



# Marketing and Communications

Annual Report

2023/  
2024





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# Introduction

Welcome to the NHS Golden Jubilee Marketing and Communications Annual Report for 2023/2024.

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 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.

Last year was another challenging but successful year for the Communications and Marketing team. 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.

In order to even partially support the newer parts of the organisation, we sought and were successful in securing additional resources, which will allow us to better support the programmes of work coming upstream.

Going forward, 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.

Collaboration is still the key word for how we work. In addition to the many colleagues within NHS Golden Jubilee, we work with communications teams across the NHS on areas such as the National Elective Coordination Unit (NECU) and Rapid Cancer Diagnostic Services (RCDS) and in providing marketing materials to persuade patients to travel to NHS Golden Jubilee for treatment.

We work with Universities and Industry partners on media releases linked to research and innovation, as well as third sector partners on joint initiatives to support our communities.

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.

This report highlights the continued rise of our film views with many patients preferring this to traditional leaflets.

We have also strengthened our relationship with Scottish Government communications teams which allows us more flexibility in media releases and influence in health communications. Our Director of Strategic Communications is also the Chair of the National NHS Communications Group.

Last year, in supporting the priorities of the organisation, the team placed an increased focus on supporting internal and external campaigns to support our workforce.

In addition to internal campaigns focused on cyber security, Safe Staffing, and iMatter, to name a select few, a significant undertaking was the dedicated resources and campaigns to support recruitment.

This was a completely new element to our role in the organisation, using social and mainstream media outlets, as well as linking with partner organisations to act as ambassadors, along with a significantly increased digital focus on reaching new audiences.

This provided not only major opportunity to showcase the skilled team we have at NHS Golden Jubilee, but allowed for key learning, insights and skills to be developed around recruitment advertising, which delivered both amazing results and lessons for the future.

Another new element of last year was the negotiation, pitching for support and organisation of the production of a 4-part television series with BBC studios. Filmed during summer 2023, the series went live on Channel 5 in June 2024 so does not feature within this report.

Next year, will be an exciting year for Communication and Marketing. We will be conducting communications research across all of our stakeholders and members of the public to understand how people understand and feel about NHS Golden Jubilee. This will feed into our overarching Board Strategy, Board Communications Strategy, as well as our workplace culture and equality, diversity and inclusion programmes.

We will 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.

We hope you enjoy reading this report and look forward to another incredible year for Team Jubilee.

**Communications and Marketing Team**

May 2024



# 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 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



**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**



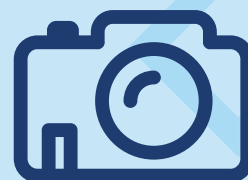
**Social media  
management, planning  
and monitoring**



**Marketing and  
advertising campaigns  
(internal and external)**



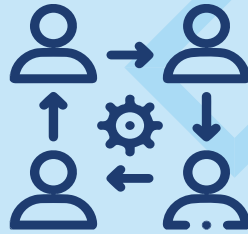
**Public Affairs (Freedom  
Of Information,  
Ministerial/MP/MSP  
correspondence, letters)**



**Videos, 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**



**VIP / Scottish Government / Executive briefing**



**Event Presentation key messages**



**Merchandising and product design support**



# Year in review








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. Most Key Performance Indicators met or exceeded despite a significant gap between capacity and demand.

Engagement continued throughout 2023/2024 with colleagues from Finance, Centre for Sustainable Delivery and NHS Scotland Academy around funding to ensure additional capacity to support marketing, communications and stakeholder engagement activities for these areas going forward.






Additional funding and existing vacancy budget have supported the creation of 2 new Senior Marketing and Communications Officer roles and 1 redesigned Digital Marketing and Communications Officer post. It is expected the team will be up to the new full capacity of 11 posts during Summer 2024.



