

# CONTENT ANALYSIS

*Northumbria Healthcare Foundation Trust*

*Prepared by Greg Wehner*



## TABLE OF CONTENTS

---

Executive Summary .....	3
Goals & Objectives .....	4
Business Goals .....	4
Content Objectives .....	5
About the Audience .....	6
Primary User Groups .....	6
User Goals .....	6
Content Observations .....	7
Website .....	7
Social Media .....	9
Findings .....	10
Analysis .....	10
Recommendations .....	14
Key Performance Indicators .....	15

## EXECUTIVE SUMMARY

---

The Board of Directors for The Northumbria Healthcare Foundation Trust requested an analysis of the healthcare organization's digital content on both its website – [www.northumbria.nhs.uk](http://www.northumbria.nhs.uk) – and its social media channels – Twitter, Facebook, and Instagram. This analysis was conducted to help determine whether the content on these digital platforms lines up with the organization's business goals, as outlined by Bernard Marr & Co.

The Bernard Marr Co. sat down with stakeholders and executives to determine what each of the organization's business goals were, but the report also defines what Northumbria Healthcare does, who its people are, and who its customers are.

In the report, Chairman Brian Flood and CEO Jim Mackey said, "However excellent, past performance is no guarantee of future success. High performing organizations remain so by looking ahead, understanding the challenges, and determining the right strategy to maximize unique business opportunities and best manage risks." In summary, Northumbria Healthcare's top brass understands the past is the past, and to move forward successfully, they must accept the challenges and strategize around them.

While 15 Key Performance Indicators—or KPIs—were defined by the organization, the analysis conducted looked at three. What the examination found was a customer focus is clearly in the works, though some things can be done better. For example, social media efforts do a decent job putting the customer first while highlighting some of the programs Northumbria is putting in place, even during the covid-19 pandemic. Unfortunately, efforts surrounding social media posts appears lazy, and to the customer who only uses Facebook, confusing.

The organization's website is laid out in a way that makes information easy to find, though drilling further down the rabbit hole by clicking on page links can oftentimes feel overwhelming. Linking away from the umbrella of the parent site can be risky. When programs and offerings across each hospital are not in line with one another, the site visitor may find themselves at ground zero when it clicks on a link to an in-network hospital. Points like this are addressed through the report, and suggestions are provided for ways to correct the issues and pull the organization together, so it works like a well-oiled machine.

Ultimately, this analysis was requested by your organization because it felt something was amiss.

---

# GOALS AND OBJECTIVES

---

## Business Goals

The management strategy compiled by Bernard Marr & Co identified the following business goals, which highlighted the patient and the customer as high priorities. Translating these goals on the web through the organization's site and social media channels will be crucial to a successful content strategy.

### 1) Reputation and Satisfaction

One of the key elements of creating an online presence that represents Northumbria is branding. All content across every platform for the organization should have the same look, so when people see it, they know it is from Northumbria. According to a heatmap of all 15 key points that were identified by Bernard Marr & Co, the goal is to market Northumbria's services and build a strong brand with a reputation for excellence. The colors used in the organization's logo should be present on the website, marketing materials, and social media. The logo should be placed in each piece of material, whether it is an advertisement, an intro to a video, or as the face pic for a social media account.

### 2) Our Culture

Another key point that was identified in Bernard Marr & Co's outline was to build a reputation based on the organization's culture. It is important to foster a customer focused services approach that highlights the organization's performance driven attitudes and behaviors. An organization can certainly use its website and social media channels to highlight its culture. Both the site and social media networks provide platforms that allow organizations to post videos – whether 30 second clips or professionally produced pieces – showing off the culture as well as exemplars within the organization who represent what it is all about.

### 3) Provide Excellent Patient-Centered Customer Service

Healthcare providers focus on taking care of the patients. When determining whether to have a surgery at Northumbria, the potential patient may look to the web to see what its hospitals have to offer in terms of service. Keeping the site simple for the patients to navigate is just as important as having a thorough and up-to-date listing of services. The site and social media platforms also provide good spaces to show off the happiness between patients and the people working at Northumbria.

## Content Objectives

---

A brief listing of content objectives was created for each of the objectives listed above. These objectives specifically focus on ways to meet the goals on the website and social media platforms.

