



# NHSGGC Communications Plan 2017-18

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## Introduction

The 2016-17 NHSGGC Communications Plan laid out the foundations of a new modern digital approach to communications within NHS Greater Glasgow and Clyde, one which responded to the changing way in which our audiences get their information and engage with our services.

We made significant progress in this first year of transition and this year will see us build on this and continue to embed our digital engagement and communications strategy for both our external and internal audiences.

Compelling communications that explain the objectives of the organisation effectively and efficiently have never been more important.

In this challenging year for the organisation, as we work to major efficiency programmes to achieve financial balance and integrate with the health and social care partnerships to transform the way care is provided, it is essential that Corporate Communications delivers the highest standards of practice.

The plan explains to our staff, our colleagues and key partners how we are going to achieve this over the next 12 months.

It sets out the commitments of the Corporate Communications Directorate to produce campaigns and other communications to support the organisation's priorities this year. It also explains the core aims of the directorate and highlights its plan for improving communications professional practice in its aim to deliver first class media relations, public-facing campaigns and stakeholder and internal communications.



# 2016-17 – a year of progress

Key highlights of 2016-17 include:



## Launch of online magazine HealthNews in new digital format in October 2016 replacing the print edition of the magazine.

Our public magazine, HealthNews, switched to digital in October 2016. The digital format has created an opportunity to provide information in a compelling way using a mix of words, video, audio, images and animations. It created a more efficient use of funds as we save print and distribution costs which contributes to the Directorate's cash releasing efficiency savings. Importantly, by going digital, we are better able to plan, monitor and evaluate our communications and be more responsive.



## Development of social media channels

The corporate Facebook account was launched in September 2016 and quickly grew a significant audience of both staff members and the public. Within six months, the site was the second biggest Facebook account amongst territorial boards, with only NHS Grampian – which was launched in 2011 – having more followers. An engaging mix of light, fun content and more serious news items ensures we continue to drive up these audiences and achieve high levels of engagement with the content.

Local and national print media are seeing the circulation figures continue to fall but their online readership is growing. Our increased social media presence suits their model and also enables us to grow our own audiences.



## Growth of online audience

A key aspect of our digital communications strategy has been to grow our NHSGGC Involving People Network – our database of people and key influencers who wish to receive information direct from us – so that we can increase our direct-to-public communications and reduce our reliance on media partners to do this.

Our Involving People Network has been an important tool to enable us to engage with local communities for more than a decade. We had amassed 5500 contacts on this database – which was already seen as a very significant resource – but this database had remained static for a number of years.

Over the past year we implemented an aggressive growth strategy which saw our digital audience grow by 49 per cent to more than 8000 subscribers.

This has primarily been achieved through offering HealthNews on a free subscription basis. When readers subscribe to receive HealthNews, they automatically join the Involving People Network and receive regular news bulletins and campaign updates as well as information about consultations and invitations to participate in our public events.



## Better use of insights and evaluation in communications

For rigorous and systematic campaign planning, there are five key steps to creating effective campaigns: objective setting, audience insight, strategy and ideas, implementation and evaluation. This approach is now embedded within the campaign planning led by the Directorate. Evaluation is a key aspect of planning and last year saw the Directorate develop capabilities in the routine use of analytics to monitor impact across all our digital channels.



## Successful partnerships with charities

Our objective of building successful collaborative partnerships to amplify our reach and gain access to new audiences was particularly successful in 2016-17. A number of charities including the Children's Hospital Charity and the Beatson Charity are part of this strategic approach and we work closely with them to promote our messages to their supporters and to promote their messages to our communities.

# The organisation's priorities in 2017-18

When done well and integrated within the core business of an organisation, communications make a significant contribution to the delivery and aims of the business, by:



**Supporting the effective operation of service**

For example, publicising where the public should go to for emergency care



**Helping achieve behavioural change**

For example, encouraging people to take up smoke cessation support



**Responding in times of a crisis or an emergency incident**

For example, supporting the public health response to outbreaks



**Protecting and supporting the reputation of NHSGGC and the wider health service**

Providing assurance to the public about the quality of care they will receive

This section sets out NHSGGC's priorities for 2017-18 under our key aims of **Better Health, Better Care, Better Value** and **Better Workplace** and describes the major communications campaigns and activity aligned to these themes.



