



Case Study - NHS Blood & Transplant

Building leadership communications

The National Blood Service (NBS) is part of NHS Blood & Transplant. The National Blood Service (NBS) collects, test, processes, stores and issues over 2.5 million blood donations a year. Employing over 6,000 full and part-time staff, employees perform a wide variety of roles and are based in many different locations around England.

Following the appointment of a National Communications Manager responsible for internal communications across the NBS, significant research was undertaken to establish employee perceptions of internal communications and priorities for improvement. The research highlighted the role of senior managers in the communication process. HarknessKennett were invited to run a highly participative workshop with the Executive Directors to review leaders' contribution and commitment to internal communications.

Findings from the research were shared with the Executive Directors and facilitated discussions were held to determine key priorities and actions for internal communications across the Service. In addition, best practice examples were used to emphasise how the role of directors and senior managers in internal communication is changing to meet organisational demands.

"All the research we've undertaken has demonstrated the critical role that leaders at all levels play in the communication process. Taking our Executive Directors away to discuss their role in internal communications was an important step for us.

This workshop helped our Directors see the value of communicating effectively with their people and becoming communication champions. The use of best practice examples also highlighted what their peers are doing in other organisations. Undoubtedly, this workshop has helped create a solid platform for more effective leadership communications going forward."

Vicki Davies
National Communications Manager
National Blood Service