



NHS Golden Jubilee Expansion

Part of the Scottish Elective Centres' Programme

Communications and Engagement Plan

August 2019

1. Background

“By 2021 we will complete investment in new elective treatment capacity and expand the Golden Jubilee Hospital... Overall this investment will ensure there is high quality and adequate provision of elective care services to meet the needs of an ageing population”- *Health and Social Care Delivery Plan, December 2016*

This document sets out a communication and engagement plan for the expansion of NHS Golden Jubilee from 2017-2021. This is a working document that will be updated on a regular basis in line with the overall project plan.

It is designed to ensure the key milestones and project work streams are effectively and consistently communicated to the identified key audiences and stakeholders. It will provide the framework through which the expansion project can engage with specific stakeholders and ensure there is strong and widespread understanding of the direction of travel, aims and priorities set out.

Our patients are at the heart of our progress as an organisation so we know that good relationships are vital. The best possible outcomes take account of individual needs and therefore it is important that this project, like our organisation is guided by the following values:

- Valuing dignity and respect
- A 'can do' attitude
- Leading commitment to quality
- Understanding our responsibilities
- Effectively working together
- Safe, Effective, Person Centred

2. Objectives

The objectives of the communications and engagement plan are:

1. To raise awareness about service developments and expansion at the Golden Jubilee.
2. To demonstrate to our key stakeholders the value we bring in supporting Boards across NHSScotland.
3. To raise awareness in key stakeholder groups of our positioning as an organisation in context with the elective care project, regional and national deliver plans.
4. Maximise the opportunities for engagement to ensure as wide a range of views as possible is sought at all stages of the project.
5. To support two-way dialogue with our key stakeholders, ensuring key milestones and benefits are communicated effectively through a wide range of methods. We aim to create a collaborative working environment.
6. To utilise the two-way dialogue with stakeholders to develop our plans and help shape our services by appropriately involving people and listening to feedback received.
7. To ensure those who have contributed to the expansion development see the impact of their contribution through meaningful feedback and are thanked for their input.

3 Core narrative themes/messages

It is vitally important that there are clear and consistent messages about the Golden Jubilee expansion that is in line with planned national and regional themes. It is also important that the key messages are in line with the overall elective centres' project.

National/Regional

- We will foster a 'Once for NHSScotland' approach, where appropriate.
- With a recognition that an ageing population will put pressure on the NHS, we will work so the people of Scotland can live longer, healthier lives at home or in a homely setting, where we have a health and social care system that:
 - is integrated;
 - provides the highest standards of quality and safety;
 - supports self-management;
 - will make day case treatment the norm for hospital treatment (where possible); and
 - supports people returning back into their home/community environment as soon as appropriate.

- NHS continually evolving over the years (new techniques, technology etc.) to meet the needs of the population.
- Evidence shows that specialised procedures, concentrated on a small number of high volume sites, will improve outcomes.

Local

- Leading quality, research and innovation in everything that we do.
- Additional services for NHSScotland in key specialties to meet the future demand.
- Improving patient access to elective care, supporting patient rights in line with treatment time guarantee and reduction of waiting times.
- Testing and leading best practice in technology, services and new models of care.
- How we are supporting the key Government themes (including community benefits) through the project:
 - Wealthier and Fairer – project economic benefits
 - Smarter – apprenticeships etc.
 - Healthier – whole project
 - Safer and Stronger – employment opportunities etc.
 - Greener – project environmental practices

4 Stakeholders

Stakeholder group	Insight	Comments
Staff	<ul style="list-style-type: none"> • Direct impact 	<ul style="list-style-type: none"> • Board • Management • Staff directly involved in specialty expansion (service design/patient flow/role changes/new ways of working) • Staff involved through impact of expansion (wider impact – support services) • All other staff
Staff side colleagues	<ul style="list-style-type: none"> • Direct impact 	<ul style="list-style-type: none"> • Ensuring project meets the staff governance standards
Volunteers	<ul style="list-style-type: none"> • Direct impact • Indirect impact 	<ul style="list-style-type: none"> • Volunteers involved in expansion project to provide a lay perspective • Volunteers who will assist with patients in expanded areas • All other volunteers
West of Scotland and wider NHS staff	<ul style="list-style-type: none"> • Direct impact • Indirect impact • Potential impact • Assist decision making 	<ul style="list-style-type: none"> • CE/Chairs/Senior staff • Regional Planning leads/group • National Planning • Individual Boards e.g. NES (specific