## Major campaigns and projects in 2017-18



### **a** Better Health

The development of a regional delivery plan to demonstrate how the West of Scotland boards will work together to implement the national clinical strategy will be a key priority this year. We will develop regional and local communication and engagement plans to support delivery of this plan. We will explain to the public how we are working together across NHS board boundaries to ensure the care the NHS provides is safe and of the highest possible standard. Staff communication and engagement will be critical to success. We will ensure staff have the opportunity to discuss and engage with changes that affect them and to ensure there is (i) good understanding of the rationale for change (ii) the direction of travel set out in the Delivery Plan and (iii) acceptance of/buy-in for the proposed actions.

We will promote the biennial report of the Director of Public Health and deliver a communications plan for the Public Health Strategy being developed for the Board.

We will work with health improvement teams to run campaigns to support child safety and prevention of unintentional injury, alcohol in pregnancy, promotion of healthy food options, supported self-care, reducing harm from cancer and increasing uptake of the national screening programmes.

We will continue to encourage the over 65s, younger vulnerable groups and staff to be vaccinated against the flu.

We will prepare for new smoking in hospital grounds legislation coming into effect in April 2018. Working with Board's smoking cessation leads, we will devise a staff and patient campaign to explain the changes and support the national public campaign being led by NHS Health Scotland. We will also adopt new national branding for our smokefree services, work with the smoking leads to raise awareness of forthcoming national smokefree prisons policy and publicise the introduction of the incentive programme for pregnant women to stop smoking.

We will deliver a major new mental health online resource for patients by early 2018.



A Healthier Place to Work

## **b** Better Care

A new five-year Transformational Care Plan is being developed for the Board. We will create tailored approaches for local, community and board-wide audiences to explain the programme of change, using messages that are consistent with, and set in the context of, the national Health and Social Care Delivery Plan. In the short-term we will create a narrative to reassure residents in West Dunbartonshire and the Inverclyde area of the long-term future of local hospital services.

We will provide communications advice and input to support the delivery of the Local Delivery Plan 2017/18, in particular the various service reviews outlined, including redesign of stroke services, frail elderly services and breast services and the conclusion of the consultations on Lightburn Hospital and Ward 15.

We will communicate the results of the unscheduled care review led by the deputy medical director to internal and external audiences, via a dedicated web portal, staff communications, including the use of Webex seminars and video, HealthNews and media.

During the festive period, it is important for the public to be supported to use NHS community services when their GP surgeries are closed so as not to put unnecessary pressure on busy emergency services. We will publicise the NHS services that are available over the public holidays during the festive season and Easter. We will also work with NHS24 and the Scottish Government to deliver the annual Know Who To Turn To campaign to encourage patients to use the full range of emergency services available in winter and throughout the year.

We will work with the University of Glasgow on a collaboration to showcase Glasgow as a world leading city of excellence for medical and clinical research as part of a recruitment drive to attract the best clinical talent to join NHSGGC.

Cancer care has evolved significantly in the past 20 years and we will showcase this through a three-part TV documentary for the BBC to be broadcast in 2018.

## **c** Better Value

NHSGGC is working to develop and improve patient services while living within the resources available. The latest financial forecasts suggest that NHSGGC will have to identify around £100 million of service improvements and efficiencies in 2017-18. We will explain the programme of efficiencies in order to deliver against the agreed financial plan for the year.

