



**Communications  
and Marketing**

**Annual Report**

2022 / 23



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# Introduction

Welcome to the NHS Golden Jubilee Communications and Marketing Annual Report for 2022/23.

Last year was another challenging but successful year for the Communications and Marketing team. We continued to roll out our digital communications strategy and met an increasing demand for our services whilst running at less than 80% capacity for almost half of the year due to long term vacancies and essential post redesign.

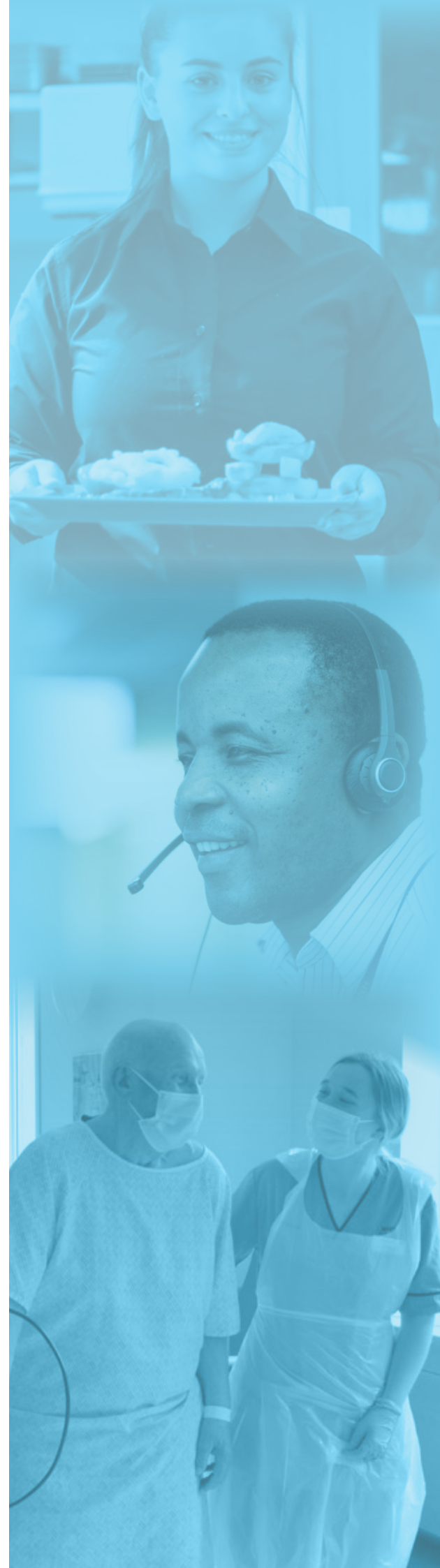
The Communications and Marketing team is the eyes, ears and voice of Team Jubilee. That means we are responsible for developing and delivering internal and external marketing and communication plans, policies and strategies and for ensuring that staff, patients and the public are well informed of our services and engaged in any developments.

We experienced a sustained increase in workload to support marketing, communications and stakeholder engagement requirements for the national Centre for Sustainable Delivery (CfSD), NHS Scotland Academy (Academy) and Golden Jubilee Conference Hotel. In addition, we continued to provide support for the Board and all Hospital services, including our phase 2 expansion and COVID recovery.

New social channels introduced during 2021 and 2022 for the NHS Scotland Academy and Centre for Sustainable Delivery are now business as usual. We have also fully embedded Golden Jubilee Conference Hotel marketing and communications activity into our work plan after full responsibility for this remit returned to us mid-year.

We hope you enjoy finding out more about what we do currently and our exciting future plans to support NHS Golden Jubilee's Board Strategy and achievement of the NHS Scotland Staff Governance Standards.

**Communications and Marketing Team**  
May 2023



# Who we are and what we do

The Communications and Marketing team has a wide remit providing strategic and operational leadership, implementation and evaluation of the Board's Communications, Marketing, Digital and Stakeholder Engagement strategies, projects and campaigns. In addition, we lead the organisation's strategic relationships and partnerships with government, academia, industry and third sector partners.

There are currently 8 WTE staff (unchanged from 2020) within the Communications and Marketing team, providing support across the full NHS Golden Jubilee portfolio:

- NHS Golden Jubilee Board
- Golden Jubilee University National Hospital
- Golden Jubilee Research Institute
- Centre for Sustainable Delivery
- NHS Scotland Academy
- Golden Jubilee Conference Hotel

# Services we provide

## Corporate communications services include:



Writing, editing, designing and publishing publications and reports



Patient information (digital, print, web, film)



Websites and Staff Intranet updates and maintenance



Internal and External Communications



Media and Public Relations

# Services continued

-  **Social media management, planning and monitoring**
-  **Marketing and advertising campaigns (internal and external)**
-  **Public Affairs (freedom of information, Ministerial/MP/MSP correspondence, letters)**
-  **Corporate, promotional, news, patient information, patient and staff stories videos and photography**
-  **Graphic Design and Animation**
-  **Digital communications and engagement**
-  **Stakeholder engagement, including liaison with Learning and Organisational Development for staff engagement activities**
-  **Awareness and information Campaigns (internal and external)**
-  **Communications, Marketing and Engagement Planning**
-  **VIP and High Profile Event Management**
-  **Reputation and Crisis Management**
-  **Event Presentation key messages**
-  **VIP / Scottish Government / Executive briefing**
-  **Merchandising and product design support**



# Year in review

2022/23 was a challenging but successful year for the communications and marketing team. Most Key Performance Indicators have been met or exceeded despite a significant gap between capacity and demand.

