



**NHSGGC**  
**Communications**  
**Plan**

2016/17

MACRONE

# New technology

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**communications work**  
and this will continue to evolve in  
**2016/17.**



# Introduction

## 2016/17 will be a year of transformation for NHSGGC Communications.

Our messages have not changed and our aims have not changed. Our research and insight makes it obvious that the way our audiences get their information has changed and we need to adapt the way we make our messages available.

The plan explains to our staff, our colleagues and key partners how we are going to achieve this in the year ahead.

It sets out the commitments of the Corporate Communications Directorate to produce campaigns and other communications to support the organisation's priorities in the year ahead. 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 press and media relations, public-facing campaigns and stakeholder and internal communications.



## The organisation's priorities in 2016/17

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 crises** – 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 under key themes and describes the major communications campaigns and activity aligned to these themes.

- a. Providing high quality, safe and sustainable acute services
- b. Protecting and improving the health of our population
- c. Listening to our patients, making changes to improve their experience and responding better to vulnerable people
- d. Developing a workforce which feels positive about being part of NHS Greater Glasgow and Clyde; feels listened to and valued
- e. Working in partnership with Integration Joint Boards (IJB) to set a clear strategic direction aligned with IJB strategic plans, reflecting national and local clinical service strategies.



## Major campaigns and projects in 2016/17

### a. Providing high quality, safe and sustainable services.

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 £69 million of service improvements and efficiencies in 2016/17. We will explain the programme of efficiencies in acute services in order to deliver against the agreed financial plan for the year.

Working in partnership with West Dunbartonshire and Stirlingshire Councils, local GPs and the West Dunbartonshire HSCP, we will deliver a social marketing and education campaign to help parents understand when they should and should not use the Minor Injuries Unit at the Vale of Leven Hospital.

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 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.

In 2016/17, the Board will review its primary care Out of Hours provision in line with the national review published in December 2015. We will explain any changes to Out of Hours provision, including the proposed transfer of the primary care emergency centre at Drumchapel to Gartnavel General Hospital.

We will explain the continued implementation of the Board's approved clinical strategy, including mental health service changes, the roll out of the Paisley programme and reducing use of acute care by those who do not need it. We will promote the benefits of the delivery of our hospital modernisation programme, including the first year anniversary of the Queen Elizabeth University Hospital and the delivery of the ICE building.

NHSScotland as a whole is reviewing the opportunities for more efficient working and the potential for the delivery of services on a shared service model. We will communicate the progress of this programme of work to our staff and as appropriate to the public.

## b. Protecting and improving the health of our population

We will work with health improvement teams to run campaigns to support child safety and prevention of unintentional injury, alcohol in pregnancy, implementation of vaping policy and uptake of smoking cessation services, promotion of healthy food options, supported self-care, reducing harm from cancer and increasing uptake of the national screening programmes. We will explain the changes in age and frequency in cervical screening.

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

We will promote the introduction of the Named Person Scheme and the Getting it Right for Every Child approach.

We will raise awareness and inform the public about HIV prevention, testing and treatment related to an HIV outbreak amongst people who inject drugs. We will support a social marketing campaign aimed

at men who have sex with men to increase HIV testing and will work with sexual health on an HIV staff-facing campaign.

We expect the Glasgow City Alcohol & Drug Partnership (ADP) will set up a working group to research the potential introduction of a pilot drug injecting facility and heroin-assisted treatment. We will support this through media briefings and associated media releases, and an accompanying social media campaign to ensure politicians, local communities and businesses understand the facts behind any eventual report and decisions going forward.

