

NHS Greater Glasgow and Clyde	Paper No. 25/34
Meeting:	NHSGGC Board Meeting
Meeting Date:	29 April 2025
Title:	Stakeholder Communications and Engagement Strategy 2024-27 Year One Impact Report
Sponsoring Director:	Sandra Bustillo, Director of Communications and Public Engagement
Report Author:	Sandra Bustillo, Director of Communications and Public Engagement Daniel Connelly, Deputy Director, Public Engagement Neil Mcseveny, Deputy Director, Communications

1. Purpose

The purpose of the attached paper is to:

Provide the NHSGGC Board with an overview on progress and delivery against NHS Greater Glasgow and Clyde's [Stakeholder Communications and Engagement Strategy 2024-2027](#) in year one following approval from the Board on 30 April 2024.

2. Executive Summary

The paper can be summarised as follows:

The Stakeholder Communications and Engagement Strategy for 2024-2027 and year one (2024-2025) action plan highlights include:

- Targeted communication campaigns in key areas such as Unscheduled Care, Maternity Services, Realistic Medicine, Public Health and Medicines Waste have been informed by insights from feedback and experience.
- Over 22,000 patients, service users, and the public have engaged in our activities, indicating a 197% increase from the previous year.
- A strategic communications framework (OASIS) was adopted, supporting structured and measurable communication strategies.
- NHSGGC's social media presence saw an 8% increase, with over 153,000 followers across platforms.

- 18 staff learning and development sessions were delivered to 650 staff members to support our approach to engaging and capturing feedback.
- Website page views rose by 14%, surpassing 5 million visits in 2024/25.
- 322 proactive media stories were published (a 40% increase) through social and mainstream media.
- A dedicated YouTube channel with BSL content has been created and Google Translate incorporated in the NHSGGC website to support improved accessibility.
- Key public health campaigns, including vaccination, maternity services, and urgent care messaging, were tested and translated into multiple languages.

3. Recommendations

The Board is asked:

- To note the year one impact report for 2024/2025 supporting the delivery of NHS Greater Glasgow and Clyde's Stakeholder Communications and Engagement Strategy 2024-2027.

4. Response Required

This paper is presented for assurance.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|------------------------|
| • Better Health | <u>Positive impact</u> |
| • Better Care | <u>Positive impact</u> |
| • Better Value | <u>Positive impact</u> |
| • Better Workplace | <u>Positive impact</u> |
| • Equality & Diversity | <u>Positive impact</u> |
| • Environment | <u>Neutral impact</u> |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

There has been significant communications and engagement with internal and external stakeholders, including Executive Directors, Service Leads, Patients, Service Users and the Public to inform the content of this paper.

7. Governance Route

- Corporate Management Team (03 April 2025)
- FP&P (08 April 2025)

8. Date Prepared & Issued

Prepared on 14 April 2025

Issued on 17 April 2025

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1. Introduction:

This paper provides a year one update on the [NHSGGC Stakeholder Communications and Engagement Strategy 2024-2027](#).

2. Background:

The Strategy was approved by the NHS Greater Glasgow and Clyde (NHSGGC) Board in April 2024 and seeks to build on the strong foundations created through the 2020-2023 Strategy, providing a roadmap to develop our approach to communications and engagement using technology, data, insights and evaluation to deliver targeted, impactful communications and to involve our patients and communities as NHS Greater Glasgow and Clyde continues on our journey of recovery and renewal.

It has been informed by engagement with key stakeholders including through the Area Partnership Forum, key networks and committees within NHS Greater Glasgow and Clyde, with external stakeholders including Healthcare Improvement Scotland and with the wider public.

The Strategy is delivered incrementally through an annual action plan. This ensures Communications and Engagement resources are aligned to NHSGGC priorities including NHSGGC Annual Delivery Plan, Sustainability & Value programme, operational priorities, and other service operational priorities.

3. Progress on delivering the Stakeholder Communications and Engagement Strategy 2024-2027:

Appendix 1 provides a full annual action plan progress update, linking the nine priority areas, with the key deliverables, targets, and measurable impacts. The table summarises current progress, resources and key risks to ongoing delivery.

The following section highlights a few of the key engagement and communications activities undertaken throughout the year to support service delivery and impact behavioural change in the public.

Objective: Understanding attitudes and raising awareness of access to digital health technologies

A key priority in 2024/25 was to support the delivery of the Digital Strategy through exploring public attitudes to health technologies and supporting increased use by patients.

