

Introduction

Organisational Priorities

NHS Greater Glasgow and Clyde (NHSGGC) Primary Care teams play a critical role in providing healthcare services to local communities and delivering appropriate patient care for over 1.3 million people within the Health Board. As the initial and primary point of contact for members of the public, Primary Care is a crucial aspect of the organisation's service provision.

Covering General Practices (GPs), Community Pharmacies, General Dentists, Community Optometrists and other multi-disciplinary professionals, Primary Care is fundamental in treating Greater Glasgow and Clyde patients.

Primary Care Strategy

April 2024, saw NHSGGC publish a Primary Care Strategy covering period 2024-2029. The Primary Care Strategy 2024-2029 implementation plan highlights Access, Communications and Engagement as a key development area to better support our population to look after their own health to the best of their ability; and use Primary Care more effectively and sustainably.

The Strategy will provide clear, accessible information to help patients have a clear understanding of available services and are empowered to navigate Primary Care services more effectively. The Strategy will enhance NHSGGC's reputation through proactive media relations, social media, marketing, performance reporting, and stakeholder engagement.

Outcomes

Communication and Engagement

Effective communication and engagement are essential steps in the path to supporting our populations access the Right Care in the Right Place, understand Primary Care Service, the changes and make informed choices about the management of their health care.

Our Communication and Engagement will aim to:

1. Develop and grow a single, agreed NHSGGC 'Primary Care Offer'.
2. Strengthen shared action to support Primary Care sustainability.
3. Promote Primary Care as the first point of contact in most care journeys.
4. Improve health literacy, particularly around system navigation.
5. Embed patient voice in our strategic planning and delivery.

Benefits of our action

A joint approach to Primary Care communications and engagement can contribute to measurable improvements in the proportion of patients accessing the right care.

Improvements should reduce the number of interactions required per completed episodes of care.

This will increase efficiency, reduce reliance on services for signposting, create capacity to help those who need it most, and improve patient care.

People will be able to access the care and information they need in a way that suits them, when they need it.

They will be better informed and empowered to act to improve their health and wellbeing and to better understand their health needs.

By ensuring we understand how to tailor information and support equitably, we will be better contribute to action on health inequalities.

Outcomes

Improving Primary Care access to the right advice at the right time

Broadening access across Primary Care professionals including Multi Disciplinary Teams (MDT).

Our aim is to ensure we can give patients the very best care informed by the right advice, support better patient retention in Primary Care, and reduce the need for specialist service intervention.

We will make a range of process and system improvements to enhance journey's into and through Primary Care.

This will include work to increase direct access into and across Primary Care Services, in-person and digitally.

We will also work to improve access to high quality information and advice, and support patients to make decisions about their health and care that are right for them, aligned to the principles of Realistic Medicine.

Benefits of our action

We will make it simpler for everyone to access the right care with as few appointments as possible. That will improve quality of patient care, by increasing a person-centred and timeliness approach.

Improved efficiency and effectiveness will increase our patient facing capacity, and our ability to focus on complex care, including better continuity of care for those needing it most.

By using evidence to inform what we do and working with patients to support them to make the best decisions about their care, we will maximise the value added by our work and focus on where we can make biggest impact.

We will work to prioritise improved access for those who need it most to avoid any negative impact on equalities.



Deliverables

The Access, Communication & Engagement Workstream will:

- Take a strategic and structured approach to growing public and professional awareness of what Primary Care delivers, and how access is changing.
- Work to ensure that, when people don't need to see a professional, they can obtain reliable information and advice that enables them to manage their health as well as possible.
- Ensure that our Primary Care improvements include patient perspectives, and recognise that one size, does not fit all.
- Be open and transparent with our populations about the changes to service delivery across Primary Care.
- Navigate our population to reliable information, resources and advice that provides clarity and reassurance to our patients.

