

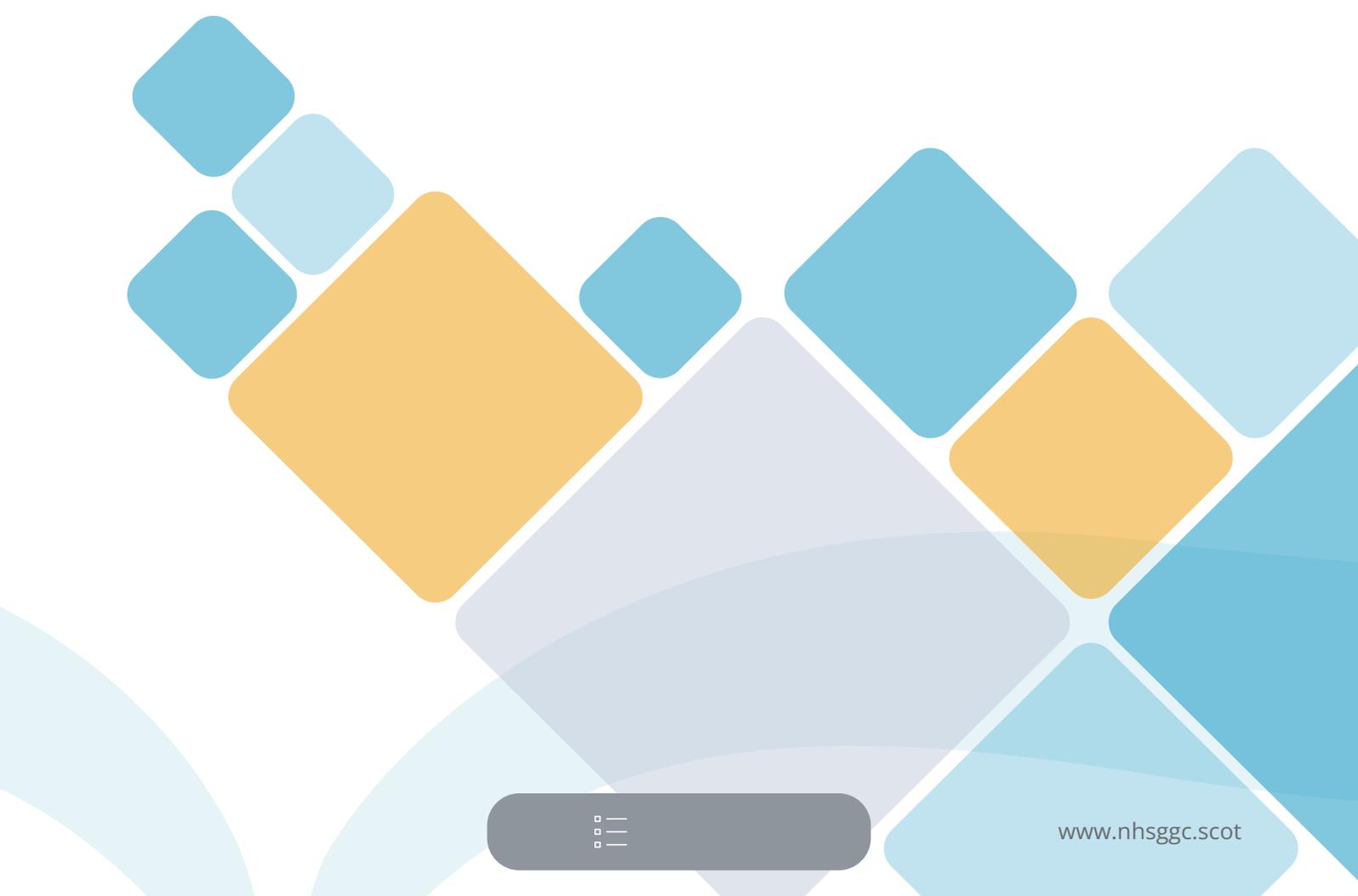
Stakeholder Communications and Engagement Strategy

2024 - 2027



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1. Introduction

As the NHS recovers from the pandemic, transforming services and harnessing new technologies to meet growing demand, effective communications and engagement are as essential as ever.

Whether that is to help people to access the right services at the right time, to support them to understand and get involved in service change, to be open and transparent when things go wrong or to provide clarity and reassurance during a crisis, what we do is important.

The ways in which we communicate also matter. Communications itself - how we communicate and where - 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.

This Stakeholder Communications and Engagement Strategy is part of a comprehensive strategic framework which supports the organisation fulfil its objectives. The strategy is externally focused with unique objectives, however, it will complement the Internal Communications and Employee Engagement Strategy (ICEE) where appropriate and some cross-over exists – particularly where there are significant internal and external delivery elements.

This strategy will also support NHS Greater Glasgow and Clyde in meeting the three parts of the public sector duty (i.e. eliminating discrimination, advancing equality of opportunity and fostering good relations).

Building on the previous strategy, the Stakeholder Communications and Engagement Strategy covers the three-year period from April 2024 to March 2027. It sits alongside our other major strategies and plans including our Annual Delivery Plan, Medium Term Plan, Digital Strategy, and long-term clinical strategy, Moving Forward Together.

To support the delivery of these strategies, communications priorities over the next three years will be to:

- Deliver public messaging on accessing services
- Help people to look after their own health
- Work with the public and patients on managing change
- Support our efforts to tackle climate change
- Educate and inform our communities about improvements and developments in our services.

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.

This Stakeholder Communications and Engagement Strategy sets out how, over the next three years, we will further build and 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.



2. Corporate Values

The delivery of our communications and engagement activity will be undertaken in line with our corporate values, organisational vision and core principles, each of which is fundamental to ensure effective delivery of our strategic aims.



The three core principles outlined in NHSGGC’s previous [Stakeholder Communications and Engagement Strategy](#) were focussed on building collaboration and inclusivity; developing communication and engagement activity in an honest and transparent way; and communicating in a professional and easily understood way. Each of these principles were structured to help enable the organisation to achieve its fundamental purpose; **“To protect and improve population health and wellbeing while providing a safe, accessible, affordable, integrated, person centred and high-quality health service”**.

Together, these elements will be the core focus of all communications and engagement activity undertaken by NHSGGC and will underpin this strategy and associated action plan.



3. Impact of Strategy 2020-23

A review of progress in delivering the 2020-23 Strategy was presented to the NHS Board in February 2024 and this identified a number of actions to be developed further in the Strategy for 2024-27. The full paper, which is available [here](#), sets out where actions were completed and where further progress is required.

