

<b>NHS Greater Glasgow and Clyde</b>	<b>Paper No. 26/46</b>
<b>Meeting:</b>	<b>NHSGGC Board Meeting</b>
<b>Meeting Date:</b>	<b>30 April 2026</b>
<b>Title:</b>	<b>Stakeholder Communications and Engagement Strategy 2024-2027 Year Two Impact Report</b>
<b>Sponsoring Director:</b>	<b>Neil Mcseveny, Deputy Director, Communications</b>
<b>Report Author:</b>	<b>Daniel Connelly, Deputy Director, Public Engagement Neil Mcseveny, Deputy Director, Communications</b>

## 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 two (2025-2026), building on year one delivery and continuing to implement NHS Greater Glasgow and Clyde's Stakeholder Communications and Engagement Strategy 2024-2027, approved by NHSGGC's 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 two (2025-2026) action plan highlights include:

- Year-round, insight-led campaigns delivered across all strategic priority areas — including Right Care Right Place, Screening, Maternity, Public Health and Research & Innovation - with measurable impacts across programmes.
- 19,688 patients, service users and members of the public were meaningfully engaged in organisational priority areas; 3,403 people shared feedback via Care Opinion, a 12% increase on the previous year and above target.
- The OASIS evaluation framework was applied to all major campaigns, with evaluation reports produced for 2025-2026, supporting a stronger evidence base for future planning.

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- NHSGGC's social media presence grew by 15% to 176,627 followers across five platforms - three times the 5% annual target - driven by strong growth on Facebook (+23%), LinkedIn (+22%) and YouTube (+16%).
- 34 staff training and development sessions were delivered to 595 staff, supporting engagement practice and Care Opinion capability; in-person community outreach activity exceeded its target by 79%, with 43 events engaging over 900 members of the public.
- Website page views reached 5.8 million in 2025/26, a 21% increase;
- 306 proactive stories published through IPN and media
- Major public health campaigns delivered significant measurable impacts with key highlight campaigns including winter, cervical screening, vaccination and innovation.

### 3. Recommendations

**The Board is asked:**

- To note the year two impact report for 2025/2026 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</u> impact |
| • Better Care          | <u>Positive</u> impact |
| • Better Value         | <u>Positive</u> impact |
| • Better Workplace     | <u>Positive</u> impact |
| • Equality & Diversity | <u>Positive</u> impact |
| • Environment          | <u>Neutral</u> impact  |

### 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 (13 April 2026)

**8. Date Prepared & Issued**

Prepared on: 15 April 2026

Issued on: 22 April 2026

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## 1. Introduction

This paper provides a year two 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 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 transformation.

The Strategy is 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.

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

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

Appendix 1 provides a full annual action plan progress update for 2025-2026, 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 report outlines large-scale, insight-led communications and engagement aligned to NHSGGC priorities and embedding lived experience at the centre of service improvement and transformation.

It also demonstrates extensive, inclusive engagement and involvement across NHSGGC and ensures patient, service user and public experiences directly inform service design, improvement and transformation throughout 2025-2026.

The sections below highlight some of the key engagement and communications activities undertaken throughout the year to support service delivery and transformational change.

### **4. Conclusion**

In year two 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 2026/2027 action plan, with mitigations in place to 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 Transforming Together agenda.

Currently, the Strategy remains highly relevant, with nine priorities carrying through to 2026/2027 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.

### **6. Highlights from 2025/2026**

The following spotlight highlights key successes across communications and engagement activity undertaken over the past 12 months to support the organisation in the delivery of its objectives.

## Objective: Increasing awareness and use of appropriate care pathways

Across 2025-2026 we have run a year-round communications campaign, informed from the insights from engagement work to help drive up awareness of, and use of alternative services to A&E. This has included:

- **Further embedding of Right Care Right Place: navigating** patients on how to use unscheduled care, promoting alternatives to ED, and highlighting Primary Care and GP Out of Hours Services
- **Winter Communications:** Winter communications reinforced urgent and unscheduled care messaging at scale while supporting system resilience during peak demand and supporting public facing vaccination campaign.
- **FNC+ Freshers campaign** to reduce inappropriate ED attendance of students by improving awareness of available alternatives and how to access them. Co-branded campaign materials with universities and student unions
- **Primary Care communications** complemented urgent and unscheduled care activity, promoting the refreshed Primary Care Strategy and updated GP Out-of-Hours messaging.

Between July 2025 and March 2026 the PEPI team led a programme of targeted engagement to ensure communication and improvement activity were informed by lived experience. During this time, 3,074 people who had recently attended NHSGGC emergency departments shared feedback through a structured survey programme.