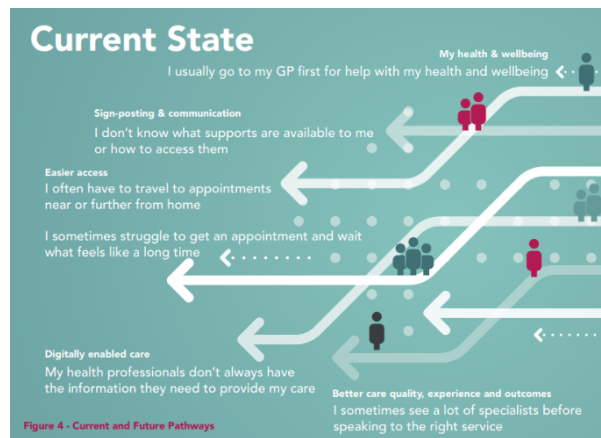
See the development of a **NHSGGC Primary Care Communications and Engagement Plan** will aim to:

- Improve professional and patient awareness about Primary Care.
- Increase patient and professional awareness of how to access the right care at the right time.
- Improve patient and workforce ability to navigate Primary Care Services well.
- Empower our population and workforce to look after their own health as well as possible



Enablers

As shown in the below 'Current State', the majority of our population will access their GP for help with their health and wellbeing. Patients are unfamiliar with the full range of support, services and professionals available and how to access these services.



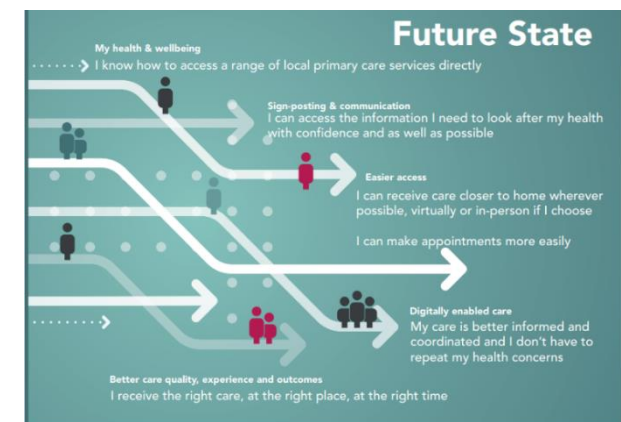
Our approach through the Communication and Engagement workstream will bring many benefits through our actions. A joint approach to Primary Care communication and engagement can contribute to measurable improvements in the proportion of patients accessing the right care.

In working towards our 'Future State', patients should:

- Be able to access the care and information they need in a way that suits them, when they need it.
- Be better informed and empowered to act to improve their health and wellbeing.
- Better understand their health needs.

Improvements should:

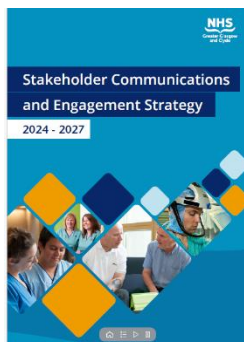
- Reduce the number of interactions required per completed episode of care.
- Increase efficiency.
- Reduce reliance of services for signposting.
- Create capacity to help those who need it most.
- Improve patient care.



Internal Partners

The world of *communication and where to communicate is changing fast. Changing trends in media consumption, the fast pace of change in how we communicate with one another and the development of AI present opportunities and challenges for the organisation to engage with, and listen to, its stakeholders. Digital and technological advances and changing media attitudes and access will provide opportunities for more effective, efficient communications. Campaigns will increasingly focus on techniques which use data to deliver tailored messaging, with less use of mass general communication. (Stakeholder and Engagement Strategy)*

We have many enablers to guide us through the process of *Improving our Communication and Engagement* under the umbrella of the Primary Care Strategy. Two being directly related to communication and engagement.



The *Stakeholder Communications and Engagement Strategy April 2024 to March 2027* is part of a comprehensive strategic framework which supports the organisation fulfil its objectives.

The strategy is externally focused with unique objectives; however, it complements the *Internal Communications and Employee Engagement Strategy (ICEE)* where appropriate and some cross-over exists.



It sits alongside our other major strategies and plans including our Annual Delivery Plan, Medium Term Plan, Digital Strategy, and long-term clinical strategy, Transforming Together portfolio.

Internal Partners

We will **align** the *Primary Care Strategy Communication and Engagement* workstream to Organisational Communication priorities over years 2024 – 2029, which are highlighted as:

- **Deliver public messaging on accessing services**
- **Help people to look after their own health**
- **Educate and inform our communities about improvements and developments in our services.**

We have many internal partners and resources across the organisation, these are identified as follows:

Clear to All will guide us in:

- ensuring we understand how to tailor information and support equitably; we will better contribute to action on Health Inequalities.
- creation of materials in support of the Primary Care Strategic that is 'easy to read' and understand.