At a glance: Key Achievements 2020-2023



A blended approach using various platforms addresses challenges faced by stakeholders in accessing digital communication



Baseline sentiment research produced and presented to the Board in 2022 and used to underpin communications campaigns in 2023



Use of metrics and insights expanded, incorporating patient feedback and surveys

In-house project delivered a new **externally facing website** with enhanced security and accessibility in line with **Right Care Right Place**.



Significant growth in social media followers across all platforms



YouTube
▲
612%
increase



Facebook
▲
15%
increase



Instagram
▲
11%
increase

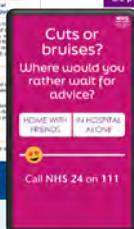


LinkedIn
▲
25%
increase



Twitter
▲
118%
increase

Tailored content development, including an award-winning integrated multi-media campaign





Monthly newsletters developed and delivered to target stakeholders in partnership with HSCPs and community groups



Portfolio approach introduced within the directorate, enhancing relationships with local and national media including print, online and broadcast



Approach to insight-driven campaigns initiated, refining approaches based on engagement



Lunchtime learning sessions introduced, providing practical tools for staff



Increased Care Opinion feedback volume with increased positive experiences



Patient stories produced and showcased at international conferences



Two Annual Engagement & Involvement Reports highlighting positive work across NHSGGC



Delivery of engagement programmes in collaboration with Healthcare Improvement Scotland and other partners



Delivery of corporate engagement programmes including **GP Out-of-Hours, Redesign of Urgent Care, Best Start – Maternity and Neonatal services, Primary Care Strategy, and eHealth Strategy**



Innovative approaches included **social media interactions, Involving People Network, text-based evaluation, and automated feedback opportunities**



Involving People Network saw open rates increase ▲ from **26%** in **2019** to **46%** by **2023**



Average monthly IPN stories equal to **22**, up ▲ from **six** in **2019**



Simplified processes were developed to recruit and support **Lived Experience Volunteers**, ensuring accessibility and active influence in service development



Regular briefings provided to **MSPs, MPs, and Local Authority leaders**, enhancing engagement with key stakeholders



Significant progress made in enhancing NHSGGC's **reputation** through effective communications, proactive media features, and clinician involvement.

The actions identified to be included within the 2024-27 strategy are:



A priority in the strategy will be to develop further **understanding of digital literacy**.



Sentiment analysis to be repeated every two years. The next survey is scheduled for 2024.



Further work is required to use **evaluation routinely as part of our strategic communications planning**.



There should be further development of our approach to **communicate and engage with online communities**.



Contribute to the assessment of the **Healthcare Improvement Scotland test process on supporting Boards** through service change that is not considered to meet the threshold of major service change.



Finalise and implement the Stakeholder Engagement Framework to support the involvement of people in line with guidance and statutory duties.



Work with partner agencies to **support communities to engage with us**.



Work with partners to develop approaches to support the involvement of **seldom heard voices**. More work is required to mainstream these approaches.



An action plan has been developed in partnership with the **Equalities and Human Rights Team** and while progress has been made, further work is required to mainstream a sensitised approach to engagement and deliver on our duties under the Equality Act (2010) through close collaboration between Patient Experience Public Involvement Team and the Equalities and Human Rights Team.

4.Strategy for 2024-27

Context for the new strategy

The 2020-2023 Stakeholder Communications and Engagement Strategy provided a strong foundation to guide and inform the strategy for the next three years. Through progress in developing robust stakeholder mapping, utilising new and innovative ways to engage and receive feedback from the public and patients, and embedding mechanisms to harness data and insight, we are able to deliver communications and engagement grounded in evidence from a variety of sources, which can also be accurately measured as the strategy progresses.



Over the past three years, the media landscape has also continued to shift significantly, and we have seen a further broad decline in traditionally accessed platforms, and a corresponding increase in the use of new platforms. While this presents some challenges, it means there are now more ways than ever to engage our stakeholders and an increased opportunity to provide highly targeted and creative communications which take advantage of the most relevant platforms to our stakeholders. We have taken these into account in the development of our priorities for the next three years.

Equally important is the need to take into account the opinions of our stakeholders on how they view communications and engagement and how they want to receive information and become involved. In setting the priorities for the next three years, we have therefore consulted our patients and the public and the key findings are included over the page.

Feedback from stakeholders

Ward 6A survey of patients

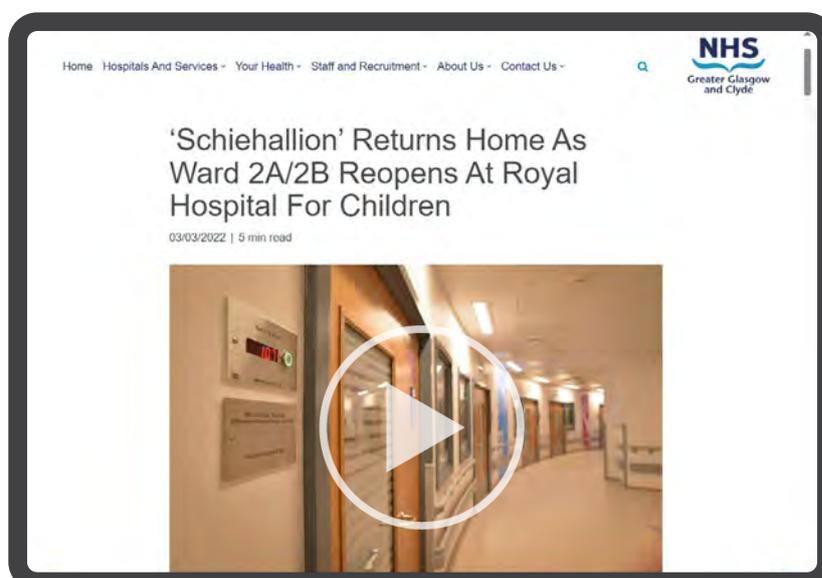
In 2022, NHS Greater Glasgow and Clyde invited the Consultation Institute (tCI) to conduct an insight study into the effectiveness of our communications and engagement approaches. Specifically, this sought to understand the perceptions of the families of patients in Schiehallion and the Royal Hospital for Children.

Through a series of interviews with families and young people, tCI sought views on how effective communications had been and were currently and on how communications should be developed in the future.