### Impact

- **Urgent and unscheduled care:**
  - **Awareness of ABC and Right Care Right Place:** The percentage of people aware of messaging increased from **66%** in July 2025 to **70%** in February 2026 (58% in 2024)
  - **Primary Care:** webpage views reached **18,588**, a **142.35%** increase on the same period last year
  - **Student campaign:** 117,211 views and 427 engagements across social media.
  - Total reach for 2025/26 exceeded **one million**.
  - Coverage across The Sun, Glasgow Live, and the Daily Record
- **Winter:** Over **3.3 million** impressions and a reach of **2.15 million** on social media.
  - Website users up **165%**, page views up **75%** compared to Winter 2024/25.
  - Vaccination page views up **60%**, including a **200%** increase in childhood vaccination content.
  - Top tier coverage across STV News, BBC News Scotland, Capital FM, ITV News, Glasgow Live, and the Glasgow Times among others.

### Overall Impact on Redesign of Urgent Care across 2025-2026

- Reached **millions of people** across digital, broadcast, print and physical channels
- Increased awareness of appropriate unscheduled care pathways
- Helped manage demand during winter and high-pressure periods
- Delivered targeted interventions for groups more likely to attend ED inappropriately

## Objective: Screening – Involving more women to enhance services and promoting single point of access

A breast cancer screening awareness and cervical screening awareness campaign highlighted some of the excellent work and impact communications can have in driving behavioural change.

In Breast Cancer Awareness Month (October 2025), we sourced the stories of women who had their breast cancer identified by NHSGGC screening and treated by the health board. We delivered their stories through content across our digital channels and in the media. We coupled this with informative information to the public around what happens at screening appointments and how women can adjust appointments to make them feel more comfortable.

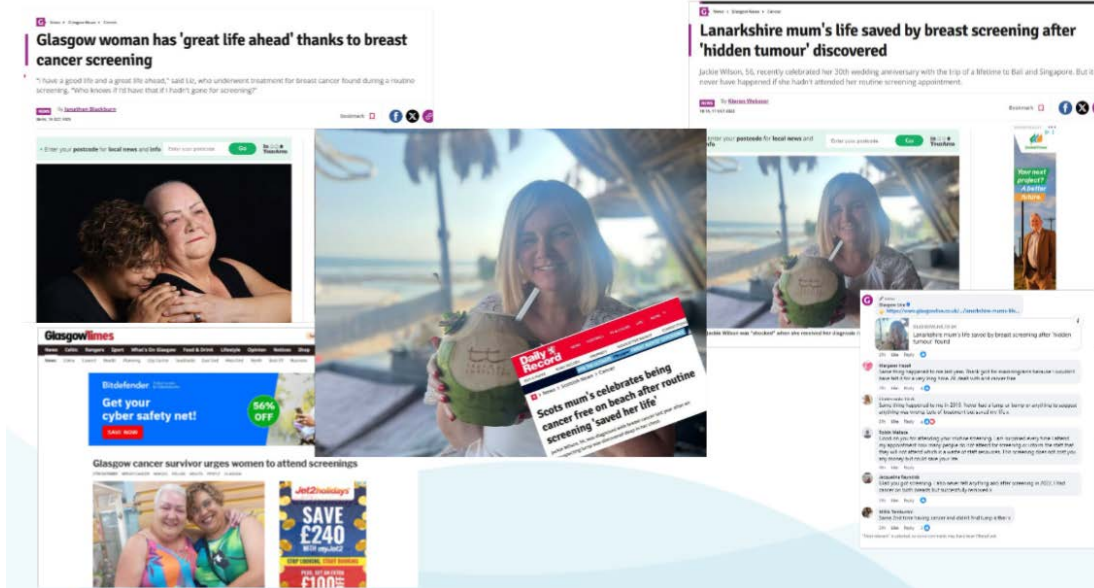
For Cervical Cancer Awareness month (January 2026), we launched a digital-led campaign targeting 25–29-year-old women — the youngest group with the lowest screening attendance (46.5%). In partnership with Glasgow City FC, we created social media content across Instagram, TikTok and Facebook to normalise cervical screening and bust myths, with targeted paid spend to reach our audience directly.



### Impact

- **Cervical Screening:** Over the eight-week period, we achieved 492,000+ targeted impressions and 197,000+ video views with our social media posts, as well as 13,600+ clicks to our cervical screening website page. This was specifically our target audience of 25–29-year-old women in Glasgow.
- Media coverage with BBC News Online, BBC Scotland Drive Time (radio), The Sun (print and online), Glasgow Times, Glasgow Live, and Milngavie & Bearsden Herald.
- Glasgow City FC featured across their channels with a following of 68k.





## Objective: Improving patient experience while reducing unnecessary medicines use and waste

NHS Greater Glasgow and Clyde (NHSGGC) has delivered a sustained programme of engagement to understand attitudes to deprescribing (the planned reduction or stopping of unnecessary medicines) and to support more confident, shared decision-making between patients and clinicians.

