# NHS Golden Jubilee

### **Meeting: NHS Golden Jubilee Board**

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### **Meeting date: 25 July 2024**

### **Title: Marketing and Communications Annual Report 2023/2024**

### **Responsible Executive/Non-Executive: Gordon James, Chief Executive**

### **Report Author: Sandie Scott, Director of Strategic Communications and Stakeholder Relations**

### **Christine McGuinness, Head of Marketing, Communications and Stakeholder Relations**

## 1 Purpose

### This is presented to NHS Golden Jubilee Board for:

### Awareness

### This report relates to a:

* Annual Operational Plan
* Local Policy

### This aligns to the following NHS Scotland quality ambition(s):

* Safe
* Effective
* Person Centred

**This aligns to the following NHSGJ Corporate Objectives:**

* Leadership, Strategy and Risk
* High Performing Organisation
* Optimal Workforce
* Facilities Expansion and Use
* Centre for Sustainable Delivery
* NHS Scotland Academy and Strategic Partnerships
* Culture, Wellbeing and Values

## 2 Report summary

## 2.1 Situation

The Marketing and Communications Annual Report 2023/2024 provides a high level overview of activity during the year, with combined results across all key performance indicators and a summary for each part of the organisation:

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

## 2.2 Background

The Marketing and Communications 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 (not covered in this report).

## 2.3 Assessment

The Marketing and Communications team is responsible for developing and delivering internal and external marketing and communications plans, policies and strategies, as well as ensuring that staff, patients and the public are well informed of our services and engaged in any developments.

The team is also the guardians of NHS Golden Jubilee’s reputation. Managing public, staff and stakeholder perceptions has become more important as online conversations about organisations become the norm. Brand safety in this space is equally as important as the promotion of the positive aspects of NHS Golden Jubilee.

### 2.3.1 Quality/ Patient Care

Last year was another challenging but successful year due to increasing demand. Most Key Performance Indicators were met or exceeded despite a significant gap between capacity and demand. Workload continues to grow because of marketing, communications and stakeholder engagement requirements for Centre for Sustainable Delivery, NHS Scotland Academy and the Conference Hotel. This has accompanied a significant increase in requests for support across the Golden Jubilee University National Hospital as we have continued to expand our services.

Another new element of last year was the negotiation, pitching for support and organisation of the production The Hospital: Life on the Line, a 4-part television series with BBC studios for Channel 5. As the programme was broadcast in June 2024 it does not feature within this report.

### 2.3.2 Workforce

The Communications and Marketing team contribute to support the Well Informed and Involved in Decisions aspects of the Staff Governance Standards. We do this through regular internal communications as well as staff engagement on a range of topics and issues.

Last year the team placed an increased focus on supporting internal and external campaigns to support our workforce, such as cyber security, Safe Staffing, and iMatter. In addition, a significant undertaking was the dedicated resources and campaigns to support recruitment.

At the time of writing the report, there were 8 WTE staff within the team (unchanged from 2020). Following successful engagement with Finance and colleagues from the Centre for Sustainable Delivery and NHS Scotland Academy, funding was secured to create additional capacity to support marketing, communications and stakeholder engagement activities for these areas going forward.

### 2.3.3 Financial

### In addition to the funding described above, every new large programme of work will need to ensure that there is adequate funding for the professional and material costs of communications and marketing.

### 2.3.4 Risk Assessment/Management

### Due to increasing demand, we have introduced a priority management ethos within the team which ensured that Board and communication objectives took precedence over all other work.

### 2.3.5 Equality and Diversity, including health inequalities

The Communications and Marketing team ensures that all corporate content is accessible in both design and language.

### 2.3.6 Other impacts

We continue to use a digital first approach, where appropriate, and hope to introduce more patient and staff channels to increase our engagement and collaborations going forward.

### Communication, involvement, engagement and consultation

The Communications and Marketing team work collaboratively with teams across NHS Golden Jubilee to develop and deliver marketing, communications and engagement plans in line with our Board strategy and corporate objectives. This includes detailed stakeholder analysis and mapping of each stakeholder group against the types of engagement appropriate to their levels of power and influence. For each strategy and plan we also provide advice and tools for colleagues to involve, engage and consult external stakeholders (if Communications does not already have a relationship in place).

In addition to the many colleagues within NHS Golden Jubilee, we work with communications teams across the NHS, public sector, third sector, Scottish Government, academia and industry. We are also working with our patients on our patient information and how we will provide information in a format of their choice that is clear, concise, accessible and easy to understand.

### Route to the Meeting

This has been previously considered by the following groups as part of its development. The following groups have either supported the content, or their feedback has informed the development of the content presented in this report.

* Executive Leadership Team
* Staff Governance Group
* Partnership Forum
* Staff Governance and Person Centred Committee

## 2.4 Recommendation

* **Awareness** – For Members’ information only.

## List of appendices

The following appendices are included with this report:

* Appendix 1, Marketing and Communications Annual Report 2023/2024