In terms of the future communications or 'what does good look like', respondents advised:

- For many, the ideal situation would be not to hear from NHSGGC because everything is fine
- Where people do want to hear more from NHSGGC, they want more online communication, digital by default. This would see an expanded social media presence supplemented by email, alongside a new more secure online portal where conversations can be conducted with clinicians
- There was also a suggestion of an e-newsletter to keep patients and their families up to date on key issues
- The suggestion that some form of FAQs would be useful to put people's mind at rest and assist in formulating questions based on others experience
- Underpinning all these was the call for communications to be conducted in plain and easily understood language, in line with the NHSGGC communications and engagement principle; "professional, easily understood and jargon free."

The findings from this review have been used since to shape communications with patients and families, including, notably, in our communications strategy for the re-opening of Wards 2A and B of the Royal Hospital for Children.

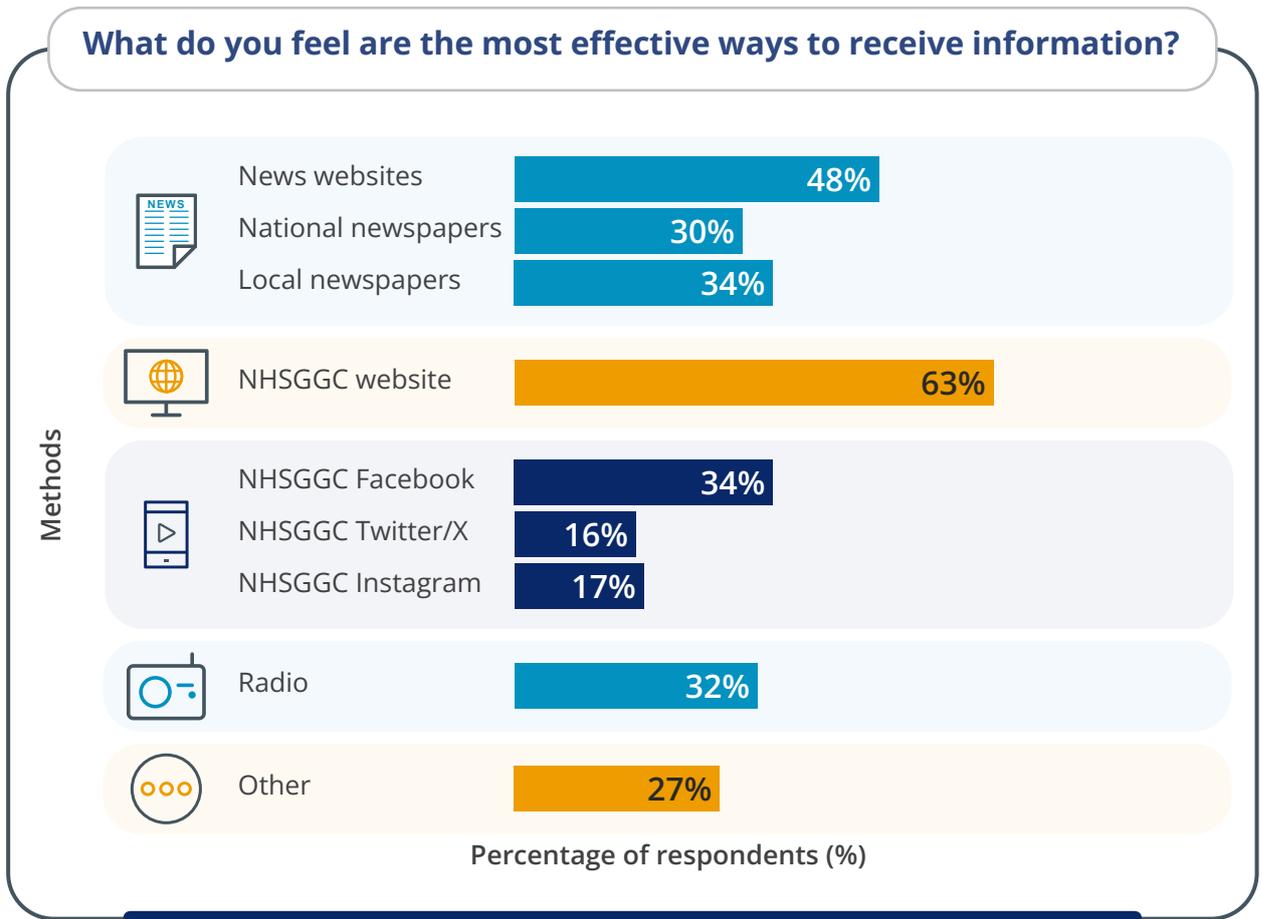


Feedback from general public

A process of stakeholder engagement was undertaken to support the development of the strategy and to understand more precisely how to communicate and work with the public. In February 2024, a survey was shared through our Involving People Network and through social media. In total, 328 people responded offering views and feedback.

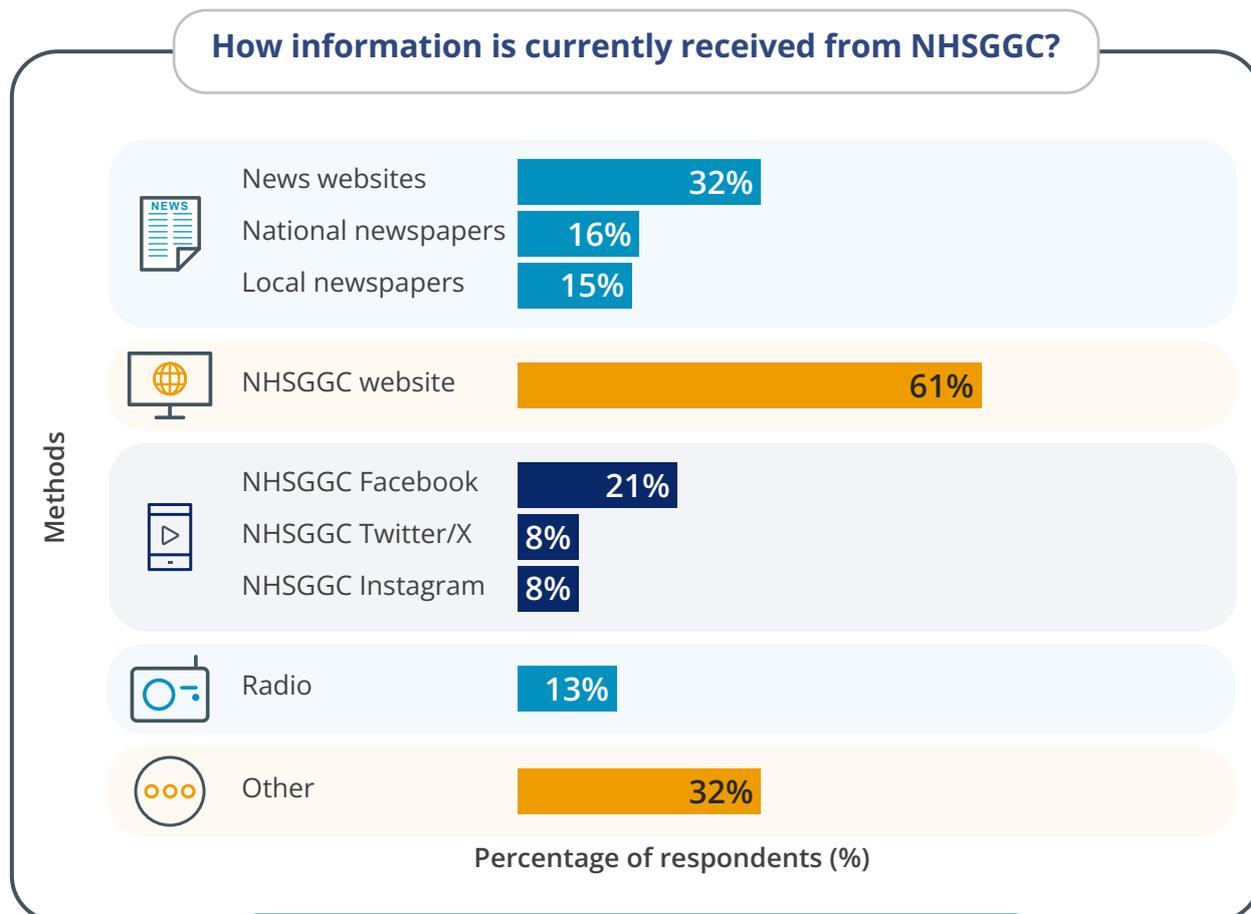
1. We asked: The most effective ways to receive information:

