP CAN HELP

Remember that you are the best advocate not only for the physiotherapy profession but for your patients. Influencing activity, such as the suggestions set out in the toolkit, can have a positive impact on you, on the profession and, ultimately, on patient outcomes. We hope that this toolkit inspires you to move forward with the changes you want to see. If you do carry out any influencing activity, we would like to hear about it, so please let us know!

We understand that engaging can be challenging, but the Campaigns and Regional Engagement Team is here to help. We can provide support, tools and resources to help with your campaigning.

Please contact us at
cre@csp.org.uk

Alternatively, please visit
csp.org.uk
for further resources and guidance.

The Chartered Society of Physiotherapy is the professional, educational and trade union body for the United Kingdom's 64,000 chartered physiotherapists, physiotherapy students and support workers.

CHARTERED
SOCIETY
OF
PHYSIOTHERAPY

3rd Floor South, Chancery Exchange,
10 Furnival Street, London EC4A 1AB
Email: **enquiries@csp.org.uk**
Tel: **020 7306 6666**
Web: **www.csp.org.uk**