# All channels and platforms

Combined KPIs		Target 2023/2024	Full Year 2022/2023	Full Year 2023/2024	Change
	Communications channels	23	20	22	▲10%
	Positive Engagement Score	≥ 95%	99.87%	<b>99.93%</b>	▲0.06pp
	Internal Communications and Engagement activities	n/a	168	<b>170</b>	▲1.19%
	Media Releases	n/a	48	<b>40</b>	▼16.6%
	Media Coverage	n/a	274	<b>214</b>	▼21.9%
	Media Positive Engagement	≥ 95%	99.27%	<b>99.07%</b>	▼0.2pp
	Social Posts	n/a	2,763	<b>3,664</b>	▲32.6%
	Social Follower Growth	≥ 2.4%	31,625	<b>37,891</b>	▲19.8pp
	Social Reach	increase	6,429,022	<b>7,193,169</b>	▲11.9%
	Social Engagement Rate	≥ 2%	6.77%	<b>6.18%</b>	▼0.6pp
	Films	n/a	131	<b>161</b>	▲22.9%
	Film Views	increase	305,482	<b>444,117</b>	▲45.4%
	Web Visitors	increase	338,764	<b>503,362</b>	▲48.6%

## External Communications and Engagement

Combined KPIs		Target 2023/ 2024	Full Year 2022/ 2023	Full Year 2023/ 2024	Change
	Positive Engagement Score	≥ 95%	99.87%	<b>99.93%</b>	<b>▲0.06pp</b>
	Media Releases	n/a	48	<b>40</b>	<b>▼16.6%</b>
	Media Coverage	n/a	274	<b>214</b>	<b>▼21.9%</b>
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# Creative Services

## Support materials

As our workload has continued to expand over the past 12 months, this has led to a direct increase in the quantity of graphic design requests and support provided across the organisation.

Every marketing and communications plan encompasses a range of creative services which need to be incorporated. This includes, as standard, the creation of bespoke posters, social media graphics, QR codes, leaflets, flyers, animations and web updates, along with a range of other materials as appropriate.



## Film

Despite resourcing issues within the team, we have significantly increased our output of film production over the past 12 months. We have produced **22.9%** more videos to support the organisation than in 2022/2023, with an accompanying **45.4%** increase in views (up from 305,482 to 444,117.)

During this time our YouTube Channel has also hit the incredible landmark of **1 million views**, a figure of more than double some significantly larger NHS Scotland Boards.



# Marketing and Communications

## Media

Due to resourcing within the team, our capacity to create media content and fully engage with journalists 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.

This will improve in 2024/2025 with additional capacity within the team and implementation of an '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 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.

A deep dive into social media algorithms will be a priority for our new Digital Marketing and Communications Officer when they take up post in July 2024.



## Recruitment marketing

A significant change to our communications activity in 2023 / 2024 was the increased focus on recruitment marketing to support both existing core services and our ongoing expansion project.

Promoting vacancies is always a key focus of Communications, forming an essential part of business as usual. This will routinely involve:

- Regular posting across social media.
- Creation of dedicated graphics, templates and animation.
- Production of videos and film to support recruitment.
- Creation of dedicated recruitment packs and literature.
- Monitoring and reviewing of all web content.
- Production of branding and merchandise.



In recent years, this ask has expanded significantly to support the ongoing growth of the organisation. This has included:

- Piloting use of targeted, paid, social media adverts.
- Support for Recruitment events.
- Development of database of key organisations and contacts to act as ambassadors.
- Design and build International Recruitment site.
- Creation of New Employee Handbook / International Nurses Handbook.
- Bespoke animation, videos and resources.

This has also now been further expanded to include recruitment campaigns.

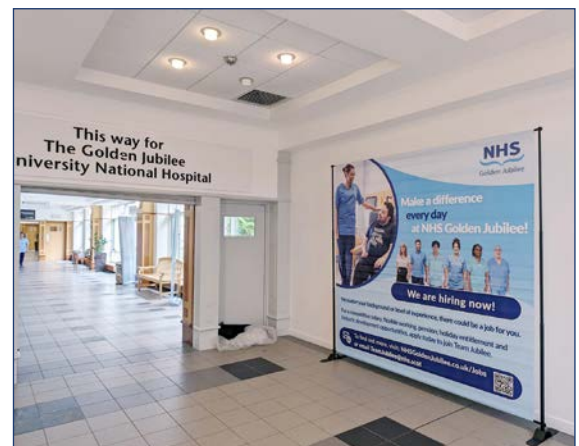
Our Make a Difference Every Day campaign followed market and internal research testing that demonstrated the impact and effectiveness of this messaging.