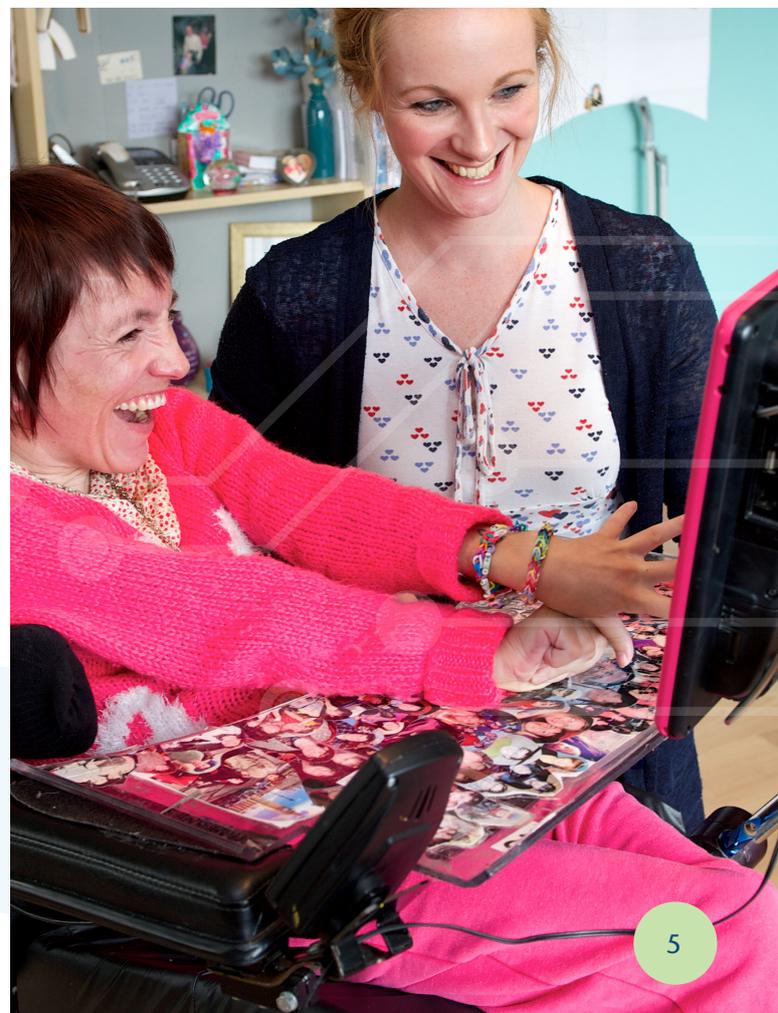
We will continue to play an integral role in promoting Glasgow Hate Crime Week. This campaign run with public sector partners launched last year and is designed to raise an awareness of what constitutes a hate crime and how these can be reported.

## c. Listening to our patients, making changes to improve their experience and responding better to vulnerable people

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 £20million for patients. We will also promote the money advice service available and the NHS Scotland Credit Union to our staff.

We will work with colleagues in Patient Engagement Public Involvement to explain how patients help us improve our services.

We will communicate the Board's role as a powerful advocate on a range of inequalities issues, and will plan communications campaigns and activities with appropriate equalities impact assessments.



**d. Developing a workforce which feels positive about being part of NHS Greater Glasgow and Clyde, feels listened to and valued**

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 in the workplace or in their domestic life. In 2016/17 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.

The annual staff Celebrating Success awards evening – featuring both the Facing The Future Together (FTFT) overall awards and the Chairman's Awards – is just one of the many ways that we demonstrate how we value staff endeavour and dedication. Once again we will deliver the annual staff awards, working closely with the FTFT programme and the Health and Social Care Partnerships (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.

We will support Human Resources to implement HRConnect – a tier 1 online HR management resource – as part of the new Human Resources and Organisational Development service model.



**e. Working in partnership with Integration Joint Boards to set a clear strategic direction aligned with IJB strategic plans, reflecting national and local clinical service strategies**

We will communicate the impact and benefit of the capital investment programme in new health and social care facilities across NHSGGC.



# 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 our capability in 2016/17.

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 this will continue to evolve in 2016/17.

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 HSCPs 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, local 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, Twitter and YouTube
- **Creating and delivering fully integrated campaigns** for staff and the public
- **Event management**
- **Graphic design**
- **Write, design and publish** four editions of a mass circulation public facing Health News magazine
- **Leadership and advice** at board and senior executive level on all aspects of reputational risk 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.



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



## Strategic engagement

We will build with third parties, including the third sector and HSCPs 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 membership of the Involving People Network (IPN) through their supporters' networks. We will identify events and other opportunities to promote IPN 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 – in the past year the number of users has soared from 1.4 million visitors in the 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 working best for audiences.

Building on this, we will grow direct-to-public communications through expansion of the Involving People Network from current 5500 + to 10,000 and implement a strategy of publishing content direct to public, segmented as appropriate and based on issues of interest.

We will launch an online only Health News in partnership with the Herald and Evening Times with in-paper advertorial and online advertising via Newsquest's website, social media channels and subscriber emails to drive up subscriptions to IPN and promote each online edition of Health News.

We will develop capabilities in the creation of infographics and animation films.

We will create a newsroom where the press release becomes the core script for a news package which routinely includes video and 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 continue the development of the Youtube channel and develop a proposal for a facebook account.



## Internal communications

Effective two way engagement and communication with our workforce is a key function for any public sector organisation. This is particularly important during periods of changes. In 2016/17 we will continue to see the evolution of the Health and Social Care Partnerships. The Government has also indicated its aim of reducing structures and bureaucracy within the health service and so further structural changes may be forthcoming.

This year we will fully implement a measurable system (mailchimp) for dissemination of Core Briefs which will let us use analytics to refine and develop Core Brief content further.

- **We will review the Team Brief system** in light of the development of Health and Social Care Partnerships
- **We will organise online and face-to-face feedback sessions** on current staff communications channels
- **We will develop linkages between staff comms** portal and HR Connect
- **We will adopt a consistent approach to evaluating SN** and measure its reach
- **We will continue to build twitter as a channel** for staff communications and explore other social media for similar opportunities.

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