<b>Business Goal</b>	<b>Current Objective</b>
<b>Reputation and Satisfaction</b>	<ul style="list-style-type: none"> <li>• Make sure branding is consistent across all digital platforms, including the website, Instagram, Twitter, and Facebook.</li> <li>• Highlight the organization's reputation for excellence through branded imagery.</li> </ul>
<b>Our Culture</b>	<ul style="list-style-type: none"> <li>• Foster a customer-focused services approach through social media channels by frequently posting videos and images of staff serving customers.</li> <li>• Show how volunteers are making a difference at Northumbria daily.</li> <li>• Ensure all social media channels are easy to navigate for customers of all ages.</li> </ul>
<b>Provide Excellent Patient-Centered Customer Service</b>	<ul style="list-style-type: none"> <li>• Continue to update the website with the most current offerings for customers at the hospitals.</li> <li>• Offer ways on the website for patients to ask questions and give feedback.</li> <li>• Uses images and videos to show the relationship between the patient and staff.</li> </ul>

## THE AUDIENCE

---

### Primary User Groups

Northumbria Healthcare serves a vast range of people through its website and social media platforms. When creating this analysis using the three specific business goals, the following groups of people were used to determine whether the content is in line with the company objectives:

- **Short-term patients**
- **Long-term patients**
- **Potential patients**
- **Family members of patients**
- **Outpatient customers**
- **Staff members**
- **Caregivers**
- **Volunteers**
- **Potential donors**

### User Goals

The forementioned groups all have reasons for visiting the Northumbria Healthcare website and social media platforms associated with the organization. Here are just some of the reasons:

- **Keep abreast of what is happening at the hospital.**
  - **Learn about services and procedures the hospital specializes in**
  - **Find out when family members and friends can visit and what type of dining options are available.**
  - **Read and watch videos about the attitudes and accomplishments of Northumbria Healthcare staff members.**
  - **Research ways donations to the hospital are used.**
  - **Sign up to volunteer at the hospital.**
  - **Ask questions about services.**
  - **Give feedback on experiences at the hospital, whether good or bad.**
-

# CONTENT OBSERVATIONS

## Website

Overall, the Northumbria Healthcare website has a clean design that was obviously created with the customer in mind. Since many of the objectives that were put forward by the executive team were customer-focused, this is good. The site has a listing of services and benefits that includes things like Adult Social Care, Breast Care, Dental Service, Emergency Care, Maternity, and Mental Health Services, to name a few. The listing of services can be reached several ways from the home page, making it easy for the potential patient or customer to find out if

Northumbria is the place for them.

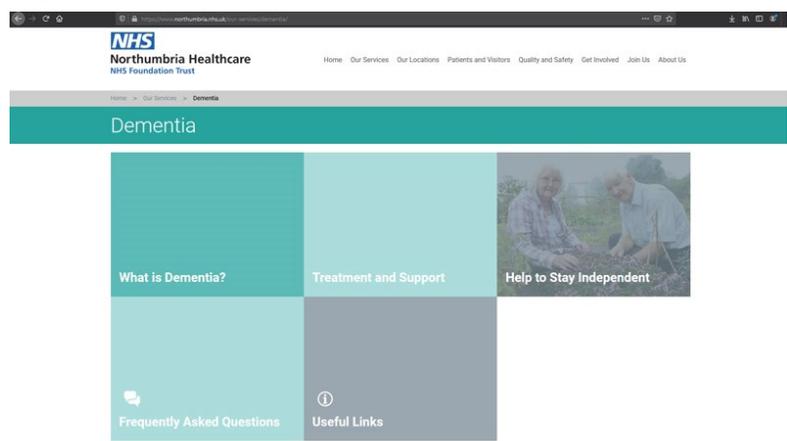
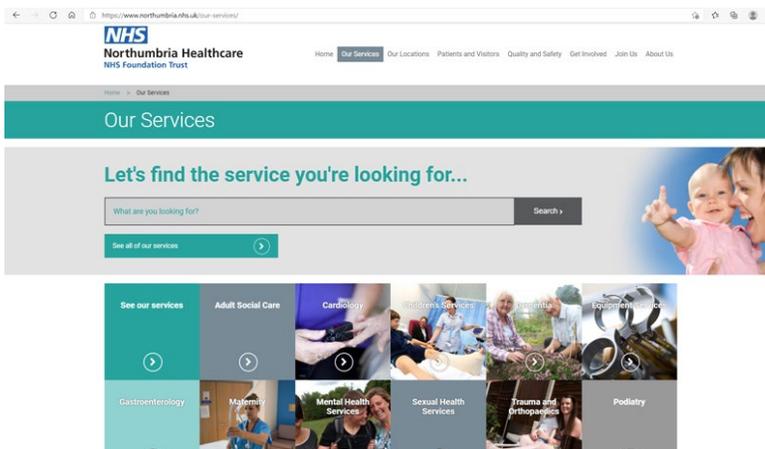
The site does a great job placing customer-focused services in the forefront of the homepage. The simplicity of the navigation allows customers to quickly find Northumbria's services, and when you drill down into each individual service, the website provides explanations of what the disease or sickness is, the treatment