The Patient Experience Public Involvement (PEPI) Team engaged patients and the public alongside work with clinicians to explore experiences of medicines use, awareness of medicines waste and views on deprescribing. Feedback from over 1,700 people this year highlighted strong public support for medication reviews but uncertainty about when and how conversations about stopping medicines should take place.



In response, NHSGGC established a Deprescribing Reference Group and worked with public partners, prescribing staff and the University of Strathclyde's Design HOPES team to co-design clearer, more supportive approaches. This was complemented by community outreach activities, including engagement with faith and community organisations, and lived-experience patient stories.



## Impact

- Engagement directly informed public campaign content, strengthened support for medication reviews and enabled local adaptation of the national rPATD (revised patient attitudes to deprescribing) tool. The work is increasing confidence in



deprescribing conversations and contributes to reducing medicines waste, estimated to cost NHSGGC £100,000 per day, delivering both person-centred and system-wide benefits.

- NHSGGC's engagement on deprescribing and medicines waste has attracted national interest having been spotlighted at the SP3A Conference in 2024 and 2025, appearing in The Pharmaceutical Journal ([Patient survey reveals support for deprescribing in NHS Greater Glasgow and Clyde - The Pharmaceutical Journal](#)) and more recently through discussions with Queen Mary University of London on sharing learning to support the empowerment and education of patients and the public on deprescribing.

## Objective: Positioning NHSGGC as a trusted provider of high-quality, safe-effective care.

A sustained programme of proactive communications across all major sites and services delivered positive news stories, milestone celebrations, and staff and patient case studies, reinforcing the organisation's principles of Better Health, Better Care, and Better Workplace.

### Impact

- **306 stories** published online through IPN and through the media in 2025-2026 national, international, national and local coverage covering broadcast print and online media.
- **North:**
  - Monthly newsletters featuring **83** stories in total.
  - **19** external stories across NHSGGC channels, reaching **821,000+** people.
  - Coverage across national and local media including STV News, PA Media, *Glasgow Times*, *Daily Mail*, *Hamilton Advertiser*, and Glasgow Live, plus Clyde News broadcast.
  - Visits from Scottish Government Ministers, including the First Minister, Health Secretary, Permanent Secretary, and Director General
- **Clyde:**
  - Vale: Monthly newsletters featuring 16 patient case studies from Care Opinion and at least two further local stories.
    - Paid advertising distributed to more than **38,500** households during winter
  - IRH: Nine media releases were issued, resulting in 19 pieces of positive media coverage. Main local media target the Greenock Telegraph picked up every story issued. 22 stories issued via IPN including newsletters.
  - RAH: 11 stories issued, generating 28 pieces of coverage across local and national outlets
  - 750,000 impressions on social media, with top engagement rates of around 23%
- **South including QEUH campus:**
  - 28 media releases for RHC alone, securing secured 95 positive pieces of media coverage for the RHC, an average of 8 stories positive stories per month. This included 15 major broadcast stories over the 12 months with Good Morning Britain, BBC News, STV News, and BBC Radio Scotland. All stories published included at least two of our proactive key messages.
  - 27 social media posts achieving 2.3 million impressions over the past 12 months, with post engagement as high as 15.7%. On average across all

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social media posts, engagement was 8.8%. Social media videos have been viewed an average of 8,500+ per video.

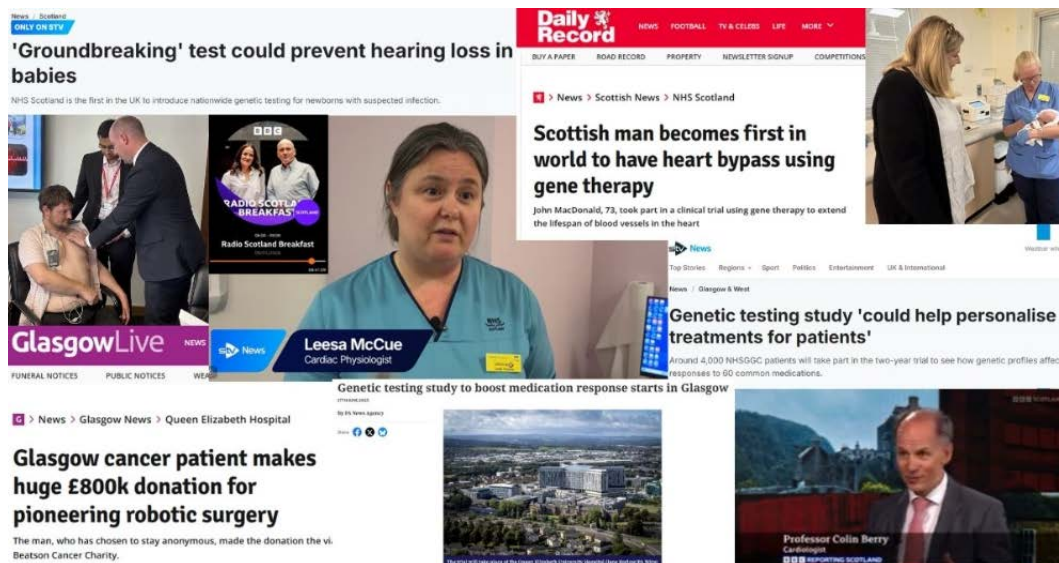
- 19 media releases on QEUH based regional services, securing 20 positive pieces of media coverage. This included two broadcast stores on BBC Scotland news and STV over the 12 months.