This included a campaign on virtual consultations and engagement activity to benchmark attitudes and awareness of Patient Hub as this new platform is introduced.

Virtual Consultations

A survey of **700** patients was carried out to create a key benchmark for future measurement of patient experience. This found that the majority of respondents who have had a virtual consultation previously would do so again, with **63%** saying they were very satisfied or satisfied with the way their appointment was carried out.



Highlighting some of the key benefits, more than a fifth (**22%**) listed not having to travel, while **19%** said virtual consultations were good for people with mobility issues. A further **15%** said shorter waiting times would be a benefit, and the same proportion said it would help patients avoid exposure to illnesses.

The results of the survey, which will be repeated again in 2025-26, were used as part of a sustained multi-platform campaign to promote the use of virtual consultations. The campaign, delivered via owned and earned media, used a mix of case studies, patient satisfaction rates and known benefits to encourage more patients to ask about a virtual consultation.

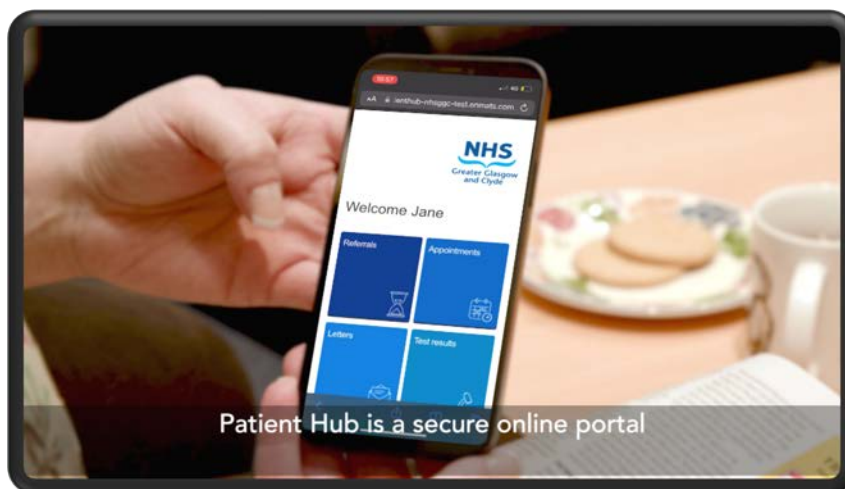
Impact

The campaign achieved multiple pieces of positive coverage in the media, including a front page in The Herald, health feature in the Scottish Sun, and regular coverage across NHSGGC local media outlets such as Paisley Daily Express, Dumbarton Reporter, Greenock Telegraph and Glasgow Times. More than **138,000** people were reached via our Involving People Network and a further **60,000** social media impressions were achieved overall.

Overall aim of campaign

Usage of virtual consultations has been sustained at an **18%** average uptake across NHSGGC, even after COVID-19, when many services returned to face-to-face consultations.

Patient Hub



- **4,640** people surveyed overall, with **479** people sharing their experiences of using the platform. Positive feedback was received with **84%** of users satisfied with their experience.
- **640** responses received during July 2024 and September 2024. Of the 75% of respondents (479) that had accessed Patient Hub, **84%** had expressed their satisfaction with their experiences.
- **82%** of those that had used it found logging on to the Patient Hub for the first time to be easy, **81%** found navigating it easy, and **88%** found reading the digital letters to be easy.

Impact

- Extensive feedback has helped refine the Patient Hub system, ahead of organisational rollout by providing compelling patient insight.
- The feedback also led to considerations in relation to Power of Attorney and how the system facilitates access for multiple people with the same number, leading to refinements in the system.

Objective: Increasing awareness and use of appropriate unscheduled care pathways

Since 2022, we have been tracking patient experience of EDs through regular surveys to understand patient choice, awareness of alternatives and satisfaction rates. This

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feedback has been used to help shape communications activity to support patients to use appropriate care for their needs.

Feedback was received from over **6,000** people using our unscheduled care services in 2024/2025, including feedback from more than **2,000** people who used an emergency department. Three ED surveys were carried out in 2024/25, capturing experience of patients attending in April, July and November.

Findings showed that patient satisfaction rates are on average **70%** (with a range of 64% - 75%). The feedback positively indicates a gradual increase in those seeking alternative care before attending, rising from **48%** to **62%**. Gender remains a factor in patterns of choice and accessing alternatives, with men consistently more likely to access ED as first point of contact.