and support the organization provides, and services that help people through treatment.

When it comes to placing an emphasis on Northumbria's culture and fostering a customer-focused services approach, and highlighting performance driven attitudes and behaviors, the site comes through with flying colors.

The images on the homepage also display staff members with smiles on their faces to show they are focused on providing a good environment for patients while also performing at their highest level.

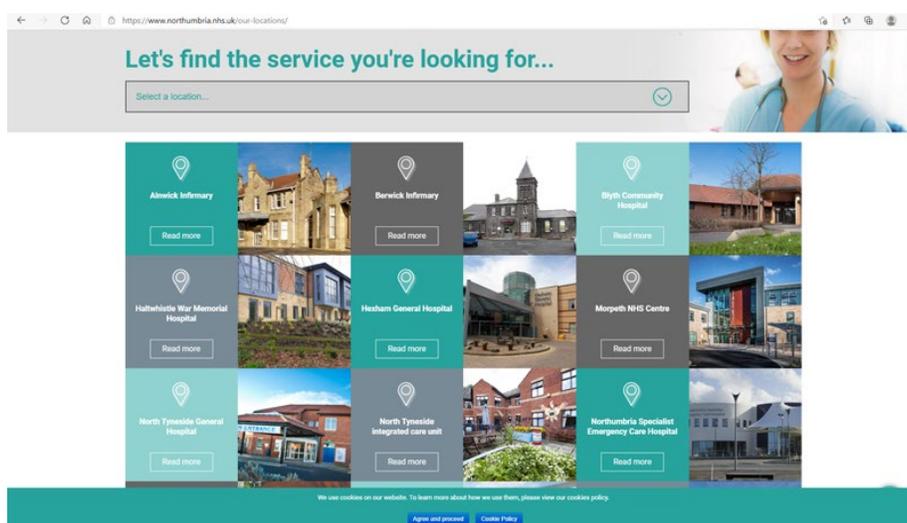
The homepage has a grid of boxes with services and links. One of the boxes, "Patients and Visitors," and when clicked, it takes the visitor to a page with an image of a welcoming environment, and another image of people who look like they care.



Also, on the “Patients and Visitors” page, there is a box that says, “If it matters to you, it matters to us...Tell us if you aren’t happy with your care.” This is a great way for patients and customers to speak up about what went well and what did not.

While the homepage design look and feel seems cluttered and offers unnecessary motion, the organization markets their services and brands itself for excellence. Northumbria’s branding of teal and orange are seen throughout the site, as is their logo. Many of the pictures on the homepage show a professional branding and display a sense of community and growth toward a better tomorrow.

When it comes to customer service, the pages on the site are certainly patient first. Ultimately, the patients are the primary customers, and looking at the site, Northumbria does a good job providing patient-centered customer service. For instance, when you click on “Patients and Visitors” from the top navigation, it takes you to a lot of information that is broken down into bite-sized chunks. This can be good because new patients should not be overwhelmed with pages and pages of text. Drilling deeper, click on the “Your care in hospital,” and you are taken to a picture of a patient with a nurse. The nurse looks friendly and appears to be giving good customer services. Then, when you click on the picture of the nurse, it takes you to a page that breaks down all the services you get while being a patient at the facility. Each hospital may have different services – something that should probably be uniform across an organization this large – but fortunately, there is a link on the page that when clicked, takes the visitor to a splash page of hospitals in the network.