During 2022/23 there have been 2 posts that were vacant for half the year, 1 due to recruitment issues and 1 due to the need to redesign the post.

In addition, workload continued to grow as a result of marketing, communications and stakeholder engagement requirements for CfSD, Academy and Hotel. A 118% increase in communications channels directly relates to these divisions and contributed to an overall 89% increase in workload. We are actively engaging with CfSD, Academy, Hotel and Finance colleagues to ensure sufficient funding is allocated to support marketing, communications and stakeholder engagement activities for these areas going forward.



The 'Make a Difference' recruitment campaign was launched this year

## Film

There was an 8% reduction in film output due to staff vacancies. However, it was only possible to provide the film service on any level by reallocating resources from the Marketing team to the Creative Services team for 6 months to support ongoing development of priority Board and patient information films.

Even with these challenges however, and the reduced number produced, film views for the year have increased by 13%.





## Media

There was a 55% increase in the number of stories and media releases distributed on behalf of the organisation. Due to resourcing within the team, our capacity to fully engage with journalists and follow up on stories was reduced, as was our ability to fully monitor our media coverage, which has become more labour intensive due to the rise in digital platforms.

Nevertheless, we had an increased overall positive engagement score of 99.87%.

We are currently exploring the market with a view to purchasing a new 'all in one' platform that combines media and social media contacts, distribution and monitoring to allow us to better capture insights in a more time and resource efficient way.



## Digital and social media

Changes in algorithms and analytics continues to cause challenges across digital and social media. Algorithms are impacting on social media reach and engagement, whilst changes to analytics are impacting on the ability to measure current data 'like for like' with historic data for both social media and websites.

Despite this, over the past 12 months our social media output has increased by 77%, with a corresponding 57% rise in Followers and a 21% increase in Reach.

We are engaging with the University of Strathclyde to acquire a Masters student to do a deep dive of social media analytics to help us better understand social media algorithms and determine the best approach to insight gathering going forward.





## Internal Communications and Engagement

We continued to deliver high levels of internal communications and engagement for all areas of the organisation over the course of 2022/23.

As well as continuing our digital first approach to internal communications and production of our monthly staff eMagazine, Jubilee Life, we also took the opportunity to review the format and frequency of our weekly bulletin, eDigest.

Taking on board feedback and increased requests for allstaff emails, we made the decision to separate eDigest into 3 “bitesize” editions which go out throughout the week. This allows for shorter, easier to absorb content, as well as increased opportunities for key messages to be circulated and more chance for staff to engage who do not always have access to a computer. We have also increased the use of QR codes to allow staff to access information directly on their devices at any time.

We continued online engagement with departments through digital walk rounds and discussions. This, not only informs Board Members developments, but allows staff to discuss their experience so is truly a 2 way engagement piece. With the Covid restrictions relaxed, our Executives and Board have also restarted in-person team walk rounds and meetings. This is part of our Board informal sessions and also happens on a regular basis via our Executives who meet with departments on topic specific areas.

Alongside this, we continued to support multiple internal communications and engagement plans, including:

- Whistleblowing
- iMatter
- Recruitment
- Cyber Security
- Phase 2 Expansion
- Long Service and Our People Awards
- Health and Wellbeing
- Hotel Facilities
- Staff benefits
- Spiritual Care
- Learning and Organisational Development
- Staff Networks
- National and International Awareness Days
- Internal events
- Schwartz Rounds
- Volunteering

This routinely involves extensive work to produce the following materials and resources, with further custom requests on an ad hoc basis.

- Bespoke dedicated graphics, posters, leaflets, booklets, flyers and banner stands.
- Creating, updating and overseeing dedicated staffnet and web pages, along with QR codes to increase access for staff who do not have regular access to a computer.
- Filming, Photography, editing and overseeing the sign off and approval process of all content.







## Statistical Breakdown

We currently have a hybrid model of website analytics, with the Board, Hospital and Hotel sites running Google Universal Analytics (UA) and the Academy and CfSD sites running Google Analytics 4 (GA4). We have been notified that UA will not be available after 30 June 2023, so are working rapidly to review and update all website KPIs before the move to GA4 for all sites on 1 July 2023.

		Target / benchmark	2021/22	2022/23	Change
	positive engagement score	=/> 95%	99.61%	<b>99.87%</b>	▲ 0.26pp
	internal communications and engagement activities	n/a	137	<b>168</b>	▲ 23%
	media releases	n/a	31	<b>48</b>	▲ 55%
	media coverage	n/a	397	<b>271</b>	▼ 32%
	media positive engagement	=/> 95%	100%	<b>99.26%</b>	▼ 0.74pp
	social posts	n/a	1,561	<b>2,763</b>	▲ 77%
	social followers	increase	20,155	<b>31,625</b>	▲ 57%
	social follower growth rate	=/> 2.4%	11.73%	<b>15.55%</b>	▲ 3.82pp
	social reach	increase	5,352,357	<b>6,461,552</b>	▲ 21%
	social engagement	increase	492,205	<b>472,871</b>	▼ 4%
	social engagement rate	> 2%	11.75%	<b>6.77%</b>	▼ 4.98pp
	films	n/a	142	<b>131</b>	▼ 8%
	film views	increase	269,695	<b>305,482</b>	▲ 13%
	web visitors	increase	326,495	<b>338,764</b>	▲ 4%



## Board / Hospital summary

Marketing communications planning and support is provided for all Board/Hospital programmes.