A range of options were offered for people to select which they felt were the most effective ways to receive information. From this, NHSGGC’s website was identified as the most popular option with 206 respondents (63%) selecting this. News websites were selected as the next highest option with 158 respondents (48%). The options of Local Newspapers, Facebook, National Newspapers and Radio received similar levels of responses ranging from 34% to 30% of respondents.



2. We asked: Current ways of receiving information from NHS Greater Glasgow and Clyde:

The survey sought to understand how people were currently receiving information from NHS Greater Glasgow and Clyde. The main method indicated from respondents was NHS Greater Glasgow and Clyde’s website with 61% of respondents highlighting this. News websites was the second most favoured option with 32% of respondents. ‘Other’ also represented 32% of options from respondents with most people stating ‘email’ in relation to receiving information via the Involving People Network.



3. Suggesting improvements for communicating and sharing information:

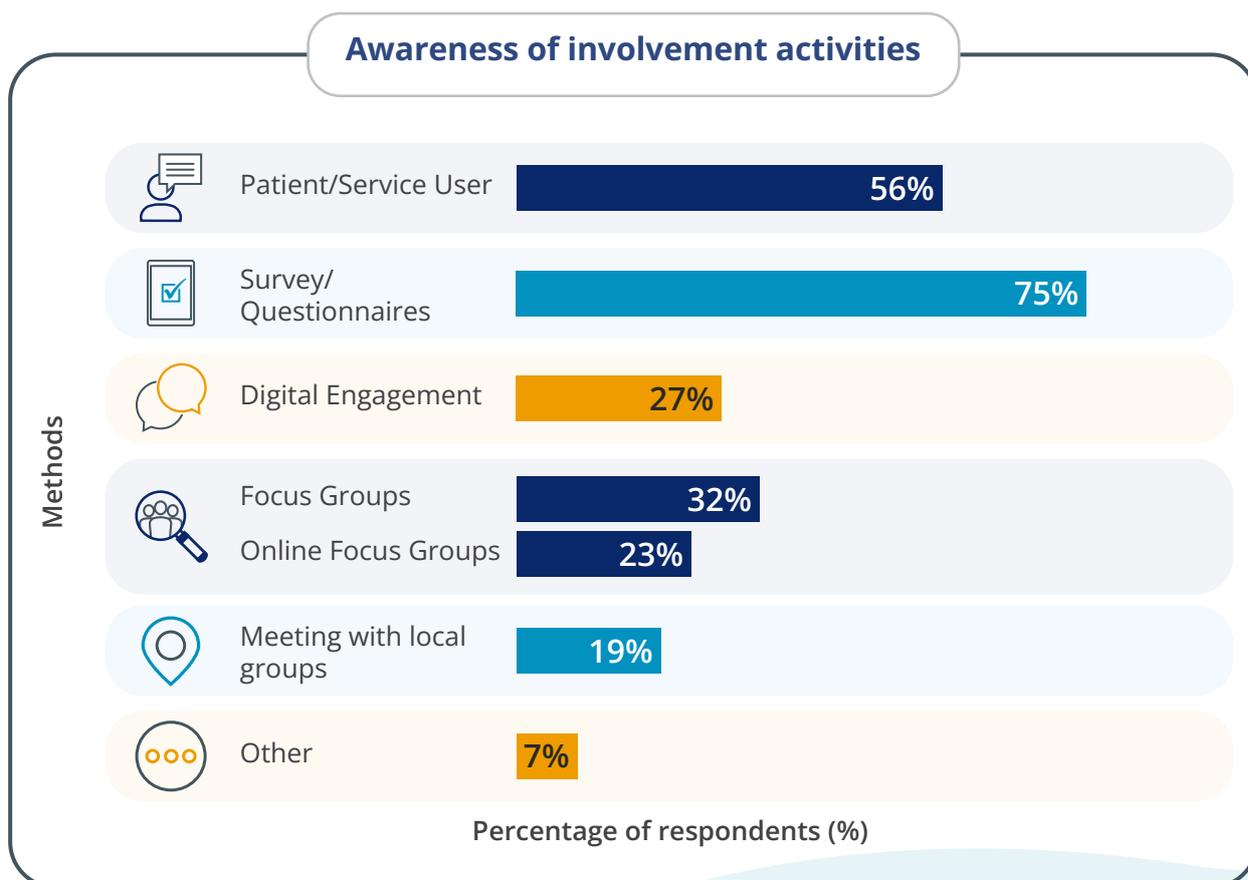
Respondents were asked if they had suggestions on how we can improve how we communicate and share information. On this question, a wide range of suggestions were offered focusing on taking forward a range of approaches to meet the needs of people and their interests. This can be summarised in the following points:

- a. **Use a range of ways to share information:** Share NHS news on websites, emails, social media, TV, and in places like GP Practices to cater to different preferences and ensure information is accessible.