The splash page is good, but the content could be better. The problem with the splash page is that after going through the services on the main page, the customer clicks onto the splash, then a hospital, and is back to square one trying to figure out what services are available.

Imagery is huge, and the set of hands used on the homepage for “Patients and Visitors” is heart-warming. But I think a simple change of showing a patient visit from their family, and a nurse smiling in the background would be better. There are also several blocks that do not have images, like the “Northumbria Online Consultation.” Maybe find images that match what the service is. Again, imagery is huge – and important.

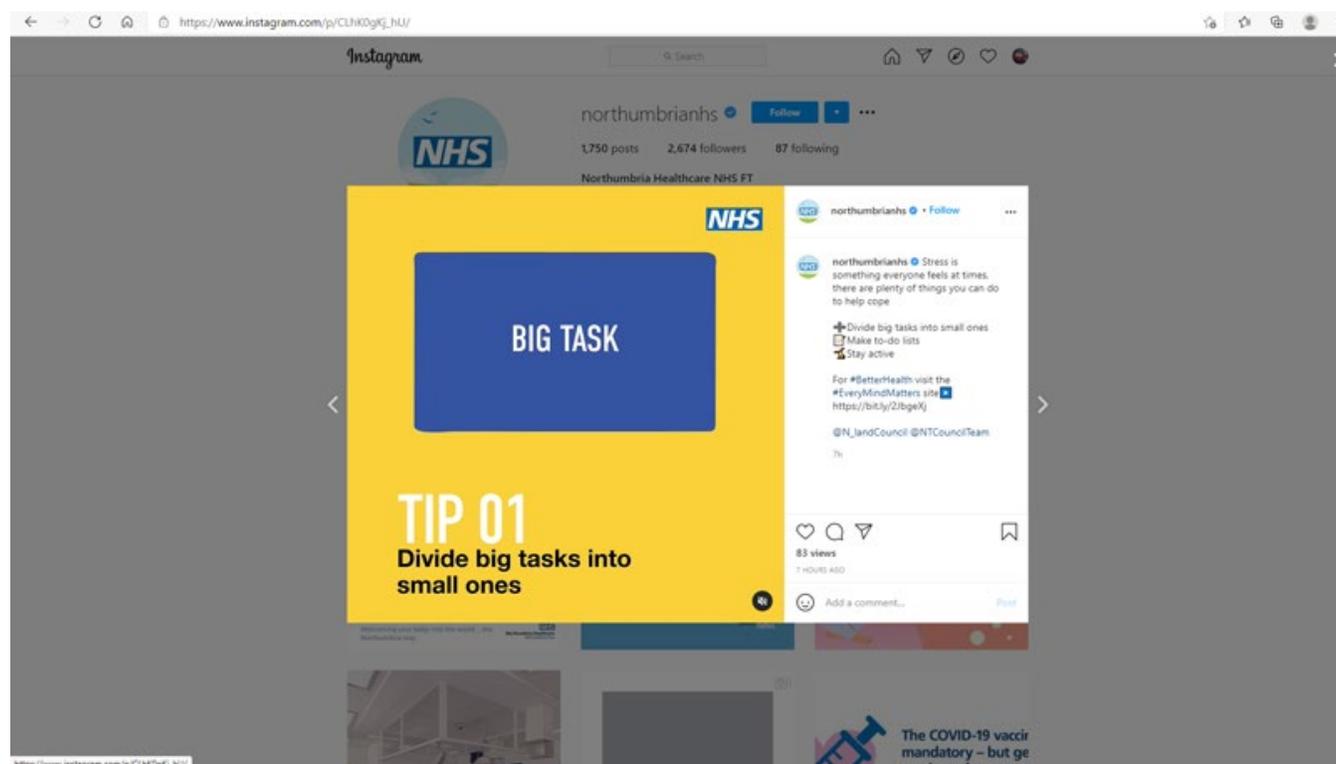
Navigating the site, as I mentioned, is simple, though the redundancy of locations and services can be a bit much. This can be improved upon to stick out more from two places – the top navigation and in the body of the homepage – but no more.