Equality and Human Rights Team (EHRT) will guide us to:

- ensure that all patients are communicated with in a way they understand and that best meets their needs, including the use of accessible formats.
- consider our target audience to ensure that the needs of equality groups are taken into account.
- ensure translations and other accessible formats are included.

Medical Illustration Services, Corporate Communication and Graphics Colleagues will guide on:

- design of patient information and advise on appropriate and cost-effective methods of distribution.

Internal Partners

Public Health Resource Directory and Public Health Directorate will aid:

- the use of existing materials and literature in promotion of person centred, effective and equitable information supports, empowering self-management and self-care across our populations.
- Guiding our approaches to ensure they are targeting priority areas across NHSGGC Annual Delivery Plan.

HSCPs Communication Teams will guide in the:

- dissemination of information, key messages and support of Communication and Engagement priorities.

Corporate Communications will guide us:

- through key principles of the OASIS framework, OASIS is a nationally recognised methodology which brings clarity and consistency to campaigns, ensuring they are clearly defined, tied to organisational objectives and measurable.
- in knowing our audience.
- in the design and graphics of Primary Care literature to complement our communication vision.
- share lessons learned and evidence-based engagement approaches.
- to measure success.

Patient Experience and Public Involvement (PEPI) will provide guidance on:

- support to listen and understand what matters to people and members of the public.
- listening and learning from each other.
- engagement with people on care and service delivery.
- applying best practice when informing and involving patients, carers and the public.

Internal Partners

Workstream Leads will:

- provide regular input to the Access, Communication and Engagement Workstream to allow oversight and cross reference across all programmes of work. This will be facilitated through the Primary Care Strategy Delivery Group.
- define priorities for Communication and Engagement support.
- support communication and engagement activity across multiple workstreams to maximise resources, outputs and Strategy priorities.

Interface with the Services:

- Weekly meetings with Primary Care Access, Communication and Engagement (ACE) Core Group.
- Monthly check-ins with the PEPI team to establish and analyse survey results and areas that require improvement.
- Meetings with the Director for Primary Care, once every two months or ahead of planned strategy developments or structures.
- Monthly collaboration with Primary Care Strategy Workstream Leads through the Primary Care Strategy Delivery Group.
- Six weekly Access, Communication and Engagement (ACE) Workstream Group meeting.

The Primary Care Strategy will support the opportunity for a significant shift in how patients access Primary Care services and wider Primary Care teams across NHSGGC.

Public Partners

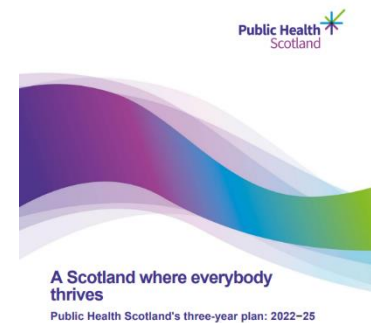
Public Partners will:

- ensure the voice of patients and the public is heard in everything we do.
- involve public partners in our work, which is one way we can demonstrate best practice in user involvement and compliance with our legal Duty of User Focus.

Although we can achieve a great deal across our Health Board area, it is of vital importance that we work in partnership with our external partners to create sustainable change.

Transforming Together with our partners:

- **NHS 24 /NHS Inform**
- **Public Health Scotland**
- **Health Care Improvement Scotland**
- **Third Sector organisations**



OASIS Communication Strategy Framework

The OASIS framework is a nationally recognised methodology which brings clarity and consistency to campaigns, ensuring they are clearly defined, tied to organisational objectives and measurable. The five key stages are outlined below and will be used as a format for the remainder of this document.

OASIS Model For Campaign Planning

Oasis Model



A Communication Campaign Plan will be used to ensure that messaging is strategic, consistent, and purposeful across all channels and audiences. It will provide a structured framework for identifying key messages, target stakeholders, communication methods, and timelines, helping to avoid fragmented or reactive communication.

The plan will support effective coordination among team members, maximise the impact of available resources, and enable monitoring and evaluation of communication outcomes. By outlining clear goals and measures of success, it also allows for ongoing refinement and accountability throughout the campaign.

Audience

Understanding and segmenting our audiences is critical to delivering effective communications that support the Primary Care strategy. By tailoring content to specific groups and utilising appropriate channels, we can enhance staff and public understanding, promote effective service use, and maintain NHSGGC's reputation.