- b. Let people choose what they want to know:** Give people more options to choose what they hear about from NHS Greater Glasgow and Clyde with the suggestion to provide the ability to opt in and out of specific content and maintaining transparency by sharing both successes and challenges in delivering healthcare.
- c. Talk to people and communities in a way they understand:** Our diverse communities and population will require us to speak to our communities and people in different ways with suggestions provided to work with local groups to make sure the information is right for them.

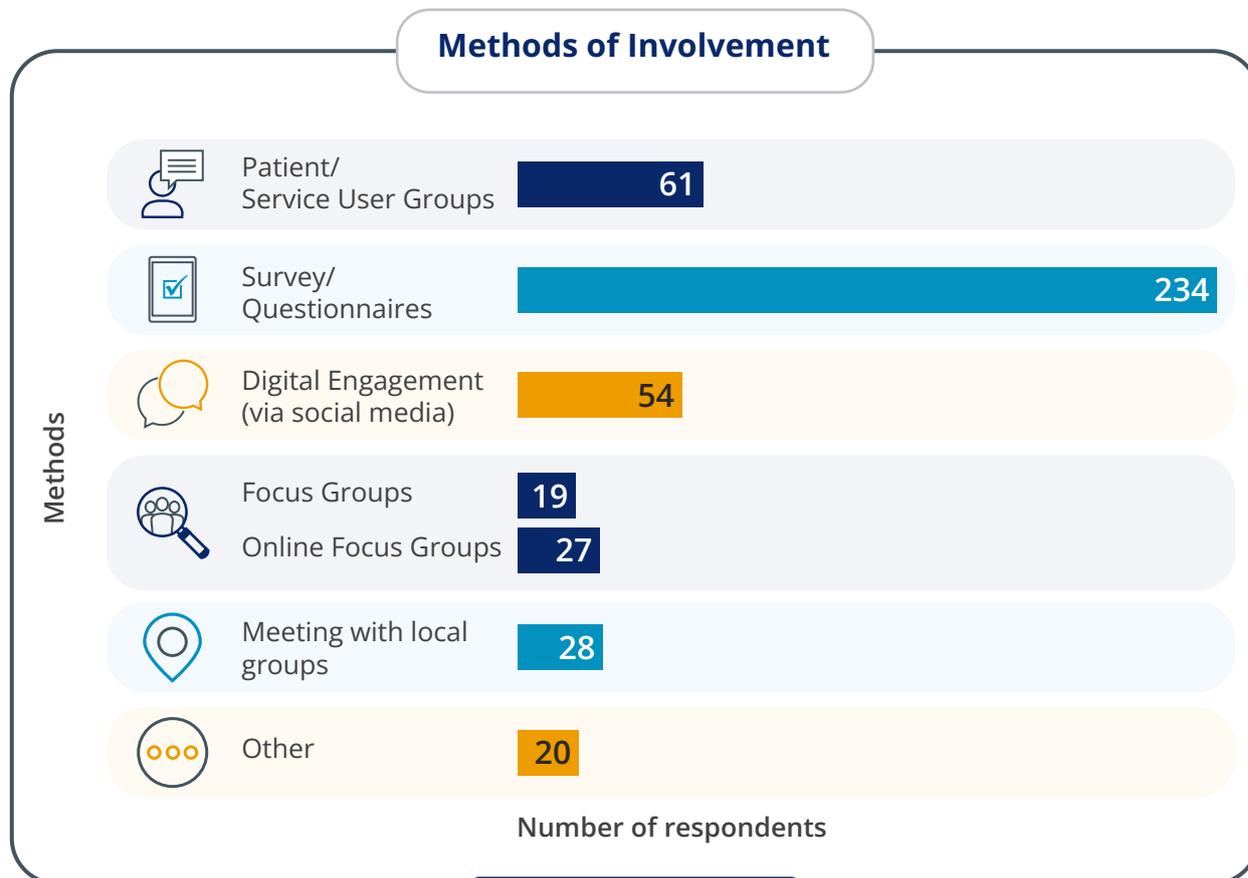
4. Awareness of involvement activities:

The next part of the survey focused on involving and engaging people in our services. Included in this was a range of our activities to understand the awareness levels of these. From this, respondents were most aware of our survey activity with 75% of people responding to this. It is worth noting this figure may be skewed given this activity was delivered via survey. Closely following this was Patient and Service User Groups with over half of those responding (56%) indicating awareness of these. A summary of the responses to this question is provided below.



5. Experience of involvement activities in NHSGGC:

Of those that responded to this question on having been involved in activities, most respondents (234) indicated having had experience through survey activity. This was followed to a lesser extent by the other activities with involvement in patient and service user groups the next highest with 61 respondents.



6. Suggestions for improving how we involve people:

We asked people for suggestions on how we can improve our approaches to involving people. The key themes to come from this included face-to-face interactions, engaging with people in environments that suit them and more involvement through community and third sector groups. These points are summarised below:

- a. Direct Engagement:** Prioritise face-to-face interactions by meeting people in workplaces, leisure spaces, and GP surgeries to develop direct engagement and capture feedback.
- b. Community Involvement:** Increase involvement and engagement activity with local community groups and wider third-sector organisations, and ensuring information is easily accessible through local engagement forums and digital platforms.

Summary of Feedback

- 1. Effective Information Channels:** NHSGGC's website emerged as the most effective channel for receiving information, followed by news websites. The survey highlighted a preference for digital platforms, with social media and radio also noted.
- 2. Suggestions for Improvement:** Feedback emphasised the importance of diversifying communication channels to accommodate various preferences, allowing individuals to select their preferred content, and ensuring communication methods resonate with different communities.
- 3. Awareness and Experience of Involvement Activities:** While awareness of involvement activities varied, survey participation was the most recognised. Patient and Service User Groups were also noted to a lesser extent.
- 4. Suggestions for Enhanced Involvement:** Recommendations included prioritising face-to-face engagement, engaging with local communities and third-sector organisations, and improving accessibility through various engagement forums and digital platforms.

Areas for Further Consideration

- 1. Balancing Digital and Traditional Channels:** While digital platforms are favoured, it's important to ensure accessibility for all our people and communities, including those with limited digital literacy or access.
- 2. Building Community Partnerships:** Strengthen partnerships with local community groups and third-sector organisations to enhance engagement and ensure representation across diverse communities.
- 3. Inclusive Approaches:** Consider diverse and inclusive approaches to engagement, ensuring representation of those covered by the Equalities Act.