### 2022/23 Highlights

**20<sup>th</sup>** Golden Jubilee 20th anniversary celebrations.



First in person People Awards since before COVID.



Long Service Awards events.



Launched Volunteer Strategy, Spiritual Care Strategy and Hidden Disabilities Sunflower Scheme.



NHS Scotland Event 2022 – 4 exhibition stands, parallel session and poster competition.



Key role in national branding review.



Rebranded to Golden Jubilee University National Hospital after receiving university status from the University of Strathclyde.



Successful submission to receive Employer Recognition Scheme Gold Award revalidation.

## 2022/23 Highlights



Ongoing support for National Treatment Centres.



Undertook major update to international recruitment website, content and marketing materials.



Negative media coverage relates to a single newspaper article about a Scottish Public Services Ombudsman ruling.



Social follower growth of 33.60% is significantly above industry benchmark.



Social engagement down but engagement rate of 10.80% remains significantly above industry benchmark.



Significant support for recruitment events and social media advertising

		Target / benchmark	2021/22	2022/23	Change
	positive engagement score	=/> 95%	99.75%	<b>99.86%</b>	▲ 0.11pp
	media releases	n/a	25	<b>31</b>	▲ 24%
	media coverage	n/a	355	<b>221</b>	▼ 38%
	media positive engagement	=/> 95%	100%	<b>99.55%</b>	▼ 0.45pp
	social posts	n/a	1,202	<b>1,436</b>	▲ 19%
	social followers	increase	18,347	<b>21,413</b>	▲ 17%
	social follower growth rate	=/> 2.4%	3.83%	<b>33.60%</b>	▲ 29.77pp
	social reach	increase	4,255,937	<b>5,170,493</b>	▲ 21%
	social engagement	increase	467,106	<b>380,696</b>	▼ 18%
	social engagement rate	> 2%	13.23%	<b>10.80%</b>	▼ 2.43pp
	films *	n/a	142	<b>113</b>	▼ 20%
	film views *	increase	261,728	<b>298,262</b>	▲ 14%
	web visitors ^	increase	278,950	<b>278,442</b>	▼ 0.2%

\* Includes CfSD and Academy data for 2021/22.

^ Includes CfSD for 2021/22



# Centre for Sustainable Delivery summary

Marketing communications planning and support is provided for all CfSD programmes. Although 2022/23 is the baseline year, comparisons to 2021/22 are provided where the previous year's data is available.

## 2022/23 Highlights



Launched dedicated CfSD YouTube channel.



Launched dedicated CfSD website.



Launched Accelerated National Innovation Adoption (ANIA) pathway.



Support for Colon Capsule Endoscopy International Conference.



Positive media coverage is down but relates to a single negative item on removal of Desflurane anaesthetic gas from the NHS Scotland supply chain, compared to 21 positive stories.



Social reach and engagement is down but engagement rate remains well above industry benchmark at 5.15%.








Launched Interim Report on Rapid Cancer Diagnostic Centres, published in collaboration with the University of Strathclyde.



Communications toolkit and support for the National Elective Coordination Unit's waiting list validation campaigns.



	Target / benchmark	2021/22	2022/23	Change	
 positive engagement score	=/> 95%	98.92%	<b>99.90%</b>	▲ 1.08 pp	
	media releases	n/a	2	▲ 350%	
	media coverage	n/a	33	▲ 3%	
	media positive engagement	=/> 95%	100%	<b>97.14%</b>	▼ 2.86 pp
	social posts	n/a	235	▲ 102%	
	social followers	increase	935	<b>1,839</b>	▲ 97%
	social follower growth rate	=/> 2.4%	18.39%	<b>22.45%</b>	▲ 4.06pp
	social reach	increase	432,650	<b>353,724</b>	▼ 18%
	social engagement	increase	16,094	<b>12,437</b>	▼ 23%
	social engagement rate	> 2%	5.53%	<b>5.15%</b>	▼ 0.38pp
	films *	n/a	-	-	
	film views *	increase	-	<b>7,163</b>	-
	web visitors *	increase	-	<b>13,903</b>	-

\* Counted within NHS Golden Jubilee data for 2021/22.



**CfSD launched the Accelerated National Innovation Adoption pathway to help speed up the process of bringing innovative ideas to Scottish patients.**



# NHS Scotland Academy summary

Marketing communications planning and support is provided for all NHS Scotland Academy programmes. Although 2022/23 is the baseline year, comparisons to 2021/22 are provided where the previous year's data is available.

## 2022/23 Highlights



Launched dedicated Academy YouTube channel.



Redeveloped Academy website.



Rollout of the Preparing for Work in Health and Social Care digital learning resources.