Satisfaction with the experience of the Flow Navigation Centre has also been tracked with feedback from **4,031** people demonstrating consistently high satisfaction rates with:

- **97%** of people feel they were given enough time to discuss care
- **95%** of people felt involved in decisions about their care
- **97%** of people felt listened to by staff
- **95%** of people felt their needs were met by the Flow Navigation Centre

The 2024/25 Redesign of Urgent Care and winter communications campaigns were developed from the insights obtained from both sets of attitudinal surveys.



- **Re-run of ABC campaign**, navigating patients on how to use unscheduled care, promoting alternatives before attending ED
- **Winter radio ad campaign** – Get the Right Care in the Right Place - running over the Bauer Network

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- **FNC Freshers campaign** targeting students including traditional, social and online advertising alongside partnership working with local universities and colleges.



- **Mass public vaccination campaign** running through autumn and winter



- **Men's Shed / Darts partnership media campaign**



- **Home for Lunch / Power of Attorney campaign** to support patient flow through winter and encourage pre-noon discharge where possible
- **NHS Heroes:** Highlighting the specialist teams working across unscheduled care and how to access them.



- **GP Out of Hours:** Delivered two advertising campaigns in partnership with Greenock Telegraph to promote GPOOH permanent service within the area.

Impact

- **Awareness of ABC and Right Care Right Place:** The percentage of people aware of messaging increased from **58%** to **67%** between August 2024 and February 2025.

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- **FNC:** Virtual A&E (FNC) Awareness: increase from **11%** in Aug 2024 to **19%** in February 2025.
- **Vaccination uptake:** more than **5,000** staff in one week taking up the opportunity to get vaccinated
 - **400,000** members of the public getting vaccinated.
 - **30,000+** visits to vaccine webpages recorded over the campaign period.



- **Home for Lunch.** **20%** increase in public visits to the Home For Lunch dedicated Webpage. This was complemented by:
 - A **5%** increase in SM / Media coverage of Home For Lunch messaging from 2024-2025 compared to the same period in 2023-2024 and
 - A **176%** increase in social media engagement (58,000 video views, 301 likes on content)
- **A 325% increase in media coverage** with 17 pieces of coverage including two BBC broadcast reports.

Objective: Maternity Services – Involving more women to enhance services and promoting single point of access

During 2024/2025 feedback was obtained from **2,433** women who had recently given birth on their experiences of this within NHSGGC. A range of methods was used including online surveys and work with specific groups, including those for whom English was not their first language.

The PEPI Team also worked with the service to develop a Maternity Voices Partnership and Third Sector Partnership.

A communications campaign was also delivered to drive women to register their pregnancy online, complemented with an advertising campaign to target women between 20-40 years old.



Impact

- Key findings from feedback indicate that:
 - **86%** of women gave birth where planned
 - **87%** felt they had enough time at appointments
 - **82%** felt supported during their maternity journey,
 - **78%** were asked about their emotional wellbeing following birth
 - **68%** were satisfied with their maternity care.

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- More women report seeing the same midwife
- Overall satisfaction with maternity care has improved
- Greater recognition of emotional well-being post-birth
- Positive impacts from the Maternity Voices Partnership and Third Sector Partnership focus on helping identify areas of focus for projects around bereavement, mental health support and continuity of carer and shaping future surveys.
- Staff are more connected to the experiences of women and are able to test and co-develop services such as digital materials through the Right Decision Service and birthing spaces.
- Driving awareness and encouraging women to sign up online has led to an overall increase of **20%** in people using online to register since the start of 2024. In April 2024, online referrals vs. phone were **30%** vs. **70%**. By November 2024, they were **50%** vs. **50%**.
- A live social media advertising campaign running across Facebook, Instagram and TikTok has also help impact positive change with more than an **11%** increase in referrals over the past 10 days (16 March – 26 March) compared to the 10 days prior. So far (as of 26th March 2025) the campaign has:
 - Reaching **145,857** NMSGC women aged between 20-40
 - Achieved **2,595** 'click-throughs' to the Single Point of access webpage.

Objective: Raising Awareness of Realistic Medicine, including overprescribing and medicines waste

In 2024/25, the team worked with Realistic Medicine (RM) leads and Pharmacy colleagues to raise aware of, and increase engagement with, Realistic Medicine.