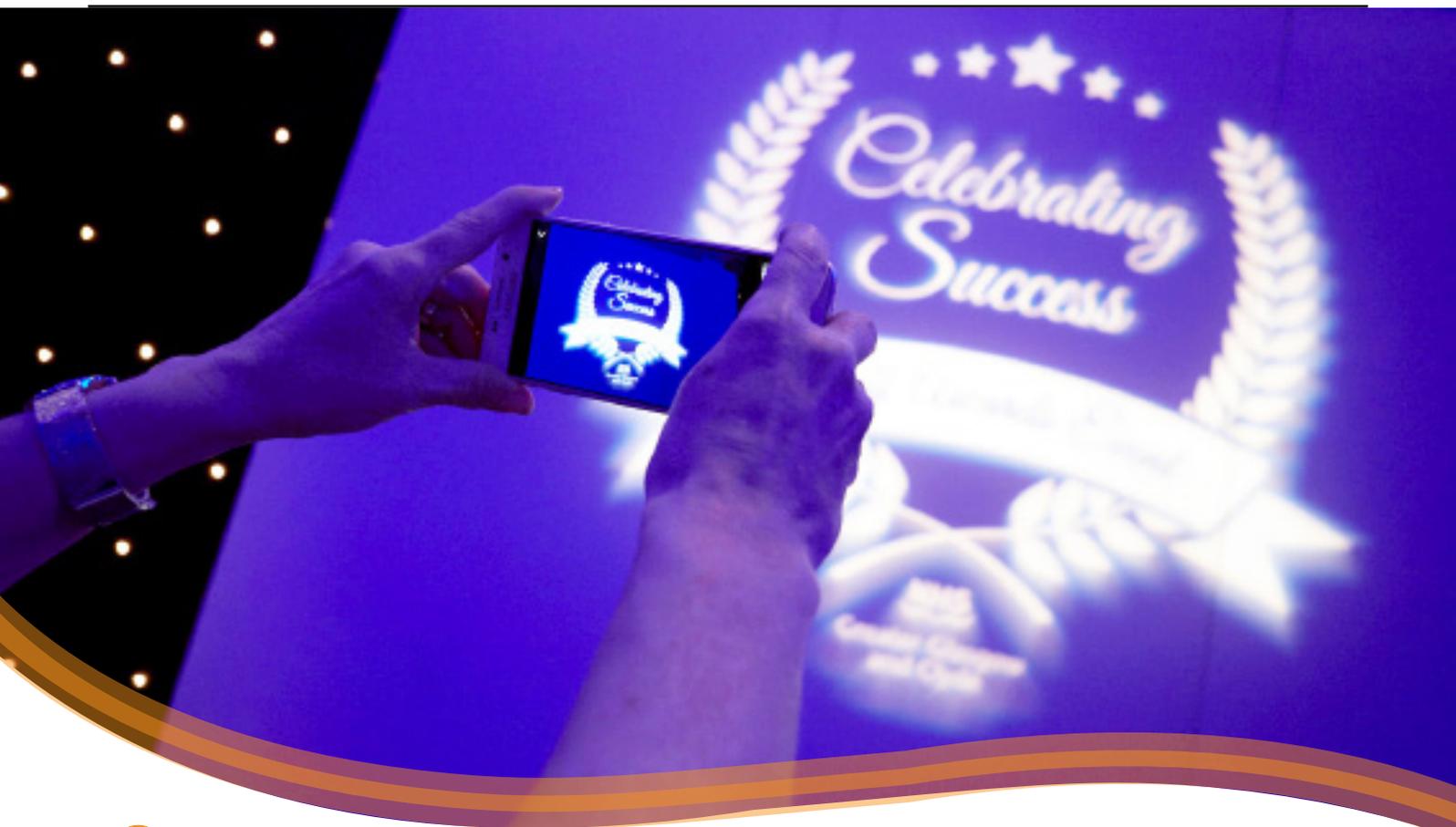
We will work with the Board's prescribing leads to deliver a pharmacy campaign, initially targeted at staff as patients and carers of others, with a number of key messages including repeat prescriptions, self care, why your medicines may be changed and tell us your ideas for managing medicine wastage. We will also work with NHS24 to review their winter campaign to tackle medicines wastage messages.

Working with the Nurse Director and Director of Human Resources and Organisational Development, we will support the switch-off of agency nursing. We will support recruitment to the Nurses and Midwifery Bank and the West of Scotland Medical Bank through major re-branding and promotional campaigns.

We will encourage staff to be part of an efficiency drive through the launch of our 'Small Change Matters' campaign in September.