Supported the delivery of the new NMC resources for international recruits.








Supported promotion of the National Ultrasound Programme.



Continued development of Academy Stakeholder database and distribution of the regular Newsletter.



While social follower growth rate dropped 19.45 percentage points, it remains well above industry benchmark at 5.24%, and all channels showed increased output, Reach, Engagement and overall follower numbers.

		Target / benchmark	2021/22	2022/23	Change
	positive engagement score	=/> 95%	100%	<b>100%</b>	No change
	media releases	n/a	2	<b>5</b>	▲ 150%
	media coverage	n/a	4	<b>5</b>	▲ 25%
	media positive engagement	=/> 95%	100%	<b>100%</b>	No change
	social posts	n/a	124	<b>252</b>	▲ 103%
	social followers	increase	873	<b>1,921</b>	▲ 120%
	social follower growth rate	=/> 2.4%	24.69%	<b>5.24%</b>	▼ 19.45pp
	social reach	increase	251,450	<b>316,501</b>	▲ 26%
	social engagement	increase	9,005	<b>15,863</b>	▲ 76%
	social engagement rate	> 2%	2.45%	<b>6.80%</b>	▲ 4.35%
	films *	n/a	1	<b>1</b>	No change
	film views *	increase	7,967	<b>57</b>	▼ 99%
	web visitors ^	increase	-	<b>9,866</b>	-

\* Counted within NHS Golden Jubilee data for 2021/22

^ Not measured in 2021/22 as partial year



**Followers on the Academy social accounts were up by 120%.**





## Hotel summary

Full responsibility for Hotel marketing and communications returned to Communications and Marketing part way during 2022/23. Although 2022/23 will be a new baseline year for all Hotel data, comparisons to 2021/22 are provided where the previous year's data is available.

### 2022/23 Highlights



Developed and implemented interim marketing plan.



Developed and implemented 'Together' campaign, including complete refresh of all marketing materials, website and social media content.



Positive engagement score is down slightly but 2021/22 data related to media coverage only.



Increased media coverage by 80%.



Increased web traffic by 17%.



Increased social reach by 51% and followers by 0.91%.







Social engagement rate of 2.66% is above industry benchmark of 2%.

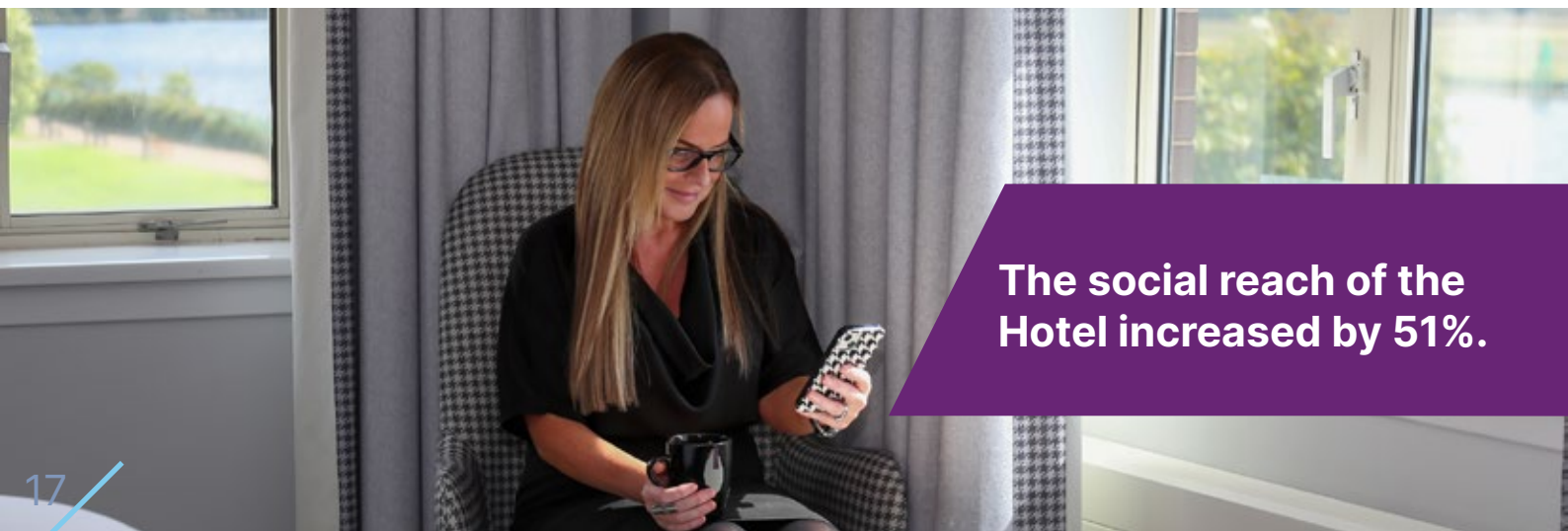




The 'Together' campaign involved a complete refresh of the Hotel marketing materials.