A repeat survey was undertaken to track awareness and attitudes to Realistic Medicine. We received feedback from **610** people in 2025, following feedback from **853** people in 2023/24 (**1,463** people in total). This work was delivered in parallel to staff engagement which captured feedback from **749** members of staff during the same period.

Throughout the year, we used case studies and statistics to ensure the principles of RM are regularly covered and promoted through our channels to the public. This has also secured media coverage at a local and national level, including broadcast media, coupled with regular posts to our Involving People Network and to our social media networks.

Impact

- **Awareness of Realistic Medicine** rose to **20%** in 2025 from **11%** in 2024, and shared decision-making discussions increased from **22%** to **28%**.
- **Engagement in Shared Decision Making:** **33%** of respondents reported being asked "what matters to you" in their care discussions.

Medicines Waste: Understanding medicine waste and supporting lidocaine policy change

A survey received feedback from **1,259** people asking for views on managing medicines and medicines waste. Responses highlighted that:

- Ease of managing medicines scored was low at **5/10** (from very easy to very difficult)
- **43%** of people told us they hadn't had a medicines review in more than 12 months
- **15%** of people told us they were unsure if the medicines they were taking were still required

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- Environmental impact was recognised as important by **80%** of survey respondents
- The most cited point on environmental impact was around why unused and unopened medicines could not be safely recycled.



Over the second half of the year, we launched a campaign to reduce the cost of medicines waste across NHSGGC. Following an initial release, shared written content, digital animations and video on social media were developed to help reinforce the message. We also followed up with advice at Christmas time, reminding people not to stockpile their medicines.

Content included a regular internal pharmacy blog featuring medicines waste, while leaflets and counter-top trifold menu cards are also in production for GP surgeries and pharmacies. Content also picked up by media.

Campaign was based on research from our PEPI team, and follow-up research has just been commissioned to gauge success of messaging so far and to inform next steps.

A mini-campaign was launched to educate and inform the public, and to encourage patients who are prescribed Lidocaine patches to contact their GP pharmacy team or community pharmacy to check if the prescription is still right for them.

We launched our appeal in late November, with a media release, IPN and social media video and follow-up digital animations, and followed up with reinforcing messages in January.

In the weeks since the launch of the appeal, NHSGGC has continued to see a significant reduction in prescribing of these patches.

Impact

- **27,000** views on medicines waste videos and **83,500** impressions from social content which complements a media campaign reminding the public not to stockpile medicines.
- More than **70,000** views through our IPN email distribution service with an open rate for launch release of **44%**. Open rate for festive medicines advice of **64.3%**.
- Coverage across national titles in print and online.
- Significant reduction in use Lidocaine prescription in weeks following communications campaign helping support a saving of **£2.2m** for 2024/2025.
- Despite patient preference for lidocaine as a treatment, following the campaign there were notably very few complaints.
- IPN open rates – **54.2%** for initial Lidocaine release, **62.1%** for follow-up release = **75,017**

- **32,500** video views.



4. Conclusion:

In year one of the period covered by the Strategy, strong progress is being made against deliverables outlined in Appendix 1, with successes and impacts being noted in every priority area. However, some challenges remain within particular workstreams which will influence the 2025/2026 action plan, with mitigations in place ensure completion.

We will continue to work closely with other services to ensure ongoing complementary communications and engagement activity is in place to support the organisation in achieving its objectives, year on year, and the strategy is flexible to adapt to major changes in priorities driven by the annual delivery plan and through the Transform and Reform agenda.

Currently, the Strategy remains highly relevant, with nine priorities carrying through to 2025/2026 and a strong base has been created with which to build on as work continues to develop.

5. Evaluation:

The NHSGGC Communications and Engagement Directorate continues to monitor effectiveness of the Strategy and incorporate evolving NHSGGC priorities through the yearly Action Plan approach. Regular updates are provided to the Corporate Management Team.