Phase 1 was a general mainstream recruitment campaign covering all roles. It focused on:

- Billboards in strategic locations across the West of Scotland.
- Radio adverts on Clyde 1, Greatest Hits Radio and all National Stations on the Bauer Media portfolio to individuals within a 10-mile radius listening on digital devices.
- Dedicated website content.
- Paid posts on Facebook and LinkedIn.
- Social Media Engagement.
- Banner Stands.

Following the success of the mainstream recruitment campaign covering all roles, the concept was rolled out to:

- Bespoke tailored campaigns for key expansion and hard to fill roles (free and paid social media posts, liaising with external industry contacts, organisations and websites, videos and graphics).
- Vacancies and new roles in key specialities (free social media posts, videos and bespoke graphics).



Paid campaigns – Facebook				
Role	Reach	Engagement	Link clicks	Click through rate (Target: ≥ 1.51%)
Team Lead Orthopaedic Physiotherapist	83,278	3,446	3,358	4.03%
Occupational Physiotherapist	85,920	1,925	1,847	2.15%
Clinical Perfusionist	97,329	2,719	2,645	2.72%
Clinical Perfusionist	93,426	2,459	2,358	2.52%
Make a Difference	51,826	5,685	5,435	10.49%
RNs and ODPs	22,640	13,764	1,281	5.66%
Make a Difference	11,368	503	477	4.20%
RNs and ODPs	77,205	2,558	2,370	3.07%
RNs and ODPs	115,800	2,127	2,001	1.73%
Cardiac Senior Charge Nurse	47,765	1,483	1,391	2.91%
<b>Total (average CTR%)</b>	<b>686,557</b>	<b>686,557</b>	<b>23</b>	<b>3.95%</b>
Paid campaigns – Linked In				
Role	Reach	Engagement	Link clicks	Click through rate (Target: ≥ -0.44%)
Director of Finance	34,392	176	158	0.46%
Clinical Perfusionist	42,260	381	376	0.89%
Make a Difference	59,989	584	460	0.77%
Cardiac Senior Charge Nurse	32,392	98	93	0.29%
Consultant Anaesthetist	169,539	1,108	1,056	0.62%
Director of People and Culture	55,644	484	472	0.85%
Director of Workforce	33,959	348	316	0.93%
Clinical Perfusion	122,074	943	778	0.64%
<b>Total (average CTR%)</b>	<b>550,249</b>	<b>4,122</b>	<b>3,709</b>	<b>0.68%</b>
Paid campaigns – all				
Role	Reach	Engagement	Link clicks	Click through rate (no combined target)
Facebook	686,557	36,669	23,163	3.95%
LinkedIn	550,249	4,122	3,709	0.68%
<b>Total (average CTR%)</b>	<b>1,236,806</b>	<b>40,791</b>	<b>26,872</b>	<b>2.17%</b>



## Internal Communications and Engagement

Combined KPIs	Target 2023/ 2024	Full Year 2022/ 2023	Full Year 2023/ 2024	Change
eDigest	3 per week*	145	<b>143</b>	n/a
<b>Jubilee Life (Sway)</b>				
Total publications	12	12	<b>12</b>	▶ no change
Total views	n/a	9,933	<b>96,491</b>	▲871.4%
Average views	n/a	868	<b>8,041</b>	▲826.4%
<b>Staff Bulletins (Sway)</b>				
Total publications	n/a	6	<b>10</b>	▲66.7%
Total views	n/a	1,036	<b>37,320</b>	▲3,502.3%
Average views	n/a	207	<b>3,732</b>	▲1,702.9%
<b>Other (Sway)</b>				
Total publications	n/a	4	<b>5</b>	▲25.0%
Total views	n/a	2,286	<b>8,482</b>	▲271.0%
Average views	n/a	572	<b>1,696</b>	▲196.5%
<b>All Sways</b>				
Total publications	n/a	22	<b>27</b>	▲22.7%
Total views	n/a	13,255	<b>108,844</b>	▲721.1%
Average views	n/a	549	<b>32,987</b>	▲5,908.6%
Internal Communications and Engagement	n/a	167	<b>170</b>	▲ 1.19%

\* Total number in year is dependent on when public holidays fall. eDigest is issued every Monday, Wednesday and Friday except public holidays, with no publications in between Christmas and New Year.

