



NHSGGC Communications Plan 2019-20

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Introduction

Rapid changes in digital technology and social media present both opportunities and challenges to effective corporate communications.

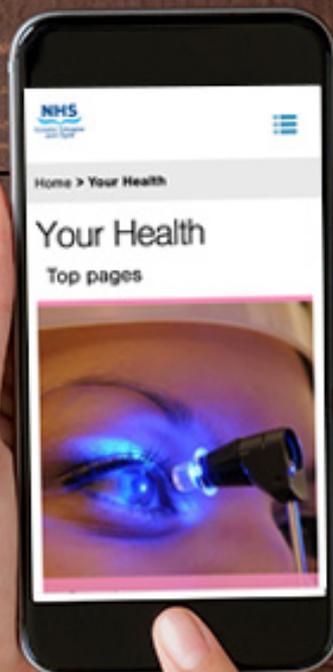
This year sees us continue to respond to this rapidly changing environment by embedding a modern digital approach to communications within NHS Greater Glasgow and Clyde.

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

As we continue to implement our long term modernisation programme, Moving Forward Together, whilst also managing current demand and delivering a major efficiency programme, it is essential that Corporate Communications delivers clear communications that explain, inform and educate.

This plan explains to our staff, our colleagues and key partners how we are going to deliver effective communications 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.



2018-19 – a year of progress

Key highlights of 2018-19 include:



Celebrating 70 years of the NHS

On 5th July 2018, the NHS turned 70. The celebrations lasted throughout the year and in Greater Glasgow and Clyde, many of these events looked back at the history of the NHS, its innovations and its accomplishments over the last seven decades.

We held 1940s tea parties and staff dressed up in uniforms through the ages. We had lunches at the Oscars with some of our older dementia patients dressing up for the occasion, watching old movies from the golden era of Hollywood. We even had jazz bands playing swing songs from the 40s and vintage hairdressers bringing a touch of glamour by re-creating the styles of the day.

And on the 5th July – our 70th birthday – we were the proud hosts of one of only two national events to mark the anniversary when the First Minister and Cabinet Secretary for Health and Sport joined some of our younger patients and our newest staff members at a show in honour of our staff.



Moving Forward Together

The blueprint for the future delivery of health and social care services in Greater Glasgow and Clyde was approved by the NHS Board in June 2018 following a period of engagement with the public and staff.

The 'Moving Forward Together' strategy sets out how primary, community and acute health and social care services will work together in the future to support people to live longer, healthier lives in their own homes and communities and to promote self-management and independence.

In developing the strategy we engaged extensively with, and learned from, the knowledge and experience of our staff from across health and social care services. More than 1,000 clinicians and non-clinical staff contributed to the vision and have supported the direction of travel that we have taken. A Stakeholder Reference Group was also set up to help shape our public messaging and engagement in delivering the strategy.



Honouring our staff

Our annual awards ceremony once again celebrated the achievements of remarkable individuals and teams that work within NHS Greater Glasgow and Clyde. In the year of the 70th anniversary of the NHS, the specially created 2018 Chairman's Platinum Awards were awarded to staff from right across the organisation, with a special judges' award of excellence going to Inverclyde 1st Home which helps to support people to remain living in their own home where possible.

The Celebrating Success Awards were not the only way in which we recognised the contribution of our staff this year. In July 2018, we introduced a long-service staff recognition scheme to mark the occasion of the 70th anniversary of the NHS.

The long-service scheme celebrates the dedication and service of all staff who have served the NHS for 20 years or more and thousands of badges were given to staff in the scheme's first year.





Spotlight on the Beatson

As the second largest centre in the UK, the Beatson provides all of the radiotherapy and much of the chemotherapy to the population of the West of Scotland, approximately 2.5 million people.

But its reputation goes far beyond that... it is renowned internationally for its clinical trials and its highly skilled and dedicated healthcare teams.

In April 2018, a new three part documentary series on BBC1 Scotland provided an in-depth look at the work done by the Beatson, telling stories of patients undergoing treatment and highlighting how cancer care has improved over the past decade.

Each programme focused on a different type of cancer - breast, prostate and lung – and featured the progress of a number of patients as they went through their cancer journey.

Throughout the series the dedication and care shown to patients by every member of staff in the centre is remarkable. This three part BAFTA nominated series showed the reality of modern cancer treatment and how, thanks to new treatments, a cancer diagnosis is no longer the terrifying prospect it once was.



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 directly 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 5,500 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 massively to more than 49,000 subscribers. With open rates that regularly outperform the industry average, we are now able to communicate with our own audiences quickly and regularly on issues of interest.