### Objective: To raise awareness of NHS Greater Glasgow and Clyde's research and innovation activity

A planned calendar of communications activity delivered a regular drumbeat of research and innovation stories across broadcast, print, social media and internal channels, focused on patient benefit and real-world impact.

Key highlights included:

- Introduction of NICU testing to prevent hearing loss in babies
- ECG Patch Technology rollout 'Patch and Go'
- First patient in the world receives Cardiac Gene Therapy
- Pheonix pharmacogenomics study launch
- Robotic Assisted surgery expansion into the RAH/QEUH
- Thought Leadership from Kationa Brooksbank on the role of AI in healthcare



### Impact

- 64 positive pieces of media coverage from 12 media releases issued, securing broadcast, print, and online media coverage, including a thought leadership piece in the Herald on the use of AI in healthcare.
- Eight broadcast pieces across BBC Radio Scotland, STV News, BBC Reporting Scotland, GB News and the News at Seven on BBC Scotland.
- Three ministerial visits hosted through the year.
- 60% increase in follower numbers for West of Scotland Innovation Hub LinkedIn page in one year.
- First three in a series of Board videos created, then shared on social media - average 11,000 views.

- Following media release/IPN/radio coverage/social media posts about the PHOENIX study, almost 2,000 participants recruited in the first year - well ahead of the 4,000 in four years target.

## Objective: Supporting women's experiences shape safe, accessible and person-centred maternity services

During 2025/26, maternity engagement activity continued to combine large-scale feedback capture with deeper involvement approaches, ensuring women's experiences influenced service development across the maternity pathway.

Across the year, 2,575 women shared feedback through maternity surveys, providing a comprehensive picture of experience before, during and after birth. This ongoing insight enabled services to monitor experience over time and identify priority areas for improvement.




Alongside this, the NHSGGC Maternity Voices Partnership (MVP) provided a structured mechanism for women to work directly with clinicians, service leads and third sector partners including Amma birth companions. Membership is flexible and evolving, drawing on women identified through previous engagement, community networks and survey activity to reflect a wide range of lived experience rather than a fixed representative group.

A key milestone during 2025/26 was the first joint MVP, Third Sector and Doula event at the Royal Alexandra Hospital, bringing together women, families, clinicians and partners to explore experiences of maternity care and shape priorities for improvement collaboratively.

### Impact

- MVP input directly shaped maternity communications, including birth statistics infographics and virtual maternity unit tours, improving accessibility, clarity and relevance for women before attending services.
- Involvement activity informed the development and expansion of perinatal mental health workshops, influencing content related to breastfeeding support, post caesarean recovery and partner involvement.
- Feedback gathered through the MVP also contributed to national improvement work, with Healthcare Improvement Scotland using women's insights to inform

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development of the Maternity Early Warning Score (MEWS), strengthening recognition of women's concerns in clinical settings.

**Appendix 1: Stakeholder Communications and Engagement Strategy 2024-27**  
**2025-26 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)

<b>Priority 1: Deliver insight-driven communications and engagement strategies which support the organisation's goals, priorities, and values.</b>					
<b>2024-27 Strategic deliverables</b>	<b>Milestone position/ what has been achieved 2025-26</b>	<b>2024-27 Measurable outcomes</b>	<b>2025-26 impact</b>	<b>Mitigating actions</b>	<b>RAG status</b>
a. Establish comms group with HSCP comms leads to co-ordinate and maximise reach across all Board/HSCP channels	Comms group established and inaugural meeting complete with membership confirmed  Teams channel established  Quarterly meetings planned.	Group established with representation from NHSGGC/HSCPs	Increased leverage of partnership organisations to share messaging for staff and the public.		
b. Embed the evaluation form into campaign delivery	PR evaluation template developed  Training provided.	Number of campaigns delivered and evaluated.	OASIS template used to map campaigns for key sectors and services with evaluations for 2025-2026 either complete or underway for 2025-2026		