## Social Media Content

The Northumbria Healthcare website does a good job of reaching its customer base, but as mentioned, a few tweaks would turn out better results. Likewise, social media efforts from the organization are good, but can be better. At times, it seems like whoever is posting to the three main social media platforms that this analysis is based on – Instagram, Facebook, and Twitter – is being lazy with their efforts, but the content is rich.

The organization does a great job using Instagram and Twitter to show followers and subscribers who their organization is and what it does best.

As far as branding is concerned, both Instagram and Twitter use the same blue and white NHS logo with green at the bottom, representing what looks like grass. When comparing social media branding to the website, the colors are different. The blue and white logo is the same, the grass at the bottom does not appear on the website. Also, the teal and orange colors of the site are not seen on the social media pages, which raises concerns regarding branding, but the blue and white logo use is consistent.



Infographics are used wisely on Instagram and Twitter. For example, the organization used Instagram to reach its customers with a post about dealing with stress. The post has a play button, and when clicked, it scrolls through about 10 ways people can deal with stress, including breaking big tasks into smaller ones. There is also a post where a neighborhood matron is on video talking about her job and what she like most about it – including the customers. This is one good example of how the organization uses social media to reach its goal of being customer focused while showing off how performance-driven the staff is.

The organization posts several times a day, which is good because it keeps the content fresh.

Northumbria's Twittersphere has some good posts also when it comes to providing patient-centered customer service. There are several video posts of staff members telling their story, and oftentimes, the staff members mention how much they like working with patients. This gives off the impression that the customer service within the hospital network is great and the patients are in good hands. There is also a post regarding the patient phone line that allows family members to connect with patients in the hospital during the covid-19 pandemic, since restrictions may prevent them from visiting their loved ones.

When promoting its culture on Twitter, the organization invites people to join its community and connect with others.

The screenshot displays the Twitter profile for NorthumbriaNHS. The profile header shows the name 'NorthumbriaNHS' with a verified badge and 19.9K tweets. The main content area features three tweets:

- A tweet about Antenatal Classes, listing three classes (Labour and Birth, Postnatal Care, and Physiotherapy) and providing booking information via Eventbrite.
- A tweet inviting users to join the Northumbria Online Community, stating it's free and a friendly place to engage with others and give feedback. It includes a link to join: [bit.ly/2CgTFgR](https://bit.ly/2CgTFgR).
- A 'Who to follow' section featuring:
  - NHS Northumberland CCG (@NHSNorthumbriaCCG) with a 'Follow' button.
  - South Tyneside and Sunderland NHS Foundation Trust (@STSFTrust) with a 'Follow' button.