	<ul style="list-style-type: none"> • Knowledge and interest 	<ul style="list-style-type: none"> • areas/projects) • Communication teams • General staff
Scottish Government	<ul style="list-style-type: none"> • Assist decision making • Knowledge and interest 	<ul style="list-style-type: none"> • CE NHSS • Finance (e.g. Capital Investment Group) • Performance management • National Elective Centres Programme Board (and associated groups) • Press Health
Elected Representatives	<ul style="list-style-type: none"> • Assist decision making • Knowledge and interest 	<ul style="list-style-type: none"> • Local politicians • Ministers • Health and Sport Committee • Youth Parliament
West Dunbartonshire Council	<ul style="list-style-type: none"> • Potential impact • Assist decision making • Knowledge and interest 	<ul style="list-style-type: none"> • Planning/Roads/Travel • Community Involvement • Councillors • Community/economic benefits
Other Local Authorities/IJBs	<ul style="list-style-type: none"> • Knowledge and interest 	<ul style="list-style-type: none"> • Raising awareness • Community involvement • Community/economic benefits for adjoining Authorities
Expansion public partners	<ul style="list-style-type: none"> • Direct impact • Indirect impact • Potential impact • Assist decision making • Knowledge and interest 	<ul style="list-style-type: none"> • Specialty patients/carers • Volunteers forum/Involving People Group • Project specific patients/carers/third sector (e.g. design/travel/signage) • Our voice members (if/when appropriate)
Local Community	<ul style="list-style-type: none"> • Indirect impact • Potential impact • Knowledge and interest 	<ul style="list-style-type: none"> • Community Council • Neighbours • Housing Association • Travel providers • Community/economic benefits
General Public	<ul style="list-style-type: none"> • Potential impact • Knowledge and interest 	<ul style="list-style-type: none"> • Current/potential patients • Current/potential carers • Potential staff • Citizen journalists
Media	<ul style="list-style-type: none"> • Knowledge and interest 	<ul style="list-style-type: none"> • Local • National • Digital • Broadcast • Trade
Academia/ Professional bodies	<ul style="list-style-type: none"> • Potential impact • Knowledge and interest 	<ul style="list-style-type: none"> • West college • Universities with academic and clinical links

		<ul style="list-style-type: none"> Royal Colleges/ GMC/NMC etc.
Scottish Health Council	<ul style="list-style-type: none"> Assist decision making Knowledge and interest 	<ul style="list-style-type: none"> Regular contributors and key partner in involving people
Health Facilities Scotland	<ul style="list-style-type: none"> Assist decision making Knowledge and interest 	<ul style="list-style-type: none"> Design/process specific
Third sector	<ul style="list-style-type: none"> Indirect impact Potential impact Assist decision making Knowledge and interest 	<ul style="list-style-type: none"> Specialty specific Design specific Health related Volunteer/caring related Equality related

5 Stakeholder Engagement Approach

<p>Co-production</p> <p>Surveys Workshops Events and Seminars Stakeholder Forums Meetings Roadshows</p>	<p>Collaborate</p> <p>Partnership Agreements Planning Groups Strategic Engagements</p>
<p>Inform</p> <p>Publications and Briefings Digital media Broadcast Media Event Attendance Corporate Website</p>	<p>Consult</p> <p>Surveys Workshops Events and Seminars Stakeholder Forums Horizon Scanning</p>

6 Timeline of activity

There will be a number of regular activities as part of the Communications and Engagement Plan. These include:

- Dedicated branded staff bulletins, drop in events and briefings
- Public e-bulletins once a quarter to key stakeholders and public participants and NHS communication teams.
- Regular media, social media and website updates.
- Updates to Involving People Group, Senior Management, Programme Board, Partnership Forum, Person Centred Committee and NHS Golden Jubilee Board
- Regular reports at Chief Executives/Regional planning/national collaboration/elective centres meetings

- Meetings with the local community councils.
- Meetings with West Dunbartonshire Council.
- Meetings with Scottish Government and Cabinet Secretary
- Scottish Health Council participation in all workshops/events