We will take forward a programme of efficiencies to reduce web development costs and bring external sites onto the NHSGGC web server and carry out an audit to identify the potential to rationalise web landscape and drive further efficiencies.





#### **d Better Workplace**

We will support the organisation in its aims to deliver Better Health, Better Care, Better Value and a Better Workplace. As the organisation reviews and implements its mission, vision and values statement, communications will be critical in turning the vision into reality. We will work with the leadership team to implement a new approach to team working and to develop a talent management process within the organisation.

The annual staff Celebrating Success awards evening – featuring the FTFT local awards, the Chairman’s awards and the William Cullen Prize – is just one of the many ways that we recognise talent and demonstrate how we value staff endeavour and dedication. Once again we will deliver the annual staff awards, working closely with the Facing The Future Together programme and the HSCPs, to recognise and celebrate team work, innovation and, most importantly, a commitment to ensure our patients receive the best experience possible when using our services.

NHSGGC is working in partnership with our staff to develop an exemplary approach to staff health and wellbeing. A key priority is to support staff

who are experiencing stress, whether that be in the workplace or in their domestic life. In 2017-18 as part of the Board’s Staff Health Strategy we will deliver a campaign that helps staff recognise the adverse effects of stress early and raises awareness of the advice, support and sources of help available to manage stress. A Healthier Place to Work will also tackle levels of obesity in staff and provide support for those who wish to lose weight and become healthier.

We will work with Human Resources and Recruitment to develop new approaches to encourage new talent to join the organisation. A new induction video will be created to welcome those who join us, and those already working for us, to explain and reinforce the cultural values of the organisation.

The Board has made it a priority to work in partnership with others to support patients struggling with poverty. We will promote the money advice and debt assistance we provide which has already unlocked millions of pounds for patients and staff. We will also promote the money advice service available and the NHS Scotland Credit Union to our staff.

# A modern communications service

We are committed to delivering a first-class effective and efficient communications service. This section of the plan describes how we aim to improve further our capability in 2017-18.

We are adopting the best practice standards and moving towards a Modern Communications Operating Model in line with the Government Communication Service's aim to deliver world-class communications within the public sector and government.

New technology and digital tools are central to our communications work and 2017-18 will see an acceleration of the use of our digital communication tools.

Partnerships are key to helping us extend our reach and obtain best value possible from our communications and we will describe how we will work with key partners, including the Health and Social Care Partnerships and charities, to provide mutual support and work together.

## What we do

Our team is responsible for managing the Board's corporate communications service. We have expertise in all communications disciplines. This includes a number of key functions:

- **Proactive and reactive media handling** including a 24 hour on-call service, media monitoring and relationship building, liaison with SG communications and local other partners and other stakeholders, responding to all media generated Freedom of Information requests
- **Preparation for emergency** comms handling with full remote capability
- **Internal communications** to 38,000 staff both in print and online
- **Digital communications**, including full technical support and information population of the NHSGGC website, and corporate Facebook, Twitter and YouTube accounts
- **Creating and delivering fully integrated campaigns** for staff and the public
- **Event management**, including Ministerial visits, Royal visits, Celebrating Success Event, Annual Review
- **Graphic design**
- **Write, design and publish bi-monthly editions of a mass circulation public-facing HealthNews** online magazine
- **Leadership and advice** at board and senior executive level on all aspects of reputational management.

## Our aims

The aims of our service are:

- **To deliver high quality public sector communications** that support the priorities of NHSGGC and help deliver its programmes
- **To protect and enhance the reputation of a world class health service** provider and to defend unfair criticism or comment that would affect patient, public, staff and political confidence
- **To support a well informed staff** and support a positive approach to culture change and modernisation programme
- **To support clinical and managerial leaders** to deliver consistent, relevant and timely messages to staff and to support and encourage a two way dialogue enabling the workforce to have their views heard and responded to
- **To effectively support public behavioural change** in regard to health responsibilities and helping them make informed choices about their health and wellbeing
- **To create methods of targeting communications** that will deliver results in reducing health inequalities
- **To deliver audience-focused communications**, using insight and evaluation, to increase productivity, impact and effectiveness.