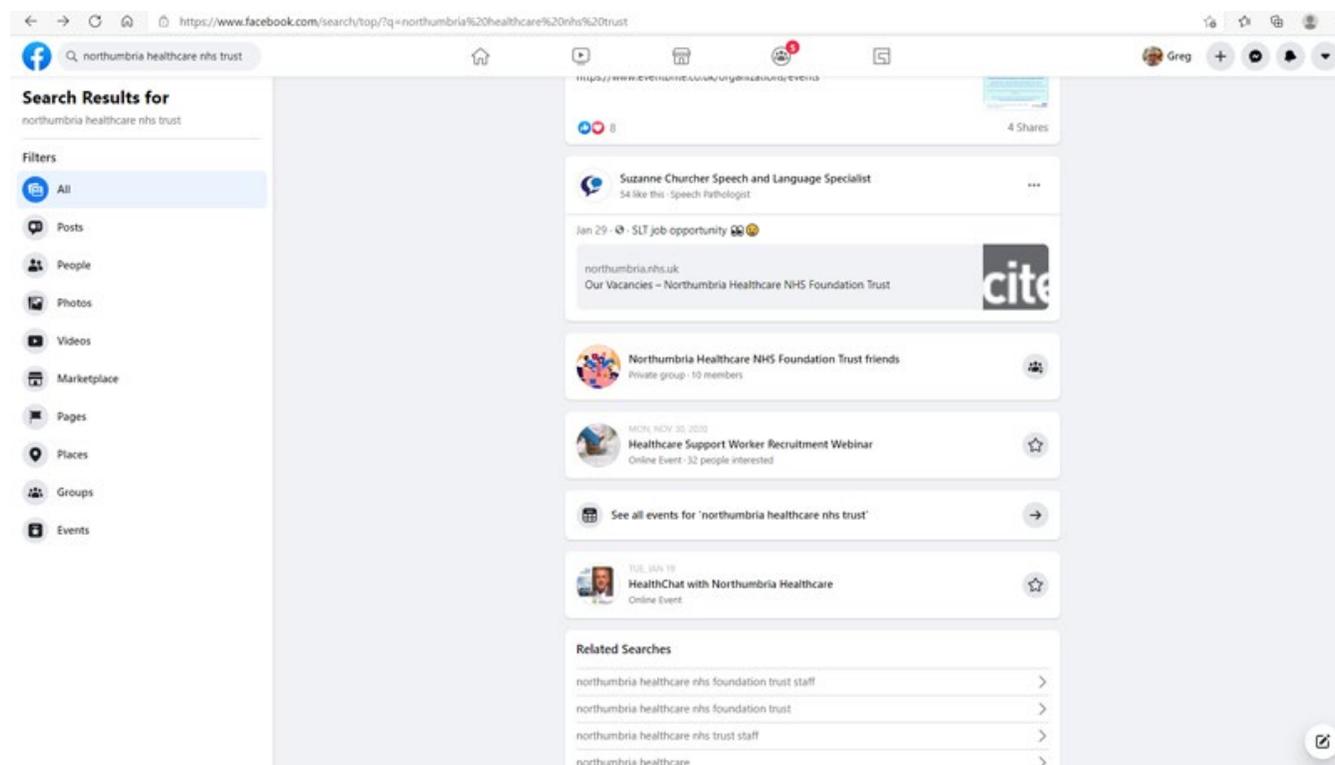
The right sidebar contains a search bar, a 'You might like' section with suggestions for Sports On Prime, Claire Riley, and DASH at Northumbria, and a 'What's happening' section with a news item about a doctored screenshot of a Ted Cruz tweet about climate change.

The use of Twitter and Instagram is great because it allows the organization to reach different demographics who do not rely solely on websites for information. It also allows them to show off the great things they do in the community. But the content falls flat because it is duplicated across platforms. The posts a person sees on Instagram are the exact same posts they see on Twitter.

For example, on Twitter there is a post that reads, “Welcoming your baby into the world...the Northumbria way. Parentcraft sessions are now available online. Book your class here, search ‘Northumbria Antenatal...,’” and on Instagram, the post reads, “Welcoming your baby into the world...the Northumbria way. Parentcraft sessions are now available online. Book your class here, search ‘Northumbria Antenatal...’”

Because Instagram and Twitter attract different demographics, posts should be molded for each social media platform.