	Target / benchmark	2021/22	2022/23	Change	
 positive engagement score	=/> 95%	100%	<b>99.76%</b>	▼ 0.24 pp	
	media releases	n/a	<b>3</b>	▲ 50%	
	media coverage	n/a	<b>9</b>	▲ 80%	
	media positive engagement *	=/> 95%	100%	<b>100%</b>	No change
	social posts	n/a	<b>773</b>	-	
	social followers	increase	-	<b>6,452</b>	-
	social follower growth rate	=/> 2.4%	-	<b>0.91%</b>	-
	social reach	increase	412,320	<b>620,834</b>	▲ 51%
	social engagement	increase	-	<b>63,875</b>	-
	social engagement rate	> 2%	-	<b>2.66%</b>	-
 web visitors	increase	47,545	<b>55,491</b>	▲ 17%	

\* Media only for 2021/22.



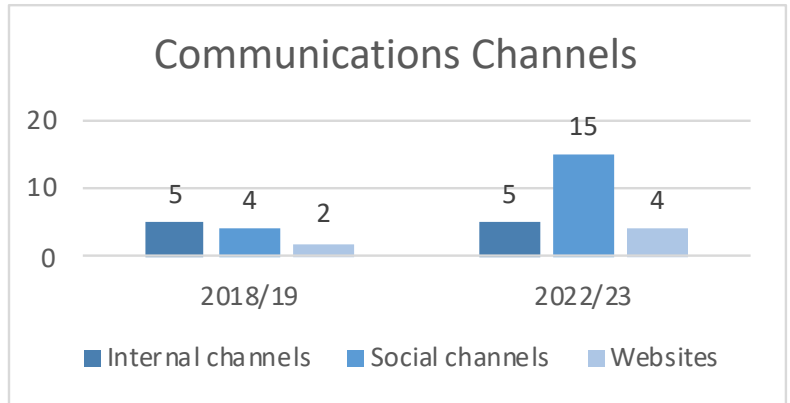
The social reach of the Hotel increased by 51%.

# 5-year view

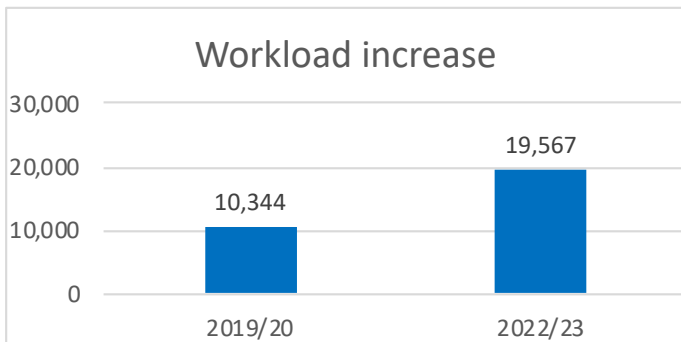


## Communications channels

- 118% increase in communications channels provided in the past 5 years



## Workload

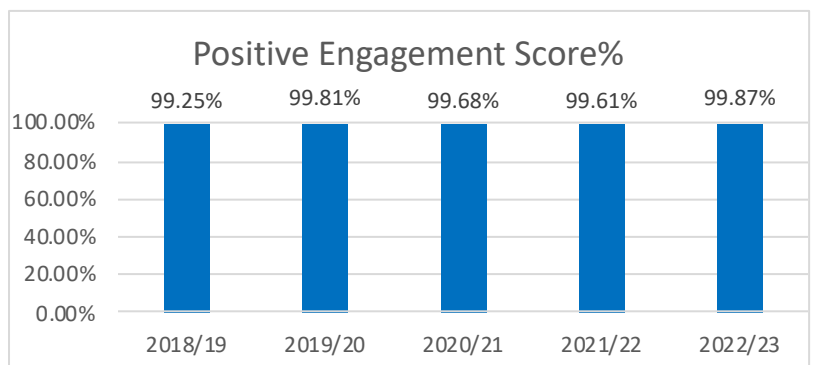


- Workload has increased 89% since 2020 without additional resources:
  - 35% increase in internal communications and engagement.
  - 179% increase in films.
  - 107% increase in social posts.
  - 260% increase in emails.
  - 152% increase in communications plans.
  - 48% increase in patient information.



## Positive engagement score

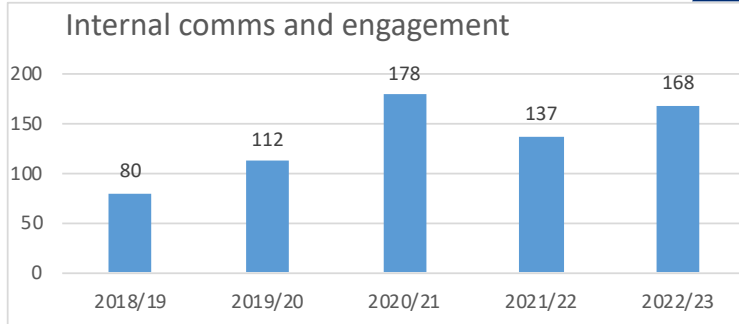
- Positive Engagement score is a unique reputation score created by collating all interactions, reviews and feedback from social media, emails and media coverage.
- Target is to have positive engagement equal to or above 95%.