We will target both internal and external audiences:

Internal:

- NHSGGC staff, HSCPs, and Independent Contractors and Practitioners to ensure alignment, morale, and advocacy for the Primary Care strategy.
- Our message internally will focus on the benefit of the Primary Care Strategy's whole-system approach. This includes where staff and organisations fit into that, and the improvements that will support their important work. The sentiment will be to show how their voice matters through engagement and to demonstrate an understanding of their work and challenges.
- We will share successful representations of Primary Care improvements in action, largely through the 'The Faces of Primary Care'.

External:

- Patients, media, local organisations, charities, and political stakeholders, each with tailored messaging and platforms.
- We will deliver the Primary Care 'story' by sharing consumable and engaging content. Patients will gain an understanding of how Primary Care is developing and the future of services.
- Messaging will be informative and educational to help our population assess the type of care that they can seek, if they cannot self-care.

Audience

Audience	Why they matter?	Key Demographics	Engagement Channels
<p>Patients (past, current, future)</p>	<p>Users of Primary Care services. Particular inclusion of marginalised, underrepresented communities and those known to suffer poorer health outcomes and health inequalities</p>	<ul style="list-style-type: none"> • General public • Men (higher ED use, lower Primary Care use) • Children & young people • People in areas of deprivation • Non-English speakers • BAME communities • People with disabilities • Travellers and homeless people • Carers and families 	<p>Outreach through targeted communication messaging. Hospital signage, social media, surveys, NHSGGC website, community partners, translated materials</p>
<p>Staff</p>	<p>Deliver and support the Primary Care strategy</p>	<p>All NHSGGC staff, particularly those within Primary Care services</p>	<p>Core Brief, Staffnet, internal surveys, staff area messaging</p>
<p>Partnerships</p>	<p>Collaborate in planning and delivery of services; align across health and social care sectors for better outcomes</p>	<p>HSCP and Independent Contractors and Practitioners</p>	<p>Regular meetings with various HSCPs, Social media toolkits, member organisations for third party contractors</p>

Audience

Audience	Why they Matter?	Key Demographics	Engagement Channels
Media	Shape public perception and amplify messages	Local and national outlets	Press releases, newsletters, social media
Local organisations & charities	Extend reach and build trust in communities	Local community groups and charities	IPN, meetings, shared social media, dedicated material in alternative languages
Political stakeholders	Influence public discourse and policy, potentially reducing misinformation. Keep political figures informed of new changes within Primary Care services.	Councillors, MSPs, MPs	IPN, social media, ministerial visits

Approach

Communication Methods

We will apply evidenced based communication approaches throughout the Primary Care Strategy journey, with support and guidance from Corporate Communication colleagues.

Workforce Communication

NHS GGC Internal Communication and Employee Engagement Strategy sets out approaches to supporting our 40,000 employees in having a strong sense of purpose, connection, contribution and commitment to our organisation. A highly engaged workforce has higher morale, higher productivity and lower sickness absence rates. It also results in lower turnover and provides better outcomes for patients and service users.

For those with direct and regular access to digital means while in a work environment, there will be a combination approach of communication and engagement via email, websites, social media, intranet. Employee who may not have access to digital means, there will be a required to utilise printed materials, posters and other visible methods.

Utilising current communication channels and approaches, this will include

- Core Brief
- Communication Campaigns
- Staff Communications on webpages
- Leadership messaging
- NHSGGC Employee Facebook groups
- Online platform StaffNet
- Video content and campaigns

Approach

As part of the Internal Communication and Employee Engagement Strategy development, feedback from staff showed that 42.91% of people would like more face to face briefings, core brief 39.77% and local newspapers 31.6%

The communications plan will support the engagement work as outlined, and key messages will be reflected in both. We will tell the story of Primary Care and why it is one of the most important aspects of treatment within NHS Greater Glasgow and Clyde, and how this is often the first interaction people will have on their healthcare journey.

Key messages:

- Primary Care is the front door of healthcare within NHS Greater Glasgow and Clyde, providing essential, first-contact services that support over 1.3 million people across the region.
- You can access help from a range of services beyond your GP Practice, including Community Pharmacies, Dentists, Optometrists, and self-management resources - ensuring the right care, in the right place, at the right time.
- Primary Care professionals are vital to building a resilient health and care system, through early intervention, prevention, and care that protects health and reduces pressure on acute services.
- Primary Care is evolving to meet growing population needs and post-pandemic challenges. Health professionals are encouraged to engage with system-wide changes and contribute to optimising resources and service delivery.