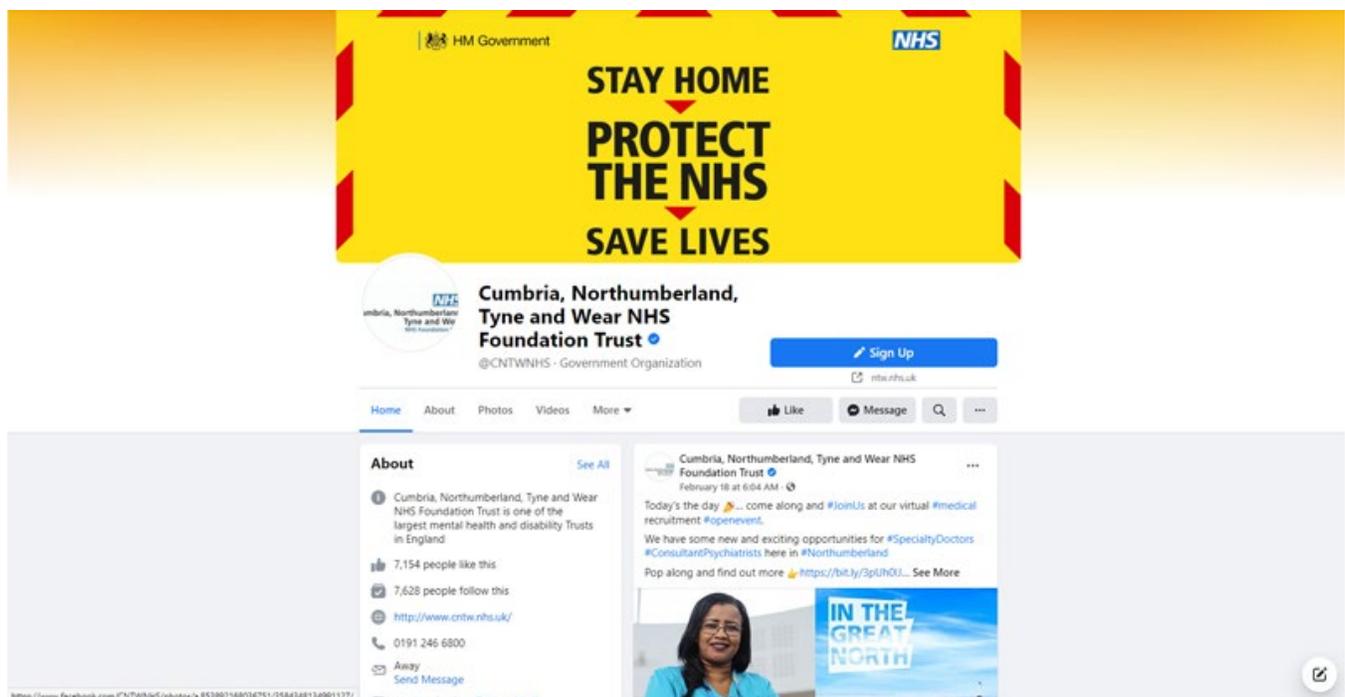
Facebook has other issues that make it difficult for patients or customers who strictly use the platform, like senior citizens. There did not appear to be a “Northumbria Healthcare Services” page on Facebook. Instead, there were pages such as “Northumbria Healthcare NHS Foundation Trust Friends,” “Maternity at Northumbria Healthcare NHS Foundation Trust,” and “Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust.”



The organization was missing a single umbrella-type page that encompasses all that Northumbria has to offer – like what it does on Instagram and Twitter. The lack of a single

page and the use of several “child” Facebook pages can be confusing and frustrating to customers who only use Facebook to follow their grandkids, children, and old friends. These are the same people who may be hesitant to try new platforms like Instagram and Twitter. NHS is doing a disservice to itself by not utilizing Facebook to highlight services for customers and the staff’s performance-driven attitude.

But there is also a branding issue here that should be addressed. Since Northumbria is a large organization with multiple hospitals throughout England, it is important to make sure everything is branded and gives off the same message. Having multiple Facebook pages without going through a single administrator is reckless and could prove to be problematic in the long run.



## FINDINGS

---

### Analysis

After reviewing the Northumbria Healthcare website and the social media platforms used to help get information out to the public, it is determined that the organization does a better job branding itself on some social media platforms than others. It is also determined that the website has a wealth of information that potential customers and patients can use before deciding to have the organization take care of them through their time of need.

The social media content, primarily, is informative and allows the organization's branding to shine through videos, infographics, and posts about how to get involved. The frequency of posts is also to be praised because fresh content is important – remember that. Using the same content on two different platforms – maybe three if the organization gets on board with Facebook – can only work against efforts of creating fresh content and may hinder the chances of the content getting picked up from search engines.

By continuing to use social media to create a connection between patients, the community, and the staff at Northumbria, the business goals associated with branding, creating culture, and providing great customer service will only benefit.

The content on the site is easy to navigate, though there is a bit of unnecessary redundancy that could lead to confusion. But if a person can get through the confusion and not overthink the site, the information throughout the site is informative and educational. The site also does a great job teaching the public about the services it offers, the treatments they provide, and where the services can be attained.

By combining web content and social media efforts, Northumbria has a good chance of reaching, if not exceeding its business goals as defined in the Bernard Marr & Co. report. Specifically, the organization's branding will be cohesive across all platforms, the culture created within the walls of the facilities will bleed out into the public for all to want to be a part of, and each patient will feel like they are the only customer the hospital is caring for.