# 5-year view



## Internal communications and engagement

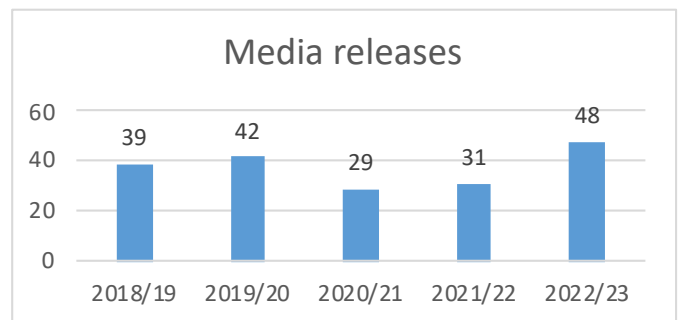
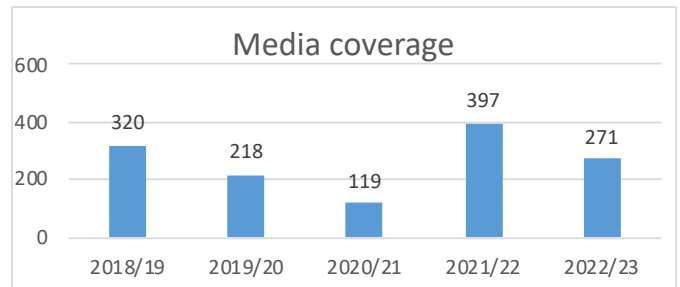


- Higher than normal activity due to COVID last quarter 2019/20 and full year 2020/21.
- 2022/23 will be a new baseline year.

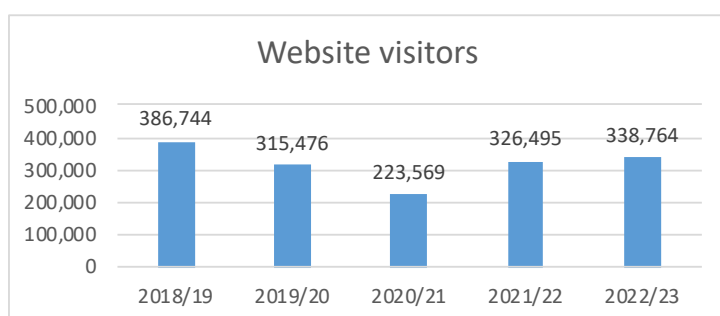


## Media

- Deliberate reduction in media releases due to COVID last quarter 2019/20 and full year 2020/21.
- Reduced capacity in 2022/23 impacted on ability to accurately monitor media coverage.