Appendix 1: Stakeholder Communications and Engagement Strategy 2024-27
2024-25 Impact Review

This report sets out what has been achieved against the three year deliverables within the strategy and assesses progress against the measurable outcomes for the year. (Blue - in progress, Green – complete, Amber - at risk, Red – delayed)

Priority 1: Deliver insight-driven communications and engagement strategies which support the organisation's goals, priorities, and values.					
2024-27 Strategic deliverables	Milestone position/ what has been achieved 2024-25	2024-27 Measurable outcomes	2024-25 impact	Mitigating actions	RAG status
Design and implement plans with SMART objectives to support delivery of the organisation's priorities.	Campaign planning OASIS framework (Objective, Audience Insight, Strategy, Implementation, Scoring) implemented (April 2024) <ul style="list-style-type: none"> - Used as standard for design and delivery of all communications campaigns. - Framework includes patient activity tracking as key metric to assess impact. 	Provision of an annual impact review report to be produced for management and governance structures, including the NHS Board.	Achieved. Report provides details of measurable impact of communications and engagement activities		
Systematically monitor and track impact on patient activity. Engage patients and the public to monitor attitudes and awareness of service use and track this over time. Create a standard format for evaluating and reporting outcome of activities. Deliver a routine activity report at each public Board meeting.		Provision of routine bi-monthly Board reports on key communication and engagement activity.	Achieved. Each public Board meeting receives activity report in additional to weekly summary of key media activities.		

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<p>Work with partners, including the other Health Boards, Scottish Government, and other public sector providers, where appropriate to identify efficiencies.</p> <p>Prioritise activity, deliver services efficiently and deliver our contribution to the Board's approach to sustainability and value.</p>	<ul style="list-style-type: none"> - Medicines waste and restrictions on use of lidocaine patches <p>Patient/public attitudes surveyed and tracked for:</p> <ul style="list-style-type: none"> - FNC use - ED survey - Realistic Medicine - GP Out of hours - Mesh services - Maternity services <p>Standard evaluation report developed (February 2025)</p> <p>Regular communications report presented to NHS Board since February 2024.</p> <p>New media database, news distribution and monitoring software introduced (Aug 24) offering better value and effectiveness</p> <p>Directorate achieved 100% recurring S&V target</p> <p>Further progress to be made in collaboration with HSCPs to maximise reach of content across all channels</p>				
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Priority 2: Support people to voice their views, needs, and wishes and to contribute to plans, proposals, and decisions about services.					
2024-27 Strategic deliverables	Milestone position/ what has been achieved (2024-25)	2024-27 Measurable outcomes	2024-25 impact	Mitigating actions	RAG status
<p>Stakeholder mapping will form a core aspect of engagement and consultation planning to identify all groups and individuals.</p> <p>Plan engagement with people to ensure a co-produced approach from the outset.</p> <p>Deliver a mix of community outreach and virtual engagement to support inclusive engagement in our work.</p> <p>Work collaboratively with others (including Health and Social Care Partnerships, other public bodies and third sector organisations) to reach and involve communities.</p> <p>Engage with Healthcare Improvement Scotland on delivering meaningful engagement, including the ongoing development and</p>	<p>Stakeholder mapping framework agreed (January 2025) and in use by PEPI Team in planning engagement activities.</p> <p>Organisations involved in co-production included:</p> <ul style="list-style-type: none"> - Mental Health Network, Flourish House, Engage Renfrewshire, Renfrewshire Association for Mental Health, East Renfrewshire Voluntary Action, West Dunbartonshire CVS, Your Voice Inverclyde, East Dunbartonshire Public Service User and Carer Group 	10% annual increase of people involved in engagement and consultation activities.	More than 22,000 patients, service users and public involved in activities (197% increase on previous year)		
		10% annual increase in the number of people providing feedback and experience via Care Opinion.	In 2024-25, 2,978 people provided feedback, compared to 2,345 in 2023-24 (a 27% increase).		
	<p>Blended approach delivered for corporate engagement activities with outreach activities held in all six HSCP areas.</p> <p>Series of monthly meetings held with HIS to collaborate on engagement plans. Formal advice sought – and provided – on GPOOH service changes (approved April 2024) and Renfrewshire Hospital at Home/Ward 36 service redesign.</p>	Outreach programme delivered in all Health and Social Care Partnership areas.	Against a target of 24 outreach events, more than 40 events carried out in 2024/25		
		Feedback captured from our engagement activities is used to inform decision making and future learning.	Engagement with patients/ public delivered to support NHS Board decisions on:		