---

## RECOMMENDATIONS

---

The following recommendations are based on the content analysis and will help to align the digital content on the website and social media platforms with the goals defined in the Bernard Marr & Co. report.

- **Create a cohesive brand across all platforms to solidify the organization’s reputation.** Branding is important for many reasons, but the main reason is so that people see something and automatically think of Northumbria. Having that branding, not just from a logo standpoint, but also with color, font, and tone will let people know “Hey, that new service I saw on Facebook was from Northumbria.” Every major company and organization have a brand, but it is what they do with it that matters.
  - **Create a Facebook account and dissolve all other NHS accounts to ensure a cohesive message and brand is being distributed to the public.** Currently, as mentioned in the analysis, Northumbria does not have a main Facebook page, but instead has a bunch of smaller pages. Facebook is a powerhouse for social media and will allow the organization to reach more demographics than it is doing currently. Once the page is created, begin to disable, or dissolve all other accounts and bring everything under one umbrella to ensure the messaging from Northumbria is consistent with the brand.
  - **Improve imagery across the Northumbria website to present a professional image that shows off the organization’s culture and customer service.** Two of the business goals that were defined in the Bernard Marr & Co. reporter dealt with customer service and a culture based on customer-focused services, so pull in images to all crevices of the website to ensure the organization’s image is relayed. This includes the homepage grid, the patients and visitors page, and every service link, to name a few.
  - **Remove overwhelming redundancy throughout the site to prevent confusing visitors.** Making sure customers know where to click to find services and locations is important, but it does not need to be on the homepage more than two times. Use the space for something else that is not getting the same amount of exposure. A site redesign could help with this, but right now the goal is to create a content strategy that works and is effective
-

## KEY PERFORMANCE INDICATORS

---

Key Performance Indicators, or KPIs help track the performance of an organization's digital content against its business goals. KPIs help determine whether the company is meeting its goals through measurements – sometimes through website analytics. During this analysis, three KPIs were selected, and analyzed the performance of the three business goals identified in the Bernard Marr & Co. report.

**1) Track website traffic and the sites visitors go to, along with the length of time they are spending on the site to help determine whether the changes are helping people find the information they need.**

Before tracking the changes, it is important to obtain the analytics from before the changes were made to see how long visitors were on the site and what pages they were on before terminating their time on the site. These older analytics give insight into what the customer was dealing with, though oftentimes, the analytics do not tell the whole story.

Once a set of changes is made, the analytics – we plan to use Google Analytics and Omniture – will be able to track immediately and begin to draw a picture of whether the changes are improving the visitor's experience.

This data should be able to show the pathways visitors took to get to certain pages, the number of clicks it took the visitor to find the information he or she was looking for, and how often the visitor came back for more information.

The data should also be able to track how many visitors were unique to the page – or new visitors – versus how many are returning users.

**2) Track social media views, shares, and interactions on new posts that align with company branding.**

Since Northumbria Healthcare does not have a Facebook account, there will not be any old data other than from the child pages that currently exist. But for Twitter and Instagram, slight changes to the way posts are being presented should result better experiences. Simply changing images, enhancing videos with branding, and highlighting experiences from customers and staff members should help provide the content that will allow us to track if people are viewing, sharing, liking, and commenting on the posts. Ultimately, the goal is to build a community and highlight the customers, while sharing the Northumbria story and culture with the world.

---

### **3) Collect user feedback from site visitors to find out what they did and did not like about the site changes.**

While analytics and social media statistics help to tell the story, nothing is more valuable than actual feedback from customers because it can tell the full story. The feedback will be collected through surveys sent to visitors who are willing to participate in the survey, which will result in qualitative data, as well as in-person surveys to get better quality feedback.

To gain feedback and input from site visitors, we plan to use Forsee, a tool that allows us to randomly survey users with open-ended questions and scale rankings. The main questions I want to ask will deal with whether the user was able to find the information they came to the site for, if the content was comprehensible, and how often they visit the site.

The in-person questions will dig more into demographics, health, and career, as well as why they visited the site. The questioning could even dig into the number of clicks it took for them to find the information they were looking for, if the information were helpful, and what they would like to see changed with the site.

---