## Sway digital publications

Microsoft made a change to how they measure analytics to get more accurate view of how often content is being viewed. At the time of switchover, there was an anomaly with November 2024 data showing a significantly higher number than usual (52,710 total views – if removed, this reduces average views from 8,041 to 3,980). After some research, we discovered this was reported by multiple other organisations and an issue on Microsoft’s end. Since then, reporting has been consistent.

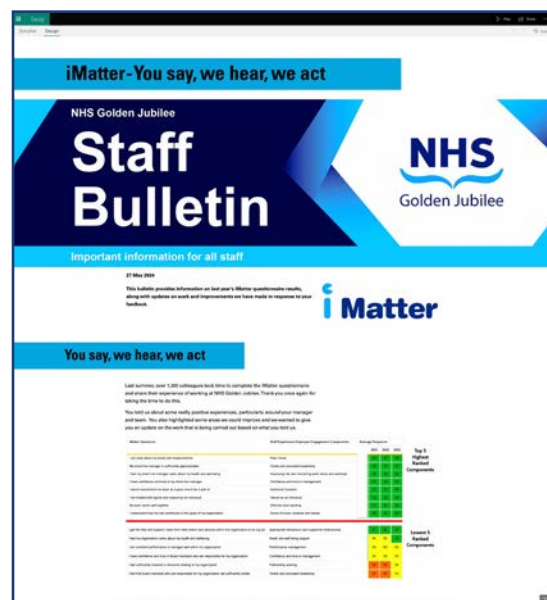
Our “Read Ratio” on Sway falls into 3 categories: Glanced, Quick Read and Deep Read. The category an interaction falls into depends on the length of time spent in a publication, clicks, interaction and engagement with content.

In general: the majority of staff will “Glance” or quick read at longer publications such as Jubilee Life, with a consistently higher rate of “Deep Read” for Staff Bulletins and project updates.

This is to be expected due to the nature of the publications: not all staff will be invested in every aspect of Jubilee Life, but are more likely to engage fully with direct info relating to the organisation and their role.

For example, in the past 12 months: more than 55% of readers completed a Deep Read on staff Bulletins. By contrast 96% of individuals Glance read Jubilee Life.

Our aim going forward is to evaluate our Sway publications to assess the most effective format for each message to increase readership and engagement rate with all messaging.



## Events and VIP Tours

A key element of our role in Marketing and Communications is to organise, coordinate, support and publicise key events. These are a vital element of our overall strategy to protect and enhance our reputation across NHS Scotland and beyond.

Whether in a supporting role (publicising, providing pictures, video, graphic design) or organising (liaising with external organisations, teams, coordinating and facilitating on the day) this represents a significant investment of time from the entire Marketing and Communications team.

In 2023/2024, some of the events our team supported included:

- Scottish Government and VIP Visits and tours
- Long Service Awards
- Brew Monday
- Nursing and Recruitment Events
- NHS Scotland Event
- 40 Heart Transplants Media Event
- Staff Networks Day
- Pride Progress Flag Raising
- Volunteer Week Event
- Nurses Day
- Princes Trust Tour
- Lancastria memorial service
- 75th Anniversary of NHS
- NHS Scotland Academy Northumberland Visit
- Defence Employer Recognition Scheme Gold Award presentation and visit
- SACCS Transition Event
- SACCS Bake Sale
- Armistice Day service
- Schools Careers event
- Macmillan Cake and Coffee event
- Red for Research
- Counter Fraud Week
- Cyber Security Events
- Spirit of Christmas
- Step Into Christmas
- NHS Scotland Academy visits
- Media events and filming opportunities (The Hospital, Scotland Tonight, etc.)

These represent only a small snapshot of the full support provided to events across the organisation. Going forward we will focus more dedicated support from the team to each aspect of the Golden Jubilee Family to make these as successful and engaging as possible for both internal and external stakeholders.