The organisation's priorities in 2019-20

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 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 2019-20 under our key aims of **Better Care**, **Better Health**, **Better Value** and **Better Workplace** and describes the major communications campaigns and activity aligned to these themes.

Major campaigns and projects in 2019-20

Better Care



A new ten-year transformational plan, **Moving Forward Together**, was approved by the Board in July 2018. Effective communications and engagement will be key to the implementation of this strategy, and in 2019/20 we will work with services to explain the early priority areas including the implementation of the plan to establish the major trauma network and the NHSGGC elements of the **West of Scotland regional cancer strategy**.

Under the auspices of Moving Forward Together, we will also research and develop new evidence-based approaches to long term public messaging to educate and support the public to engage differently with services and to support self-management.

It is important for the public to be supported to use the full range of NHS 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 deliver an integrated press, online and broadcast **"Love Your MIU"** campaign to encourage patients to choose one of our dedicated Minor Injuries Units for rapid treatment of a minor injury.

NHS Greater Glasgow and Clyde is unique in Scotland in allowing walk-ins to attend the **GP Out of Hours (OOH) service**. As part of a plan to educate the public on the appropriate use of urgent GP OOH services, we will deliver a campaign to highlight the correct route to accessing urgent out of hours care via NHS 24.

The importance of effective communications around **infection control and management** was reinforced in a letter from the Chief Nursing Officer for Scotland in early 2019. We will contribute to the review of **infection prevention and control** to ensure an effective and systematic process is in place to secure further improvements for patients and ensure appropriate openness and transparency in communicating incidents.

Maternity and neonatal care and services matter to the health and wellbeing of Scotland's people. The health, development, social and economic consequences of childbirth and the early weeks of life are profound. Individual families, communities and society as a whole feel the impact, both positive and negative.

A five year strategy, **Best Start**, was launched by the Scottish Government in 2017. NHSGGC's five year strategy for Maternity and Neonatal Services sets the

direction for the modernisation of our model of care in line with **Best Start** and a communications plan will be delivered this year to inform and engage staff and patients in the new models of care being developed.

Our **Quality Strategy** will be launched this year and early priorities include the delivery of **Person Centred Visiting**. An integrated communications campaign will be delivered to ensure staff, patients and the public are informed about the new approach to visiting.

Better Health



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 flu**.

Drug deaths in Glasgow are an area of major concern and we will work with the Glasgow City Health and Social Care Partnership on a media campaign to increase understanding and awareness of new measures proposed to support those with addictions issues, including the **Enhanced Drug Treatment Service (EDTS)** which will treat patients with the most severe, long-standing and complex addictions issues.

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 £75 million of service improvements and efficiencies in 2019-20. NHSGGC implemented a **Financial Improvement Programme (FIP)** in mid-February 2018. The process has involved a systematic and forensic analysis across every area of the Board to identify opportunities for savings and efficiencies. These have focused on areas of spend and working practices, identifying waste and the potential for efficiency improvements.

Staff have been seen as key to the success of the programme as it is often staff on the front line who have the best ideas for tackling waste and suggesting efficiencies. Our **Small Change Matters** campaign, developed to involve staff in generating ideas for improvement, has already resulted in hundreds of suggestions in 2018-19 and will be promoted further in 2019-20.

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.

NHSGGC plays a leading role in supporting digital innovation, locally, regionally and nationally and we will deliver a communications plan to promote this work and showcase the innovation and medical advances being developed in Glasgow and Clyde, including the establishment of the **West of Scotland Innovation Hub**.



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 embed the cultural framework within the organisation.

Effective partnership working involves honesty, trust, responsibility and teamwork, values that are at the core of the NHS. The clear links between staff wellbeing and patient care mean that partnership working has a vital role to play in the delivery of safe, effective and person centred care. This year, we will work with the Area Partnership Forum to promote its work and to raise its profile.

The annual staff **Celebrating Success awards** evening – featuring the 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 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. This year we will continue to work with colleagues to deliver on the priorities set out in the Staff Health Strategy and to support our staff to take steps to improve their health and wellbeing.

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 million of pounds for patients and staff. We will also promote 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 2019-20.

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 2019-20 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 are responsible for 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 other local partners and 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, Instagram and YouTube accounts
- **Creating and delivering fully integrated campaigns** for staff and the public
- **Event management**, including Ministerial visits, Royal visits, Celebrating Success Event and Annual Review
- **Graphic design**
- **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 NHSGGC** 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 programmes
- **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.

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 Care Directorates, other NHS Boards and HSCPs to share evidence and learn from one another.

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.



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 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 continue to grow direct-to-public communications through the expansion of the Involving People Network from the 49,000 achieved in 2019 and implement a strategy of publishing content direct to public, segmented as appropriate and based on issues of interest.

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.

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.

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.

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 channels.

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