## Creating a modern communications team

Alongside other public sector communications teams we are reorganising and upskilling to meet new demands. Our communications team are undergoing an ambitious skills and professional development programme that will strengthen our capabilities to work and adapt to a rapidly changing communications world with a firm focus on developing effective digital communications.

### a Strategic communications planning

We will use insight to shape narratives, planning, horizon-scanning and evaluating – to tightly target and assess activity.

Rigorous evaluation of all our communication activity is critical to ensuring that we understand what works well and what doesn't in achieving our objectives. We will understand and use analytics routinely to measure impact and focus priorities.

We will develop an evaluation strategy to support the systematic evaluation of all our communications.

We will work closely with Scottish Government Health and Wellbeing Directorate other NHS boards and HSCPs to share evidence and learn from one another.

### b Strategic engagement

We will build with third parties, including the third sector, to listen effectively, share content and amplify messages – to enhance understanding, support and reputation.

We will develop a reciprocal arrangement with charities to promote charities and to increase our Involving People Network through their supporters' networks. We will identify events and other opportunities to promote the Involving People Network and drive up membership.

### c Media & Campaigns

The main change in our tactical strategy is to move from a balance of print supported by digital communications to a model where everything is produced digitally and shared and published through many channels... supported in some instances with high quality targeted print products.

In preparation for this modernisation of our strategies and tactics we spent a year creating a brand new design-responsive/mobile-friendly website which has resulted in a sharp rise in visitors – as a result the number of users has soared from 1.4 million visitors per year to 2.1 million visitors.

This move to modernise and invest in the website was as a result of monitoring world trends and implementing what was seen to work best for audiences.

This year we will continue to grow the NHSGGC website as the single web-based information resource for all NHS Greater Glasgow and Clyde services and rationalise external NHSGGC sites to enhance the user experience and reduce duplication.

We will develop a Social Media Strategy to set social media goals that align with our overall organisational goals and values.

We will also review and update our social media corporate policy to encourage effective and efficient use of social media as part of the organisation's approach to engaging, learning and communicating. We will set out how social, mobile and analytics technologies are changing how the organisation needs to create experiences and engage differently with patients and the public.

We will continue to grow direct-to-public communications through the expansion of the Involving People Network from the 9,000 achieved in 2017 to 12,000 and implement a strategy of publishing content direct to public, segmented as appropriate and based on issues of interest.



We will continue to develop HealthNews magazine as a key tool in communicating our organisation's values, building our reputation and enhancing our relationships with our communities and our staff through the use of compelling content and a mix of words, video, audio, images and infographics.

Video has grown significantly in use and now accounts for 69 per cent of all consumer internet traffic. With online video quickly becoming a key means for people to satisfy their information needs, video is the future of content marketing. Its success lies in its inherent 'shareability'. Engage viewers and they will share a video with others.

In 2017-18, we will develop and expand our capabilities of video production and video editing. We will increasingly use video to tell our stories and to engage with our audiences. As an extension of this, we will also continue to develop capabilities in creation of infographics and animation films. We will continue the development of our YouTube channel.

Our press team will create a newsroom where the press release becomes the core script for a news package which routinely includes video, audio content for digital channels.

Search Engine Optimisation (SEO) will be used to increase the website's visibility and drive audiences to it taking account of the shift from desktop to mobile search. We will increase capabilities and capacity to use social media analytics to monitor and evaluate impact.

We will develop a systematic approach to managing VIP visits to ensure effective governance of these events and maximise publicity opportunities.

## **d** Internal communications

Digital communications are increasingly key to our internal communications. We will examine how social, mobile and cloud digital technologies affect the workplace and the ways that employees engage with each other and with the broader organisation encouraging effective employee communication and engagement.

This year we will fully implement a measureable system for dissemination of core briefs which will let us use analytics to refine and develop the content further.

With the Chief Executive, we will consider how best to develop team brief to provide a platform for regular dialogue between the leadership team and the organisation.

We will organise online and face-to-face feedback sessions on current staff communications channel.

We will launch a new online version of SN with improved user experience and engaging content.

We will continue to build Twitter and Facebook as channels for staff communications and explore other social media for similar opportunities.