## Highlights







- NHS Golden Jubilee Our People Awards 2022/2023.
- NHS Golden Jubilee Long Service Awards 2022/2023.
- Phase 1 preparation and build of new SharePoint StaffNet site.
- Supporting multiple internal communications and engagement plans, including:
  - Appraisal
  - iMatter
  - Cyber Security
  - Internal events
  - Health and Wellbeing
  - Hotel Facilities
  - Learning and Organisational Development
  - Long Service and Our People Awards
  - National and International Awareness Days
  - Phase 2 Expansion
  - Recruitment
  - Schwartz Rounds
  - Staff Benefits
  - Staff Networks
  - Volunteering
  - Whistleblowing

## Future plans

- Complete rollout of StaffNet SharePoint site.
- Launch Yammer Communities.
- Achieving the Balance programme.
- Agenda for Change.
- Staff and community gala day.
- Staff Experience projects (soft communications, health and wellbeing etc).
- NHS Golden Jubilee Our People Awards 2024.
- NHS Golden Jubilee Long Service Awards 2024.
- NHS Golden Jubilee Board Strategy.
- NHS Golden Jubilee People Strategy.
- NHS Golden Jubilee Marketing and Communications Strategy.



# Board/Hospital Summary

Combined KPIs		Target 2023/2024	Full Year 2022/2023	Full Year 2023/2024	Change
	Communications channels	9	7	8	▲14.28%
	Positive Engagement Score	≥ 95%	99.86%	<b>99.94%</b>	▲0.08pp
	Media Releases	n/a	31	<b>24</b>	▼22.6%
	Media Coverage	n/a	222	<b>174</b>	▼21.6%
	Media Positive Engagement	≥ 95%	99.95%	<b>98.85%</b>	▼1.1pp
	Social Posts	n/a	1,435	<b>2,210</b>	▲54.0%
	Social Follower Growth	≥ 2.4%	21,413	<b>25,424</b>	▲18.7%
	Social Reach	increase	5,170,493	<b>6,110,355</b>	▲18.2%
	Social Engagement Rate	≥ 2%	10.80%	<b>8.47%</b>	▼2.33pp
	Films	n/a	113	<b>143</b>	▲26.5%
	Film Views	increase	298,262	<b>437,050</b>	▲46.5%
	Web Visitors	increase	278,442	<b>362,277</b>	▲30.1%









## Highlights

- Surgical Centre (phase 2 expansion programme).
- Key role in national branding review.
- Ongoing support for National Treatment Centres.
- NHSScotland Event 2023.
- NHS Scotland 75th anniversary.
- Launched NHS Golden Jubilee Instagram account.
- Increased patient experience case studies, both for internal review and wider PR pieces.

## Future plans

- Complete rollout of StaffNet SharePoint site.
- Launch Yammer Communities.
- Achieving the Balance programme.
- Agenda for Change.
- Staff and community gala day.
- Staff Experience projects (soft communications, health and wellbeing etc).
- NHS Golden Jubilee Our People Awards 2024.
- NHS Golden Jubilee Long Service Awards 2024.
- NHS Golden Jubilee Board Strategy.
- NHS Golden Jubilee People Strategy.
- NHS Golden Jubilee Marketing and Communications Strategy.
- NHS Golden Jubilee Surgical Centre official opening.
- NHS Scotland Event 2024.
- 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.

# Centre for Sustainable Delivery Summary

Combined KPIs		Target 2023/2024	Full Year 2022/2023	Full Year 2023/2024	Change
	Communications channels	4	3	4	▲33%
	Positive Engagement Score	≥ 95%	99.90%	100%	▲0.1pp
	Media Releases	n/a	9	8	▼11.1%
	Media Coverage	n/a	37	16	▼56.8%
	Media Positive Engagement	≥ 95%	97.37%	100%	▲2.63pp
	Social Posts	n/a	474	652	▲37.6%
	Social Follower Growth	≥ 2.4%	1,839	2,485	▲35.1%
	Social Reach	increase	353,724	230,862	▼34.7%
	Social Engagement Rate	≥ 2%	5.15%	6.43%	▲1.28pp
	Films	n/a	17	10	▼41.2%
	Film Views	increase	7,163	6,816	▼4.8%
	Web Visitors	increase	13,903	57,878	▲316.3%





## Highlights







- Website refresh and increased content.
- Programme launches:
  - National Green Theatres Programme.
  - Bespoke Waiting List Validation campaigns for NHS Boards.
  - Diabetes Closed Loop Systems National Onboarding Programme.
  - National Digital Dermatology Programme.
  - Head and Neck Cancer Optimal Diagnostic Pathway.
  - University of Strathclyde final evaluation of pilot Rapid Cancer Diagnostic Services.
  - Extension of Health Innovation and Transformation Partnership.