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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 2025-26	2024-27 Measurable outcomes	2025-26 impact	Mitigating actions	RAG status
a. Deliver a mix of community outreach and virtual engagement to support inclusive engagement in our work.	<p>43 In-Person Outreach activities delivered across all HSCPs in NHSGGC involving over 900 members of the public.</p> <p>PEPI engaged with a broad range of health-focused and lived-experience organisations, including groups supporting people affected by dementia, learning disabilities, mental health, long Covid, cancer, recovery and addiction.</p> <p>The team participated in thematic events, peer support forums and community information sessions working with national and local charities, social enterprises and grassroots community groups and strengthened relationships with trusted community partners.</p>	Deliver a minimum of 24 outreach events as part of the mix of engagement activity	Target exceeded by 79%		
b. Publish Annual Overview of Engagement and Involvement	<ul style="list-style-type: none"> <li>Activity across the organisation and all six Health and Social Care Partnerships.</li> </ul>	Publication of report	4th annual Engagement and Involvement		

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	<ul style="list-style-type: none"> <li>• Involvement supporting key strategies, including Nursing and Midwifery, Infection Prevention and Control, and the NHSGGC Clinical Vision and Roadmap.</li> <li>• Engagement supporting digital, eHealth and virtual developments, including the Flow Navigation Centre, Patient Hub and virtual consultations.</li> </ul>		Overview report published in July 2025 for 2024-2025 demonstrating NHSGGC as a listening organisation.		
c. Deliver an increase in patient and public involvement, achieving a 10% annual growth in the number of people meaningfully engaged in engagement and consultation activity	<p>19,688 people involved and engaged in a range of organisational priority areas during 2025-2026 including:</p> <ul style="list-style-type: none"> <li>• Emergency Departments (ED) engagement</li> <li>• Flow Navigation Centre (FNC) feedback and performance data</li> <li>• Virtual and digital care services, including virtual consultations, Patient Hubs and interface virtual care</li> <li>• Maternity services</li> <li>• Musculoskeletal (MSK) Physiotherapy Patient Hub</li> </ul>	Deliver 10% increase of patients involved in engagement and consultation activities	Significant range of services and corporate priority areas informed by engagement and involvement during 2025-2026.	Despite wider ranging engagement including 19,688, the target figure of a 24,000 people was not met. Next year's target will be set based off a 3-year average to support consistency. Other factors influencing	



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				activity is determined by corporate need for formal engagement programmes.	
d. Deliver an increase in number of people providing feedback via Care Opinion on their experiences of services within NHSGGC	<p>3403 people provided feedback via Care Opinion in 2025-2026.</p> <p>This is 357 more than the previous year and represents an increase of 12%.</p> <p>The positive/criticality rating added to each story has seen the positivity rating increase on all stories shared year on year, with 80% of all stories shared during 2025-2026 being identified as fully positive.</p> <p>The number of staff members trained as responders has increased to 420 this year, an increase of 15% based on last year (365).</p> <p>The number of staff members signed up to receive stories for their area has also increased from 545 to 610 for 2025-2026.</p>	Deliver 10 % increase in number of people providing feedback via Care Opinion from baseline (a target of 2,836)	3,403 (target met and previous year figures exceeded by 12%)		
e. Deliver regular promotion of Care	Regular information was provided through social media channels	A target of 36 for 2025-2026	Target met with 3 items		

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Opinion via staff and public channels	<p>including #FeedbackFriday to share experiences of care and encourage others to do so.</p> <p>Feedback was provided internally to staff each month through Core Brief and Staffnet.</p> <p>The development of blogs and videos from staff members on the importance of feedback, and also how they use feedback has been a positive addition during 2025-2026.</p>		going out on average each month.		
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<b>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</b>					
<b>2024-27 Strategic deliverables</b>	<b>Milestone position/ what has been achieved 2025-26</b>	<b>2024-27 Measurable outcomes</b>	<b>2025-26 impact</b>	<b>Mitigating Actions</b>	<b>RAG status</b>
a. Deliver programme of staff training on engagement and Care Opinion	<p>Totalling 595 staff supported with training, support and development.</p> <p>Tools and resources development for engagement and involvement during 2025-2026 has seen 1,452 staff access resources</p> <p>Additional development of 'bitesize' resource videos introduced in March 2026.</p>	Deliver programme of staff training to 1000 staff	595 staff supported directly through training and development sessions to increase organisational capacity across NHSGGC	New resource developed in March 2026 of 'bitesize' videos to allow staff to access resources at a time that suits them to support greater flexibility. This will be developed further in 2026-2027.	
b. Increase training and development opportunities for staff in engagement and involvement to support increased capacity and capability across the organisation	<p>34 sessions undertaken:</p> <p>Care opinion responder training: 13 sessions involving 219 staff members.</p> <p>18 Lunchtime Learning sessions involving 314 staff members</p>	A minimum of 18 lunchtime sessions and 6 Care Opinion training sessions	Target met. Significant increase in sessions delivered throughout 2025-2026 building capacity and capability		