External environment context in 2024

As we look ahead to the Communications and Engagement Strategy for 2024-27, it is important to understand the external environment within which we currently operate. The following findings are drawn from the latest Ofcom reports on [news consumption in Scotland](#) and [adults’ media use and attitudes in the UK](#) which measures media literacy and access.



TV remains the most-used platform for news nowadays by adults in Scotland at **69%**. Social media (**54%**) and radio (**38%**) are the next most used platforms for news.

43%
of adults in Scotland use **BBC One** for news

40%
use **ITV1/STV** for news

40%
also use **Facebook**

14%
of adults use **BBC Scotland TV channel**

2%
use **BBC Alba** for news.



When looking at **print/website/app** figures combined **11%** of adults in Scotland use **The Daily Record/Sunday Mail**, **4%** use **The Scotsman/Scotsman on Sunday** and **3%** use **The Herald/Herald on Sunday**.

12%
of adults use **Clyde 1/ Forth 1/ West Sound/ Tay FM/ Northsound1/MFR** for news

7%
use **BBC Radio Scotland**

33%
of people in Scotland use **STV**, which remains the most-used source for accessing news about Scotland



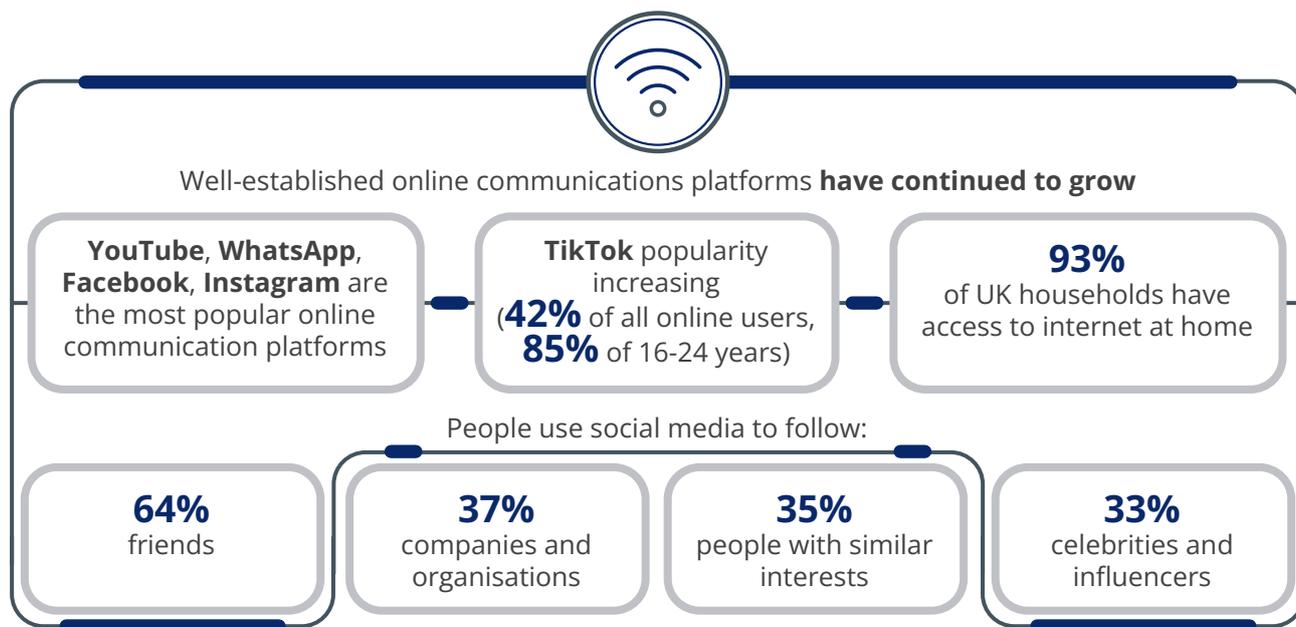
90%

of adults in Scotland are **interested in news about their nation**, higher than the average figure for the UK as a whole.



92%

of UK adults **use the internet at home or elsewhere** – accessing information, education, entertainment and social connection all occur online



Strategic Priorities and Outcomes

Within this context and taking account of the views of patients and the public, the Strategy has a number of strategic priorities which are:

Priority 1



Deliver insight-driven communications and engagement strategies which support the organisation’s goals, priorities and values.

Key deliverables

1. We will design and implement plans with SMART¹ objectives to support delivery of the organisation’s priorities (see Chart 1).
2. We will deliver a routine activity report at each public Board meeting.
3. We will systematically monitor and track impact on patient activity.
4. We will engage patients and the public to monitor attitudes and awareness of service use and track this over time.
5. We will create a standard format for evaluating and reporting outcome of activities.
6. We will work with partners, including the other Health Boards, Scottish Government, and other public sector providers, where appropriate to identify efficiencies.
7. We will prioritise activity, deliver services efficiently and deliver our contribution to the Board’s approach to sustainability and value. Our communications will be outcome-focused, focusing on owned and earned platforms first.

¹SMART Objectives are specific, measurable, achievable, relevant and time-specific goals designed to support clearly defined objectives aiding in the planning, delivery and evaluation of work areas.