## Future plans

- Continued development of website.
- Continued development of social channels (Twitter/X, LinkedIn and YouTube).
- Annual Report 2023/2024.
- 3-Year Plan.
- Increase in owned media releases.



# NHS Scotland Academy Summary

Combined KPIs		Target 2023/2024	Full Year 2022/2023	Full Year 2023/2024	Change
	Communications channels	4	3	4	▲33%
	Positive Engagement Score	≥ 95%	99.95%	<b>97.37%</b>	▼2.58pp
	Media Releases	n/a	5	<b>5</b>	► no change
	Media Coverage	n/a	5	<b>9</b>	▲80.0%
	Media Positive Engagement	≥ 95%	100%	<b>100%</b>	► no change
	Social Posts	n/a	267	<b>408</b>	▲52.8%
	Social Follower Growth	≥ 2.4%	1,921	<b>3,134</b>	▲63.1%
	Social Reach	increase	316,501	<b>289,421</b>	▼8.6%
	Social Engagement Rate	≥ 2%	6.80%	<b>6.64%</b>	▼0.16pp
	Films	n/a	1	<b>8</b>	▲700%
	Film Views	increase	57	<b>251</b>	▲340.3%
	Web Visitors	increase	4,831	<b>15,391</b>	▲218.6%



## Highlights






- Website refresh and increased content.
- Programme launches:
  - National Endoscopy Training Programme
  - National Ultrasound Training Programme
  - Cultural Humility Programme
  - National Bronchoscopy Training Programme
- Increased content across social media
- Increased support for external events and training
- Increased support with design and film projects to increase awareness of Academy programmes

## Future plans

- Continued development of website
- Continued development of social channels (Twitter/X, LinkedIn and YouTube)
- Official opening of NHS Scotland Academy Skills and Simulation Centre (May 2024)
- Annual Report 2023/2024
- Increase in media releases



# Conference Hotel Summary

Combined KPIs		Target 2023/2024	Full Year 2022/2023	Full Year 2023/2024	Change
	Communications channels	5	5	5	▶ no change
	Positive Engagement Score	≥ 95%	99.76%	<b>99.71%</b>	▼0.05pp
	Media Releases	n/a	3	<b>3</b>	▶ no change
	Media Coverage	n/a	9	<b>15</b>	▲66.7%
	Media Positive Engagement	≥ 95%	100%	<b>100%</b>	▶ no change
	Social Posts	n/a	773	<b>1,065</b>	▲37.8%
	Social Follower Growth	≥ 2.4%	6,452	<b>6,848</b>	▲6.1%
	Social Reach	increase	588,304	<b>562,531</b>	▼4.4%
	Social Engagement Rate	≥ 2%	2.66%	<b>5.80%</b>	▲3.14%
	Web Visitors	increase	55,491	<b>67,816</b>	▲22.2%



## Highlights

- Maintained number of communications channels, media releases and media positive engagement score
- Increased media coverage, website visits, social followers, social posts and social engagement rate

## Future plans

- Proactively work with the team to promote and raise awareness of new offers and initiatives, directly tied to revenue streams
- Increased focus on key dates, events and pressure points
- Secure funding to support marketing and communications



# Lifetime analysis



**99.61%**  
positive  
engagement score



**829**  
media releases



**2,734**  
pieces of media  
coverage



**98.02%**  
media positive  
engagement score



**18,373**  
social posts



**37,891**  
social followers



**32,879,130**  
social reach



**2,179,631**  
social engagement



**831**  
films



**2,319,091**  
film views



**4,275,497**  
website visitors




## NHS Golden Jubilee

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### NHS Golden Jubilee

 @NHSGoldenJubilee

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### NHS Scotland Academy

 NHSScotlandAcademy.co.uk  @NHSScotAcademy

 NHS Scotland Academy  NHS Scotland Academy

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### Centre for Sustainable Delivery

 NHSCfSD.co.uk  @NHSScotCfSD

 Centre for Sustainable Delivery  Centre for Sustainable Delivery

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### Golden Jubilee Conference Hotel

 GoldenJubileeHotel.com  @GJCHotel

 GoldenJubileeHotel  Golden Jubilee Hotel