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	4 other bespoke training sessions involving 62 staff members		across NHSGGC.		
c. Increase in staff using the PEPI support request process	<p>During 2025-2026 the team has been involved in supporting 125 teams and services across NHSGGC.</p> <p>An evaluation of those that have used the support received 31 responses rating the support provided 8.9 out of 10 with staff reporting increased confidence in patient and public engagement and support in achieving project outcomes.</p>	An increase of 5% in staff using the PEPI support request process from baseline (118).	125 teams and services supported across NHSGGC.		
d. Roll out implementation of HIS self-assessment process	<ul style="list-style-type: none"> <li>Revisions were made to the self-evaluation tool following testing.</li> <li>Continued to develop and refine the self-assessment tool to take into consideration recent policy updates.</li> <li>Working with services to identify suitable test areas.</li> </ul>	Roll out and testing within two acute sectors	Target not met	Due to organisational pressures, this action has not moved forward and will be reviewed for 2026-2027.	

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<b>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.</b>					
<b>2024-27 Strategic deliverables</b>	<b>Milestone position/ what has been achieved 2025-26</b>	<b>2024-27 Measurable outcomes</b>	<b>2025-26 impact</b>	<b>Mitigating Actions</b>	<b>RAG status</b>
a. Complete audit of cross-section communications against Clear to All Policy and produce report on findings	Review of resources undertaken September 2025-November 2025. Report produced December 2025 to inform future practice.	Report produced outlining key actions and findings	Review identifying areas of good practice and opportunities for development.		
b. Work with EHRT to complete test of Google Translate to support the provision of quality translation of mainstream online patient-facing information (as per Equality scheme commitment)	Work completed.  Translation widget is now permanently installed on the website.	Creation of more accessible web and patient facing content	Supporting access to information across the NHSGGC website more effectively.		
c. Incorporate BSL language needs into OASIS planning framework and stakeholder mapping framework for all future campaigns	OASIS template updated with BSL section to encourage consideration for all relevant campaigns.  Dedicated BSL section on the website and YouTube videos	BSL content published on website.  Campaigns demonstrating complementary BSL messaging to support wider content.	Links established with BSL team and training sessions completed  BSL content created for key campaigns including RUC	Further work required to normalise approach in 2026-2027  Criteria assessment work required to ensure	

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				appropriate consideration of BSL moving forward.	
d. Increase number of IPN subscribers who provide additional demographic information to support more tailored information by 25 % (figure for March 2025: 11,592)	Total subscribers providing additional demographic information during 2025-2026 is 23,200 representing an increase of 100% and exceeding the target by 60%.	Increase in information provided by 25 % (figure for March 2025: 11,592, target for 2025-2026=14,490)	Target exceeded by 60%.		

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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 2025-26	2024-27 Measurable outcomes	2025-26 impact	Mitigating actions	RAG status
a. Work with EHRT to identify and develop relationships with third sector partners who provide a collective voice for those who are 'seldom heard' and/or have poor health outcomes	<p>Work undertaken with support from the Equalities and Human Rights Team. This included links with a range of organisations including Integration Networks.</p> <p>Work with Amma Birth Companions has also resulted in the development of a collaborative test to support increased feedback from members in maternity services.</p>	Evidence of established relationships with third sector partners representing seldom heard groups.	Positive activity initiated to be progressed further during 2026-2027.		
b. Engagement reports will include equalities data routinely and explicitly and demonstrate where additional action has been taken to capture views.	<p>All reporting by the PEPI team includes equalities data to inform activity.</p> <p>Equality dashboard been developed to support provide overview and test 'real-time' information for engagement activities</p>	Engagement reports and activities demonstrate the inclusion of equalities data to inform developments.	100% of reporting activities by the PEPI team captures equalities data.		



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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 2025-26	2024-27 Measurable outcomes	2025-26 impact	Mitigating actions	RAG status
a. Series of campaigns to be delivered in line with organisational priorities (see below in section 2)	<p>Campaigns delivered across all strategic priority areas:</p> <ul style="list-style-type: none"> <li>• Right Care, Right Place / Think ABC (year-round), Winter, and student FNC+ campaign</li> <li>• Primary Care Strategy relaunch (March 2026) and new GP Walk-In Service (Cardonald)</li> <li>• Maternity: community midwifery awareness, pregnancy registration before 12 weeks, bereavement support</li> <li>• Public Health: staff, adult and child flu vaccination campaigns; emergency MMR response (Govanhill); breast cancer and cervical screening (Don't Fear the Smear / Glasgow City FC partnership); children's health (breastfeeding, Quit Vaping, Weigh To Go)</li> </ul>	Demonstrable increase in awareness and/or behavioural change in line with the specific campaign objectives.	<p><b>RUC awareness:</b> 58%→67%; total reach exceeded 1 million</p> <p><b>Winter:</b> 3.3m impressions, 2.15m reach, website users +165%</p> <p><b>Primary Care:</b> 18,588 webpage views (+142%)</p> <p><b>Maternity:</b> 820,000+ social impressions; mental health session registrations +25%; 3 TV news stories</p> <p><b>Staff flu uptake:</b></p>		