Outcomes

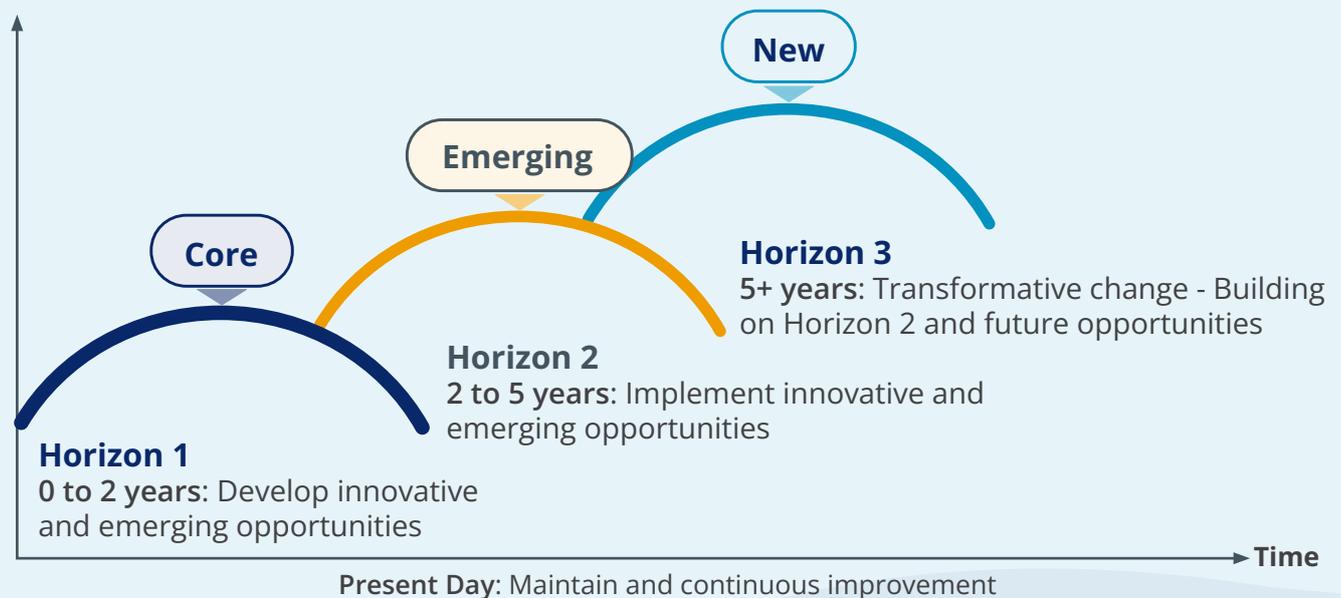
1. Provision of an annual impact review report to be produced for management and governance structures, including the NHS Board.
2. Provision of routine bi-monthly Board reports on key communication and engagement activity.

Chart 1: Supporting the delivery of key corporate strategies

Corporate Strategy/Plan	Key deliverables
<p>Annual Delivery Plan and Medium-Term Plan, including Winter Plan</p>	<p>Communications and engagement will support the delivery of the plans through effective, insight-driven public messaging and campaigns and engage with patients to monitor perceptions, awareness and satisfaction levels.</p>
<p>Moving Forward Together (MFT) Clinical and Infrastructure Strategy</p>	<p>The period of this strategy covers Horizon 1 and the early part of Horizon 2 (see below). Key priorities will be to support a shift in public behaviour and attitudes by (i) understanding attitudes and perceptions (ii) developing a conversation with communities to increase awareness and understanding of new ways of working and (iii) involving stakeholders as we continue to develop new services.</p> <p>During Horizon 1, key communications and engagement actions will focus on the redesign of urgent care, virtual pathways, self-care, alternatives to admission including wearable devices.</p> <p>A key focus will be to educate and inform younger people of how to access healthcare.</p>
<p>Digital Strategy</p>	<p>We will closely support the implementation of the Digital Strategy through complementary robust and measurable communications and engagement activity which will help us listen to and learn from citizens and staff, promote new digital services and enable better informed decision making for citizens and staff.</p>
<p>Quality Strategy</p>	<p>We will ensure that patients and the public contribute to the development of the Quality Strategy.</p> <p>Patient, carer and visitor feedback is a key part of the quality improvement cycle. We will continue to develop and embed systems of feedback, e.g. Care Opinion, to support learning and the improvement of services.</p>

<p>Recruitment and Attraction Plan</p>	<p>Building our reputation as an employer of choice and associated branding are some of the most powerful tools available to NHSGGC within the recruitment market. Working with our Recruitment teams, we will deliver effective campaigns to position NHSGGC as an employer of choice.</p>
<p>Service redesign strategies, including Mental Health Strategy refresh, Primary Care Strategy and Maternity Strategy</p>	<p>Working in collaboration with service leads, Healthcare Improvement Scotland and other partners, Communications and Engagement will deliver plans in line with national guidance, 'Planning with People' to explain change and involve stakeholders in the development, design and implementation of service strategies.</p>
<p>Sustainability and Climate Change Strategy</p>	<p>A key priority will be to support the delivery of our strategy to tackle the climate emergency. We will champion environmentally, socially and economically conscious behaviour amongst our patients and the public, as well as our staff.</p>
<p>Turning the Tide Through Prevention</p>	<p>We will work with Public Health and Health Improvement teams to deliver to encourage people to adopt healthy lifestyles, support healthy choices and support people in decisions about their health.</p>

Developing a sustainable and high quality NHS



Priority 2

Support people to voice their views, needs and wishes and to contribute plans, proposals and decisions about services.

Key deliverables

1. Stakeholder mapping will form a core aspect of engagement and consultation planning to identify all groups and individuals.
2. We will plan engagement with people to ensure a co-produced approach from the outset.
3. We will deliver a mix of community outreach and virtual engagement to support inclusive engagement in our work.
4. We will work collaboratively with others (including Health and Social Care Partnerships, other public bodies and third sector organisations) to reach and involve communities.
5. We will continue to engage with Healthcare Improvement Scotland on delivering meaningful engagement, including the ongoing development and delivery of engagement and consultation plans.
6. Continued promotion and support for Care Opinion as key feedback tool across the organisation.
7. Annual Engagement and Involvement Overview Report.

Outcomes

1. A 10% annual increase of people involved in engagement and consultation activities.
2. A 10% annual increase in the number of people providing feedback and experience via Care Opinion.
3. Outreach programme delivered in all Health and Social Care Partnership areas.
4. Feedback captured from our engagement activities are used to inform decision making and future learning.

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.

Key deliverables

1. Deliver programme of training and development on engaging and involving patients, service users and the public.
2. Deliver a support request approach to provide staff and service areas with expert advice on effective engagement activities.
3. Implement the stakeholder engagement framework to support decision makers and staff to adhere to national guidance and maintain good governance and oversight.
4. Embed the Healthcare Improvement Scotland (HIS) self-assessment process ([Quality Framework for Community Engagement](#)) across the organisation to report of self-evaluation to monitor and drive-up standards of engagement.

Outcomes

1. ~1000 staff per year completing training on Care Opinion and engagement and involvement.
2. An increase of 5% per year in services using the PEPI support request process.
3. HIS self-assessment tool in use in all sectors by 2027.

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.

Key deliverables

1. Following GDPR guidance, seek to identify interests and demographic information of those on our Involving People Network.
2. Benchmark assessment of current communications against Clear to All Policy to be repeated at conclusion of 2027.
3. Creation of a new framework in partnership with Equalities and Human Right Team to ensure activity is 'accessible to all'.
4. Framework embedded across all communication and engagement activities.
5. We will continue to translate NHSGGC core corporate communications for the general population into BSL and other languages/formats in a proportionate way.
6. Improve accessibility of the NHSGGC website for BSL users in line with the BSL (Scotland) Act 2015. Local patient facing information will be made available to our BSL using patients in our services and augment nationally produced health resources.