The Primary Care Strategy is a call to action for transformation, promoting a whole-system approach, innovation, and the scaling of good practice across all sectors of Primary Care. The voices of Primary Care professionals are central to successful strategy implementation. Engagement through the Primary Care Programme Board and other forums ensures that frontline experience shapes future service design.

Strategy

Population and Partner Communication

Learning from the *Stakeholder Communication and Engagement Strategy, 2024 – 2027*. Based on engagement evidence, communication channels and approaches, a blended approach will be used across various platforms to address challenges faced by stakeholders in accessing digital communication.

Our Communication will empower patients with accessible, relevant information and promote self-management and appropriate service use.

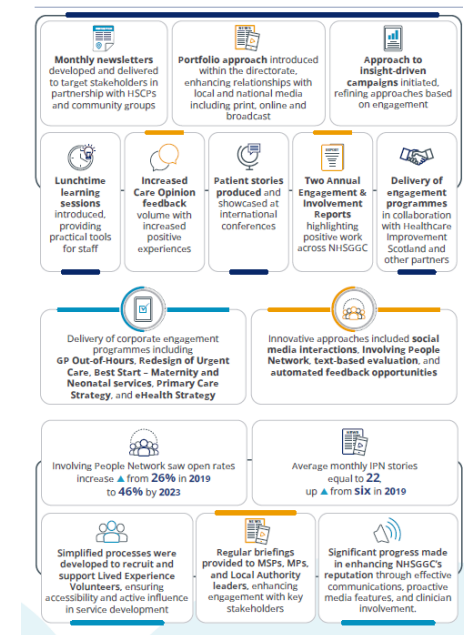
As shown in this image from the *Stakeholder Communication and Engagement Strategy, 2024 – 2027*, we will explore opportunities for successful means of communication and engagement including:

Video Production working with Corporate Communication and Medical Illustration colleagues to produce:

- Faces of Primary Care (internal resource)
- Patient stories and testimonials (internal resource)
- Animated guides for care pathways and self-management (Medical Illustration)

Development of Primary Care Materials and literature.

- Bulletins/Newsletters
- Role and service flyers
- Educational content and campaign materials
- Branding Toolkit



Strategy

Patient or Workforce Stories

- To share successful 'right care, right place stories; self-referral experiences and direct access to care feedback.

Involving People Network (IPN)

- Use Mailchimp to reach 66,000+ subscribers with:
 - Regular updates on service changes
 - Invitations to participate in surveys or webinars

Surveys

- Conduct public surveys to assess:
 - Awareness of Primary Care services
 - Satisfaction and barriers to access
 - Understanding of care pathways
 - Use results to refine messaging and inform strategy evaluation.

Press & Broadcast Media

- Proactively pitch positive stories to local and national outlets.
- Use media to amplify seasonal campaigns and service innovations.
- Address misinformation and promote trusted sources.

Strategy

Social Media

With significant growth across social media, we will continue to utilise NHSGGC's social media channels across:

- YouTube
- Facebook Groups - share tailored messaging in local groups, aligned to demographics and service needs.
- Instagram
- Twitter

We will use social media interactions to share Primary Care videos and content i.e. Faces of Primary Care and Seasonal campaigns (e.g. winter, Freshers Week) and promote events, surveys, and digital resources.

Community Groups / Third-party organisations

Distribute digital toolkits to:

- Housing associations
- Elderly care groups
- Maternity/family networks
- BME community organisations
- Ensure materials are Clear to All compliant and available in alternative formats

Accessible for All

Inclusive and Accessible Content

Through multiple communication channels we will ensure that information is available in various formats and in plain English with opportunities for translation where required.

We will ensure all materials are:

- Available in alternative languages
- Compliant with health literacy standards
- Supported by BSL video content
- Distributed via libraries and community hubs, not entirely digital.

This Communication and Engagement plan serves as a guide to ensure consistent, transparent, and timely information is shared throughout the life of the Primary Care Strategy and beyond.

All stakeholders are encouraged to follow the outlined channels and timelines. For any questions or updates, please contact Pauline Atkinson, Access, Communication and Engagement Workstream Lead, Primary Care Strategy. Regular reviews will be conducted to ensure effectiveness and alignment with Strategy objectives.