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	<ul style="list-style-type: none"> <li>Evaluation reports produced for all campaigns using OASIS framework.</li> </ul>		<p>33.6%→39.2% (5,325 vaccines in Staff Vaccination Week)</p> <p><b>Adult flu (75+):</b> 78.1%→79%; 236,000+ IPN opens</p> <p><b>Cervical screening:</b> 492,000+ impressions; 197,000+ video views; Glasgow City FC partnership reached 68k</p> <p><b>Quit Vaping pack:</b> 3,800+ downloads; Weigh To Go page visits +200%</p> <p><b>Breastfeeding:</b></p>		
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			<p>We have held our position that more babies are receiving breastmilk than formula milk at 6-8 weeks</p> <p>Exclusive bf 6-8 weeks 2024 31.6% 2025 33%</p> <p>Overall Breastfeeding 2024 52% 2025 54%</p> <p>This is really encouraging in terms of health outcomes.</p> <p>2025 has continued to see an increase in the number of babies born into poverty living in SIMD 1 and 2 areas receiving breastmilk at 10-14 days and 6-8 weeks</p>		
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			<p><b>Neonatal</b> unit the number of babies receiving breastmilk in the first 48 hours of life continues to improve. The neonatal unit at PRM sits 4th highest in the UK with 91% of all babies under 34 weeks gestation receiving breastmilk. The national average for this is 66.8%.</p> <p>Improvement has also been seen in the number of babies discharged from our neonatal units receiving breastmilk. Both PRM and RHC neonatal unit sit above the national average of 65.8%.</p>		
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<b>Priority 7. Build collaborative, trusted relationships between the Board, our patients, their carers and our communities, based on honesty, openness and transparency.</b>					
<b>2024-27 Strategic deliverables</b>	<b>Milestone position/ what has been achieved 2025-26</b>	<b>2024-27 Measurable outcomes</b>	<b>2025-26 impact</b>	<b>Mitigating actions</b>	<b>RAG status</b>
a. Deliver weekly MSP and MP briefing	Weekly MP and MSP briefing delivered every Friday, with the exception of pre-election period.	Weekly updates to be provided	Elected representatives kept informed through the year on key activity, helping support transparency and engagement.		
b. Deliver quarterly in-person MSP and MP briefing	2 sessions undertaken in financial year.	4 MSP and MP briefing sessions completed per year		Pre-election period negatively impacted.  Key dates to be established early and confirmed for 2026-2027 dates	
c. Deliver sentiment analysis and report findings and comparisons with baseline to Board	Not progressed due to budgetary considerations.	Report produced on sentiment analysis and report findings shared.	On Hold	To be carried forward in 2026-2027 in the context of wider work linked to public perception.	

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d. Work directly with community groups covering HSCPs	<ul style="list-style-type: none"> <li>• Target exceeded: Engaged with 27 community organisations (target: 24).</li> <li>• Activity across all six HSCPs.</li> <li>• Outreach, collaboration, relationship-building and information sharing.</li> <li>• Strengthened community links and inclusive engagement supporting service improvement across NHSGGC.</li> </ul>	A target of 24 for 2025-2026	Target exceeded		
e. Review and harmonise distribution arrangements for the monthly newsletters, building on the relationships forged with community groups	<p>Distribution lists evaluated and bolstered with additional local groups.</p> <p>Identified groups not using newsletter and agreed to share across relevant content as required</p> <p>Open rates for local newsletters:</p> <p>QEUH/RHC: 56%</p> <p>Vale: 60%</p> <p>Inverclyde: 63%</p> <p>RAH: 60%</p>	Monthly newsletters delivered	Providing external stakeholders with direct updates linked to their interests and geographic areas to support and build relationships.		

**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 2025-26	2024-27 Measurable outcomes	2025-26 impact	Mitigating actions	RAG status
a. Continue to grow social media audiences, with a target of an annual 5% increase	<p>Baseline figure for 2024-2025 was 153,897. As of 31 March 2026, total followers across 5 platforms = 176,627 (versus 153,897 in 2024-2025) representing a total follower growth of +15% or 22,730 people.</p> <p>Growth was driven primarily by significant increases on Facebook (+23%), LinkedIn (+22%), and YouTube (+16%), alongside steady growth on Instagram (+9%). While Twitter/X saw a decrease (-1%)</p> <ul style="list-style-type: none"> <li>• Facebook = 66,200 (+12,579 (+23%))</li> <li>• Instagram = 15,700 (+1,300 (+9%))</li> <li>• LinkedIn = 36,327 (+6,639 (+22%))</li> <li>• Twitter/X = 39,100 (-462 (-1%))</li> <li>• YouTube = 19,300 (+2,674 (+16%))</li> </ul> <p>Total = 176,627 (+15%)</p>	A 5% increase from 2024-25 (a target of 161,592 for 2025-2026)	176,627 as of 31/03/2026  (increase of 15%)		