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<p>delivery of engagement and consultation plans.</p> <p>Continued promotion and support for Care Opinion as key feedback tool across the organisation.</p> <p>Publication of Annual Engagement and Involvement Overview Report.</p>	<p>Regular promotion of Care Opinion via Core Brief (key feedback themes) and via social media.</p> <p>Third annual report published July 2024.</p>		<p>Stakeholder Communications and Engagement Strategy approval (Apr 24)</p> <p>GP OOH permanent move (April 24)</p> <p>Quality Strategy approval (June 24)</p> <p>Research and Innovation Strategy approval (Aug 24)</p> <p>Moving Forward Together clinical roadmap and vision approval (Aug 24)</p> <p>Maternity and Neonatal Strategy approval (Feb 25)</p>		
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Priority 3: Empower staff and teams across NHSGGC to engage with people in an open and honest manner, ensuring that the patient and service user voice is at the heart of all service planning, improvements and developments					
2024-27 Strategic deliverables	Milestone position/ what has been achieved (2024-25)	2024-27 Measurable outcomes	2024-25 Impact	Mitigating Actions	RAG status
<p>Deliver programme of training and development on engaging and involving patients, service users and the public.</p> <p>Deliver a support request approach to provide staff and service areas with expert advice on effective engagement activities.</p> <p>Implement the stakeholder engagement framework to support decision makers and staff to adhere to national guidance and maintain good governance and oversight.</p> <p>Embed the Healthcare Improvement Scotland (HIS) self-assessment process (Quality Framework for Community Engagement)</p>	14 lunchtime learning sessions delivered, 4 Care Opinion Training delivered.	1000 staff per year completing training on Care Opinion and engagement and involvement.	650 staff completed training on Care Opinion and engagement / Involvement approaches	Number of training sessions delivered by PEPI will be increased in 2025-26	
	Support request process embedded, with greater number of services requesting and accessing support for engagement activities.	An increase of 5% per year in services using the PEPI support request process	127 teams and services supported by PEPI to engage patients, 7% increase on 2023-24 (118 teams supported).		
	Stakeholder engagement framework implemented (Jan 2025). Service change flowchart approved and distributed to service leads, supporting governance and alignment with national Planning with People Guidance.	Healthcare Improvement Scotland self-assessment tool in use in all sectors by 2027.	Two sectors using self-assessment process as part of testing	Two further sectors to implement in 2025-26, and remaining sectors to introduce in 2026-27.	

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Priority 4: Deliver communications and engagement activity that is accessible to all by using a variety of media, clear language and recognising and addressing individuals' needs.					
2024-27 Strategic deliverables	Milestone position/ what has been achieved (2024-25)	2024-27 Measurable outcomes	2024-25 impact	Mitigating actions	RAG status
<p>Following GDPR guidance, seek to identify interests and demographic information of those on our Involving People Network.</p> <p>Benchmark assessment of current communications against Clear to All Policy to be repeated at conclusion of 2027.</p> <p>Creation of a new framework in partnership with Equalities and Human Right Team to ensure activity is 'accessible to all'.</p>	<p>67,000 subscribers on IPN (Direct mail marketing platform). Change of sign-up processes introduced (Oct 24) with 8,550 people signing up with additional demographic information</p> <p>Audit of cross-section of corporate communications underway. A review of all relevant information hosted on the website was also completed by our Spiritual Care Team.</p>	<p>Gaps in activity identified and addressed and reported via Equalities monitoring report and communications and engagement activities.</p>	<p>All actions delivered and reported within Equality Legislation – A Fairer NHS Greater Glasgow and Clyde – Monitoring Report</p>		
	<p>Communications and engagement mainstreaming actions for 2024-25 agreed with Equalities and Human Rights Team (EHRT) and reported via Requirements of Equality Legislation – A Fairer NHS Greater Glasgow and Clyde – Monitoring Report</p>	<p>BSL content published on website.</p>	<p>A dedicated NHSGGC YouTube channel with BSL content has been created and content is also embedded on our website.</p>	<p>Further progress to be made in 2025-26</p>	