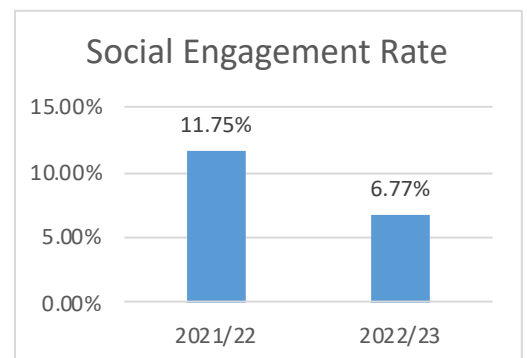
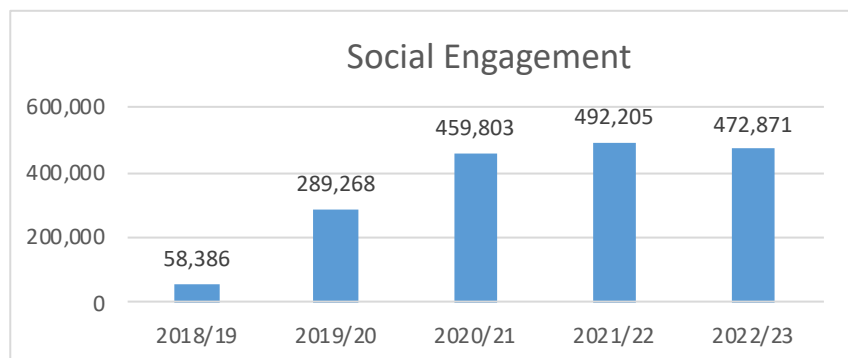
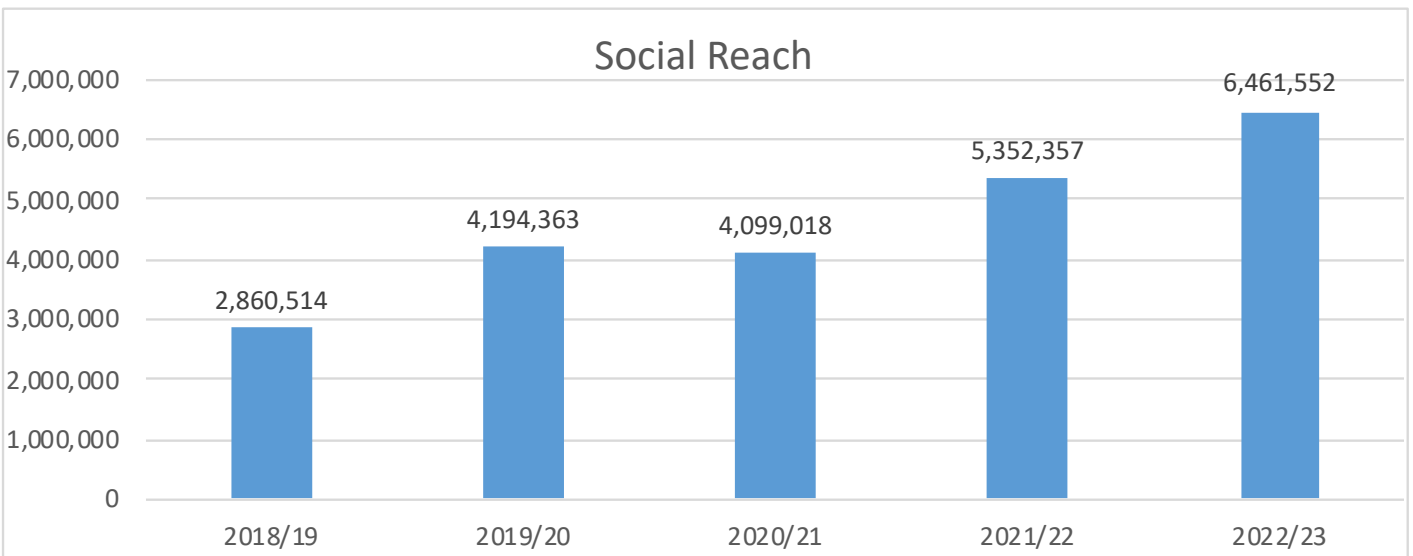
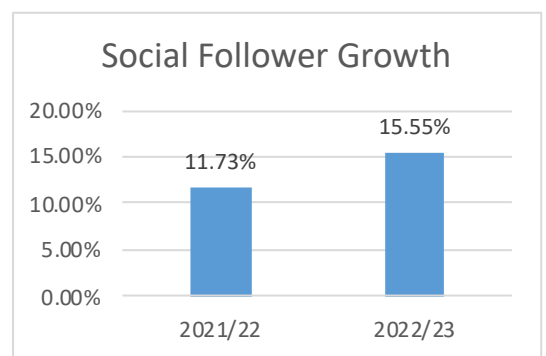
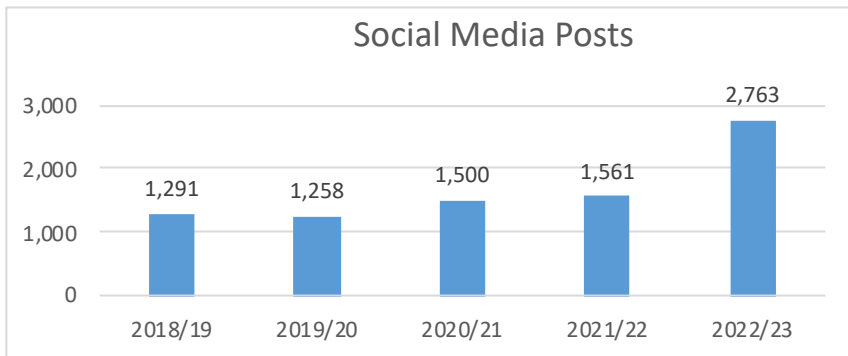
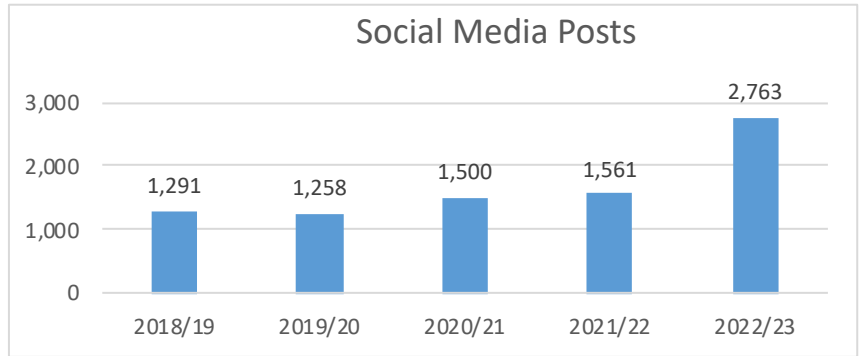
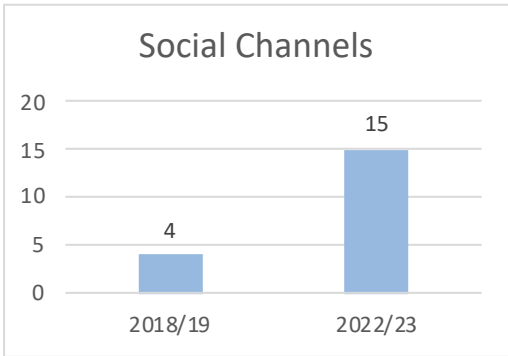
## Web



- Web traffic impacted in different ways by COVID.
  - Drop last quarter 2019/20 and full year 2020/21.
  - Rise 2021/22 as services returned to normal.
- Academy website launched October 2021, CfSD website launched June 2022