Outcomes

1. Gaps in activity identified and addressed and reported via Equalities monitoring report and communications and engagement activities.
2. BSL content published on website.
3. Tailored approaches to communications linked to preferences, interests and demographic information.

Priority 5



Actively seek views from groups who are 'seldom heard' and/or have poor health outcomes.

Key deliverables

1. Deliver joint action plan with Equalities and Human Rights Team to mainstream a sensitised approach to engagement and deliver on our duties under the Equality Act (2010).
2. Stakeholder mapping and equalities impact assessment routinely used to ensure 'seldom heard' and those with lived experience are included in engagement activities.

Outcomes

1. Engagement reflects our diverse communities and reports can evidence this.

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.

Key deliverables

1. 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.
2. Series of public health campaigns delivered in partnership with Public Health Directorate and Health Improvement, including the annual vaccination programme.

Outcomes

1. Demonstrable increase in awareness and/or behavioural change in line with the specific campaign objectives.
2. Evidence of use of OASIS framework (below) in planning and delivering campaigns.

OASIS 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.

Oasis model for campaign planning



Priority 7



Build collaborative, trusted relationships between the Board, our patients, their carers and our communities, based on honesty, openness and transparency.

Key deliverables

1. Continued provision of 24/7 responsive media service.
2. Weekly MSP and MP and Local authority briefings.
3. Regular face-to-face meetings with MSPs and MPs.
4. Re-run of sentiment analysis in 2024 and 2026.
5. Establish and develop relations with community groups to support communications and engagement.
6. Regular reports on the activities of the Board.
7. Provision of monthly local newsletters.

Outcome

1. Positive trends on the sentiment analysis in relation to perceptions and options of the organisation.
2. Evidence of partnership working with local community groups (to be captured through evaluation with stakeholders).

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.

Key deliverables

1. Delivery of social media annual action plans.
2. Work with eHealth and EHRT to understand digital literacy amongst our communities and apply the findings.
3. Create a Citizen's Panel as a cross-section of local people invited to take part in regular research, consultation and engagement with us.
4. Continue to grow our own digital channels with tailored content across platforms.
5. Consider opportunities for creating hyper local content for our communities through online communities and forums.
6. Explore and harness the use of new technology to improve impact.
7. 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.

Outcomes

1. Increase total social media audience and followers by 5% per year.
2. Citizens' Panel established and incorporated within the mix of approaches used for feedback and engagement.
3. Maintaining open rates for Involving People Network at 40-50%.

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.

Key deliverables

1. Delivery of PR planners for services and hospitals.
2. Delivery of long-term forward planner.
3. Media training programme.
4. Review of role of social listening.

Outcomes

1. Positive trends on the sentiment analysis in relation to perceptions and options of the organisation.
2. 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.).
3. All senior managers will have completed at least one media training session.

² A Citizen's Panel is a representative group of people who have agreed to contribute their views and experiences to inform the delivery and support improvements in services.



5. Resources to Deliver Strategy

In line with NHS Scotland’s **‘Blueprint for Good Governance’**, a key function of the Board is to effectively engage with all stakeholders. The NHS Board is made up of a diverse range of individuals from a variety of backgrounds with our non-executive Directors recruited as members of the public. A number of stakeholder members are also on the Board. Those are Board members whom the Board’s principal stakeholders have nominated for appointment by the Cabinet Secretary. The stakeholder members are the Employee Director, the Chair of the Area Clinical Forum and a representative from each of the Local Authorities in the area covered by the NHS Board.

NHSGGC also has a stakeholder member to represent the medical school of the University of Glasgow. This reflects the contribution the Board makes to NHS Scotland as one of the principal teaching Boards in Scotland.

At a corporate level, communications and public engagement is led by the Director of Communications and Public Engagement. The Director provides strategic advice to the Executive Team and the NHS Board on stakeholder engagement, delivers the Board’s strategic communications and engagement strategy and develops stakeholder handling and engagement strategies for high-profile and often complex issues.



The Patient Experience Public Involvement Team also report to the Director for Communications and Public Engagement.

The Team provides expert advice to support the organisation fulfil its statutory duties in relation to the Patients' Rights (Scotland) Act 2011, the Carers Act (Scotland) 2017, the Community Empowerment (Scotland) Act 2015 and ensure that the perspective of patients, service users, carers and public are central to the business of the organisation.

The Team delivers a comprehensive, structured approach to support patient and public involvement including the design and delivery of engagement and consultation processes (including major service change) in line with national guidance 'Planning with People'.

Other key functions include:

- **The design and delivery of the Board's corporate public engagement programme** (including major service change).
- **Management of corporate feedback systems**, including Care Opinion, to support the organisation to listen and learn from the experiences of people.
- **Providing training, support and expert advice to staff on local engagement and involvement activities** along with best practice advice on ensuring they are reaching as wide a range of their service users as possible.
- **Continually improve the ways in which people can get involved in designing and improving services** that meet their needs.
- **Monitor and report on what patients and carers are telling us about their experiences** including key themes and trends to the Board of NHSGGC and clinical teams to identify and learn from positive practice and highlight areas for improvement.
- **Evaluating engagement** to identify good practice and areas for improvement.

Reporting to the Director of Public Health, the Equalities and Human Rights Team are responsible for engaging with people with different protected characteristics as part of our responsibilities under the Equality Act (2010). This engagement creates an evidence base for setting equality outcomes and mainstreaming actions, captures the impact of policy or service change through a formal EQIA process. This process integrates the [Fairer Scotland Duty](#) to address socio-economic factors to support an understanding of the impact of decisions on different people and helps the Board to find solutions to overcome barriers and to identify ways to mitigate adverse impacts on certain groups.

The Equalities and Human Rights Team also support other teams and services across NHSGGC to be able to engage with those with protected characteristics.

The strategy will be delivered through the core budget of the Director of Communications and Public Engagement. No additional resources have been identified as required to support the delivery of the strategy. Funding for any non-core future developments will be sought through usual business case development routes.

6. Reporting, Monitoring and Measuring

The strategy will be delivered through an annual delivery plan and supported through ongoing monitoring and evaluation. Progress reports on the strategy and delivery plans will be presented to the Executive Management Team, the Corporate Management Team, and the NHS Board on an annual basis.

Progress will be measured against outputs from activities, the outcomes of the activities and the organisational impact. Specific project updates will also be shared with relevant Committees or Groups as appropriate.





Designed and produced by
NHSGGC Corporate Communications