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<p>Framework embedded across all communication and engagement activities.</p> <p>Continue to translate NHSGGC core corporate communications for the general population into BSL and other languages/formats in a proportionate way.</p> <p>Improve accessibility of the NHSGGC website for BSL users in line with the BSL (Scotland) Act 2015.</p> <p>Local patient facing information will be made available to our BSL using patients in our services and augment nationally produced health resources.</p>	<p>OASIS framework/stakeholder mapping framework adapted to ensure language needs identified in planning process.</p> <p>Directorate training from EHRT on BSL and alternate language considerations.</p> <p>Standard Operating Protocol agreed with EHRT on BSL translations.</p> <p>Google translate facility introduced on the website (March 25) and undergoing testing with interpreting services</p> <p>Tailored campaigns include:</p> <ul style="list-style-type: none"> - Testing and translation of ABC/Winter messages with EHRT - Maternity campaign 'Having a Baby' - Posters/Screen graphics for the RHC A&E in various languages 	<p>Tailored approaches to communications linked to preferences, interests and demographic information.</p>	<p>8,550 have indicated preferences, interests and demographic information. To develop further in 2025-26.</p>		
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Priority 5: Actively seek views from groups who are 'seldom heard' and/or have poor health outcomes.					
2024-27 Strategic deliverables	Milestone position/ what has been achieved (2024-25)	2024-27 Measurable outcomes	2024-25 impact	Mitigating actions	RAG status
Deliver joint action plan with Equalities and Human Rights Team to mainstream a	Equalities data dashboard developed to reflect on equalities data in real	Engagement reflects our diverse communities and	Equalities data shared by a cross section		

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<p>sensitised approach to engagement and deliver on our duties under the Equality Act (2010).</p> <p>Stakeholder mapping and equalities impact assessment routinely used to ensure 'seldom heard' and those with lived experience are included in engagement activities</p>	<p>time to support representative feedback and engagement.</p> <p>Engagement activities supported by Equality Impact Assessments.</p> <p>Targeted maternity engagement carried out</p> <ul style="list-style-type: none"> - Patient experience surveys translated into several languages for Maternity Services engagement 	<p>reports can evidence this.</p>	<p>of 2,220 people from our engagement activities.</p>		
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Priority 6. Provide clear information to help the public to make informed choices to maintain good health and better manage their own health conditions and to help them make the right choices to access local services					
2024-27 Strategic deliverables	Milestone position/ what has been achieved (2024-25)	2024-27 Measurable outcomes	2024-25 impact	Mitigating actions	RAG status
<p>Insight-driven campaigns will be delivered to help patients make the right choice to access local services, including alternatives to ED and self-care, use of digital, GP OOH, primary care, maternity care.</p>	<p>Campaigns delivered:</p> <ul style="list-style-type: none"> - ABC/Winter campaign - Redirection - NHS Heroes (primary care) - How to use GP OOH (permanent model) - Virtual A&E (students) - Maternity 'Having a Baby' - Home for Lunch 	<p>Demonstrable increase in awareness and/or behavioural change in line with the specific campaign objectives.</p>	<p>Evaluation reports being produced for all campaigns, highlights reported in full report</p>		

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Series of public health campaigns delivered in partnership with Public Health Directorate and Health Improvement, including the annual vaccination Programme	<ul style="list-style-type: none"> - Power of Attorney - Virtual consultations - Patient hub <p>Public Health campaigns</p> <ul style="list-style-type: none"> - Spring and winter vaccination programmes - RSV campaign - HENRY - Realistic Medicine - Diabetes Hub Launch - Stroke services 	Evidence of use of OASIS framework in planning and delivering campaigns.	All campaigns devised within OASIS framework		
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Priority 7. Build collaborative, trusted relationships between the Board, our patients, their carers and our communities, based on honesty, openness and transparency.					
2024-27 Strategic deliverables	Milestone position/ what has been achieved 2024-25	2024-27 Measurable outcomes	2024-25 impact	Mitigating actions	RAG status
Continued provision of 24/7 responsive media service.	Weekly activity report provided to Board members.	Positive trends on the sentiment analysis in relation to perceptions and options of the organisation.	Repeat of sentiment analysis by independent agency postponed due to budgetary constraints	Explore whether this can be run using in-house resources	
Weekly MSP and MP and Local authority briefings.	Weekly MSP/MP and Local Authority Briefings issued.				
	Quarterly sessions held with Chair, CEO and senior managers.				