## Social Media

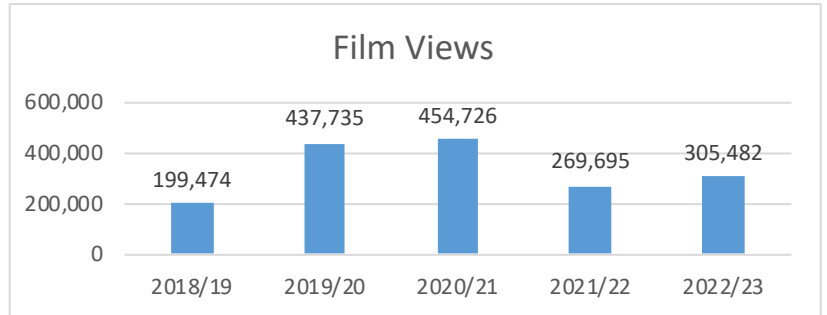
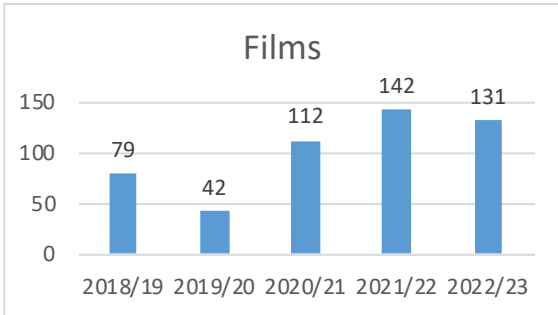


- Social media continues to be an area of growth and expansion.
- 275% increase in social channels since 2018/19 (CfSD, Academy and Hotel).
- Social Follower Growth and Social Engagement Growth KPIs were new in 2021/22.
- Social Engagement impacted by changes in channel algorithms that are outwith our control.





## Films



- Full-time Videographer post created during 2021/22.
- Reduced film output in 2022/23 due to staffing resources.
- Increased views due to COVID last quarter 2019/20 and full year 2020/21.

## Lifetime analysis



	<b>99.48% positive engagement score</b>
	<b>789 media releases</b> <b>2,517 pieces of media coverage</b> <b>97.93% media positive engagement score</b>
	<b>14,694 social posts</b> <b>31,625 social followers</b> <b>25,718,491 social reach</b> <b>1,837,591 social engagement</b>
	<b>670 films</b> <b>1,874,974 film views</b>

# Future plans

## Internal communications and engagement

- Working with NHS National Services Scotland and Microsoft to launch Viva Engage (Yammer), Company Communicator App, and a SharePoint site to replace Staffnet staff intranet.
- Staff Experience projects (soft communications, health and wellbeing, in person events etc).
- Engagement and Consultation of new Board Strategy.



## NHS Golden Jubilee / University National Hospital / Research Institute



- Hospital phase 2 expansion programme (including recruitment).
- NHS Golden Jubilee Board Strategy communications and marketing.
- NHS Golden Jubilee People Strategy.
- Launching new NHS Golden Jubilee social accounts (Instagram/TikTok).
- Increased patient experience case studies, both for internal review and wider PR pieces.
- Increase staff experience case studies to support recruitment, values and health and wellbeing messages.
- Update corporate website .
- Review and refresh research website content.
- Refresh marketing and communications strategy in line with the Board Strategy.

## Centre for Sustainable Delivery

- Marketing and communications planning and support for all CfSD programmes.
- Continued transfer of content from Turas Learn to CfSD website.
- Further development of CfSD YouTube account.
- Review and update CfSD social media accounts.



# Future plans

## NHS Scotland Academy



- Marketing and communications planning and support for all Academy programmes.
- Continued development of Academy website.
- Further development of Academy YouTube account.
- Review and update Academy social media accounts.

## Golden Jubilee Conference Hotel

- Continued rollout of Hotel interim marketing plan.
- Detailed marketing plans for each stakeholder 'tier'.
- Review and update of all marketing resources.
- Detailed plan incorporated into overarching marketing and communications plan.
- Support new Hotel strategy.



## Events / launches



- NHSScotland Event 2023
- NHS Scotland 75th anniversary
- NHS Golden Jubilee Surgical Centre official opening
- NHS Golden Jubilee Our People Awards
- NHS Golden Jubilee Long Service Awards
- Launches linked to key Board strategies

## Other

- Evaluation of existing and new social media channels, including audience demographics and potential uses.
- Review of all Key Performance Indicators and targets, including industry benchmarking and targets.
- Scope and implement innovative digital-first internal and external communications channels and tools.
- National branding review.



## NHS Golden Jubilee

Beardmore Street, Clydebank, Glasgow G81 4HX

 0141 951 5000

 enquiries@gjnh.scot.nhs.uk

 nhsgoldenjubilee.co.uk

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### NHS Golden Jubilee

 @NHSGoldenJubilee

 @JubileeHospital

 NHS Golden Jubilee

 NHS Golden Jubilee

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### NHS Scotland Academy

 NHSScotlandAcademy.co.uk

 @NHSScotAcademy

 @NHSScotCfSD

 NHS Scotland Academy

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### Centre for Sustainable Delivery

 NHSCfSD.co.uk

 @NHSScotCfSD

 @NHSScotCfSD

 Centre for Sustainable Delivery

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### Golden Jubilee Conference Hotel

 GoldenJubileeHotel.com

 @GJCHotel

 GoldenJubileeHotel

 Golden Jubilee Hotel