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	Quarterly reports produced to inform practice development and top performing content.				
b. Establish a Citizen's Panel	<p>Development of Involving People Network allowed for testing as an approach to Citizens Panel for corporate topic areas including Interface.</p> <p>Further exploration of options to be progressed through 2026-2027 to support a representative sample for NHS Greater Glasgow and Clyde.</p>	Citizens Panel approaches considered and testing undertaken	Testing undertaken		
c. Develop and deliver social media action plan for 2025-26	Directorate action plan supported the development of practice in NHSGGC during 2025-2026 which has positively supported the development of content and increased platform growth.	Social Media action plan produced and implemented to support social media platform growth and development.	Complete	Review of platforms used by NHSGGC to be actioned during 2026-2027	
d. Participate in NHS Scotland social media delivery network to support development of consistent approaches, good practices and learning	<p>Regular attendance has supported the knowledge sharing and development of practice within NHSGGC.</p> <p>This action will now move into Business as Usual for 2026-2027.</p>	Regular attendance	Complete		
e. Achieve growth in website page views with a target of 5% increase for 2025-2026	Regular reporting produced internally to help understand top performing content to inform wider	An increase of 5% views based on 2024-2025 figures providing a target of	5.8million views for 2025-2026 (as of		

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	<p>content policy and drive visits to the website.</p> <p>This has been supported with regular cross-promotion of the website on social media channels.</p> <p>Additionally, this year the Web Team has also undertaken significant work in supporting the redevelopment and rehousing of several websites, including Sandyford, Free Condoms, The Chat, Brownlee HIV, and KIDS</p> <p>The team have supported over 400 content editors across the organisation, training up staff and enabling them to manage and update their content to a high-quality standard.</p>	4.8m views for 2025-2026	31/03/2026) representing a 21% increase during 2025-2026		
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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 2025-26	2024-27 Measurable outcomes	2025-26 impact	Mitigating actions	RAG status
a. Delivery of annual PR planners for services and hospitals	<p>Annual PR planners delivered across all areas:</p> <p>Regional/W&amp;C/RHC/ QEUH campus: Regional Services (19 releases), RHC (28 releases/IPNs), Research &amp; Innovation/WoSIH (12 releases), including Newly Qualified Nurses campaign</p> <p>Clyde &amp; North: RAH (11 releases, 24 IPNs), IRH (9 releases, 22 IPNs), North Sector monthly newsletters, Vale of Leven monthly newsletters</p> <p>Innovation: sustained R&amp;I and WoSIH programme; key stories incl. cardiac gene therapy (PROTECT), PHOENIX pharmacogenomics study, ECG patch national rollout, robotic surgery expansion, AI thought leadership</p> <p>Beatson West of Scotland Cancer Centre (7 releases, patient information videos, clinical trial coverage)</p>		<p>Regional Services: 20 positive pieces; 1.4m social impressions (8.2% avg engagement); top story 359,577 Facebook impressions</p> <p>R&amp;I/WoSIH: 64 positive pieces from 12 releases; 8 broadcasts; 1.3m social impressions; WoSIH LinkedIn +60%; PHOENIX recruited 2,000 patients (ahead of 4-year target)</p> <p>RAH: 28 positive pieces; 750,000 social impressions; 32.9% avg</p>		

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			<p>newsletter open rate</p> <p>IRH: 19 positive pieces (incl. 2 STV broadcasts); ~500,000 social impressions; 34.3% avg newsletter open rate</p> <p>Beatson: 11 positive pieces; 800,000+ social impressions; MBE story reached 240,000+</p> <p>North Sector: 19 external stories reaching 821,000+</p> <p>Vale: 189,394 social impressions (+339%); paid advertising to 38,500 households</p>		
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			<p>RHC: 95 positive pieces (avg 8/month); 15 major broadcasts; 2.3m social impressions; IPN open rates 30–42%</p> <p>NQN&amp;M campaign: 1.3m social views 48,000+ IPN opens</p>		
b. Long term six-monthly forward planner introduced to support increased forward planning	Completed in April 2025	Supporting organisational oversight of forthcoming reputational issues	Plan produced and fed into locally by communications and engagement, and public affairs		
c. Increase in proactive stories by 5 % against baseline	306 IPN releases issued	Baseline of 230 stories per annum providing a target of 254 stories for 2025-2026	306 IPNs issued		