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<p>Regular face-to-face meetings with MSPs and MPs.</p> <p>Re-run of sentiment analysis in 2024 and 2026.</p> <p>Establish and develop relations with community groups to support communications and engagement.</p> <p>Regular reports on the activities of the Board.</p> <p>Provision of monthly local newsletters</p>	<p>Re-run postponed due to savings requirements.</p> <p>Active relationships with:</p> <ul style="list-style-type: none"> - Hospital Watch (Vale) - Your Voice Inverclyde - Engage Renfrewshire - Govan's Men Shed - Inverclyde CVS - Compassionate Inverclyde - West Dunbartonshire CVS - West Dunbartonshire Long Term Condition Self-Management Assembly - East Renfrewshire Voluntary Action - Mental Health Foundation <p>Board reports provided every 2 months.</p> <p>Monthly newsletters delivered with strong above average healthcare industry open rates (20-25%):</p> <p>QEUH/RHC: 56% Vale: 60% Inverclyde: 63% RAH: 60%</p>	<p>Evidence of partnership working with local community groups (to be captured through evaluation with stakeholders)</p>	<p>Directorate working directly with approximately 30 community groups covering all six HSCP areas.</p>		
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Priority 8. Use innovative ways to communicate and engage with key stakeholders, members, partners, patients, the public and local community groups in ways that most suit them, while maintaining and improving those channels that are already shown to be effective.					
2024-27 Strategic deliverables	Milestone position/ what has been achieved 2024-25	2024-27 Measurable outcomes	2024-25 impact	Mitigating actions	RAG status
<p>Delivery of social media annual action plans.</p> <p>Work with eHealth and EHRT to understand digital literacy amongst our communities and apply the findings.</p> <p>Create a Citizen's Panel as a cross-section of local people invited to take part in regular research, consultation and engagement with us.</p>	<p>Social media action plan delivered, focusing on content planning and development, increased engagement and channel growth.</p> <p>Worked with EHRT to assess the impact of digital exclusion on our patients' ability to access digital developments. Supported the completion of an EQIA to assess equity of outcome when investing in digital patient pathways through delivery of engagement programme with responses from 658 people.</p>	Increase total social media audience and followers by 5% per year.	8% increase overall in follower growth with 153,897 followers across five main platforms		
		Citizens' Panel established and incorporated within the mix of approaches used for feedback and engagement.		Further development of Citizen's Panel to be taken forward in 25/26	

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<p>Continue to grow our own digital channels with tailored content across platforms.</p> <p>Consider opportunities for creating hyper local content for our communities through online communities and forums.</p> <p>Explore and harness the use of new technology to improve impact. Working with eHealth, we will consider how we could use applied AI and other technology such as chatbots and other automated processes to interact with the public in new ways</p>	<p>First stage in development of Citizen's Panel delivered with the expansion of data capture on IPN subscribers' references and demographics.</p> <p>Growth on all digital channels achieved:</p> <ul style="list-style-type: none"> - Facebook +6.0% - Instagram +11.0% - X (Twitter) +1.5% - LinkedIn +14.5% - YouTube +17.9% <p>Website page views + 14%</p> <p>(2045/25 5,015,319 views, compared to 4,381,358 in 23/24)</p> <p>Participants in M365 Copilot evaluation</p>	<p>Maintaining open rates for Involving People Network at 40-50%</p>	<p>Rates reported through weekly report to Board members from March 25</p>		
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Priority 9. Develop the reputation of the organisation through proactive and reactive media relations, social media, marketing activity, high quality service and performance information and effective engagement.					
2024-27 Strategic deliverables	Milestone position/ what has been achieved 2024-25	2024-27 Measurable outcomes	2024-25 impact	Mitigating actions	RAG status
<p>Delivery of PR planners for services and hospitals.</p> <p>Delivery of long-term forward planner.</p>	<p>PR planners developed and agreed for:</p> <ul style="list-style-type: none"> - QEUH and South Sector (adult) - GRI and North Sector - Regional Services - Royal Hospital for Children 	<p>All senior managers will have completed at least one media training session</p>	<p>11 senior managers/clinicians received bespoke 1-2-1 training in preparation for appearance at</p>	<p>Programme for 25/26 to include newly appointed executives</p>	

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Media training programme.	<ul style="list-style-type: none"> - Vale of Leven - Inverclyde Royal Hospital - RAH 		Parliament/Inquiries and for media interviews	and senior clinicians	
		Positive trends on the sentiment analysis in relation to perceptions and options of the organisation.	Sentiment analysis to be carried out 2025/26	In-house survey to be taken forward	
		Increase by 5% per year in number of proactive stories published via Involving People Network, social media and mainstream media (baseline of 230 p.a.).	322 proactive stories published via IPN, social and mainstream media, an increase of 40%.		