Timing	Activity
Q1 2017/18	<ul style="list-style-type: none"> • Patients, staff and third sector representatives invited and attended Initial Agreement and Design workshops • Phase 1 Patient Feedback Survey from January 2017 to February 2018: 900 questionnaires sent, 674 responses (74.8% response rate) • Public/staff and third sector representatives receive report on Phase One Initial Agreement (Ophthalmology) • Initial Agreement approved • Continue with specialty patient register for those wishing to be involved (Ophthalmology and Orthopaedics) • Regular meetings with the Scottish Health Council commence • Ongoing patient surveys in place • West of Scotland Elective Centres Meeting (28 April 2017) • West of Scotland Elective Centres Meeting (19 June 2017) • Ophthalmology Workstream Groups start – held fortnightly/monthly from May 2017 (multidisciplinary staff members) • Update in public eBulletin (26 June 2017)
Q2 2017/18	<ul style="list-style-type: none"> • Dedicated Staffnet expansion pages • Staff magazine article • Meeting/reporting Governance confirmed to include Board/Partnership/SMT etc. • Draft guide on ‘Involving People’ for project key leads to ensure the right people are involved in decisions affecting them’. • Ophthalmology CME for Theatre and OPD staff (4 August 2017) • Nurse Leaders meetings (11 July/8 August/12 September) • Phase 2 Patient Feedback Survey (June 2017 to April 2018) - 800 questionnaires sent, 530 responses (66.25% response rate) • West of Scotland Elective Centres Meeting (24 August 2017) • Phase 2 Orthopaedic Workstream Groups start fortnightly/monthly from July 2017 (multidisciplinary staff members) • Phase 1 ‘1:200’ Design Process staff engagement, monthly from September 2017 to December 2017 • PR on ophthalmology model (12 June 2017) • Update in public eBulletin (6 October 2017) • NHS Scotland Event 2018 (June 2018)

<p>Q3 2017/18</p>	<ul style="list-style-type: none"> • PR on Kier as Principle Supply Chain Partners • PR on move to Outline Business Case (OBC) (17 November 2017) • Dedicated area in hospital for expansion news (West Lift area) • Dedicated expansion section on our public website • Meetings with local community councils commence 10 October 2017 and held regularly throughout project. • Branding agreed • First Staff Bulletin published • Foundation for the Future public flash report sent to Phase 1 initial agreement workshop participants • Flash progress report highlighted in our quarterly e-bulletin for key stakeholders • Public participants involved in the second stage AEDET (Achieving Excellence in Design Evaluation Toolkit) workshop in December 2017 • Ophthalmology CME for Theatre and OPD staff (6 October 2017 and 3 December 2017) • West of Scotland Elective Centres Meeting (11 October 2017/3 November 2017) • Phase 2 General Surgery & Endoscopy Workstream Groups start October 2017 (multidisciplinary staff members) • Admin Workstream group started October 2017 (multidisciplinary staff members) • Update in public eBulletin (20 December 2017)
<p>Q4 2017/18</p>	<ul style="list-style-type: none"> • Public, staff, third sector invited to Phase 1 Outline Business Case Risk and Benefit Workshop (8 February 2018) • Commence regular meetings with West Dunbartonshire Council • Work on Travel Plan commences alongside expansion project (separate communications and engagement plan) • Ophthalmology CME for Theatre and OPD staff (5 January 2018) - • West of Scotland Elective Centres Meeting (1 February 2018) • Phase 1, 1:50 Design Process - January 2018 to March 2018
<p>Q1 2018/19</p>	<ul style="list-style-type: none"> • MRI 3 and 4 opening February 2018 • Phase 1 Stakeholder Event for Outline Business Case (18 April 2018 - staff, patients, volunteers, third sector reps) • Phase 2 Stakeholder Event on Initial Agreement (17 April 2018) - staff, patients, volunteers, third sector reps) • Phase 2 Stakeholder Event on Initial Agreement (27 April 2018) - staff, patients, volunteers, third sector reps) • Community benefits work commences with partners such as West College Scotland, West Dunbartonshire Council etc. • Ophthalmology CME for Theatre and OPD staff (6 April 2018/1 June 2018) • Nurse Leaders (8 May 2018) • Volunteer Forum (5 June 2018) - volunteers, staff and Non Exec directors

	<ul style="list-style-type: none"> • NHS Highland Collaboration Workshop (25 June 2018) - NHS Highland staff, Golden Jubilee and PSCP representatives • Ophthalmology clinical information evening (14 May 2019)
Q2 2018/19	<ul style="list-style-type: none"> • Progress update to key stakeholders' distribution list (flash report) (21 September 2018) • Phase 1 OBC approval • Poster boards of phase one visuals on site • Photography and filming work with West College commences • Ophthalmology CME for Theatre and OPD staff (3 August 2018) • Nurse Leaders (11 September 2018) • Healthcare Support Worker Event (21 September 2018) • Further clinical and non-clinical support workstream groups starts June to September 2018 (various staff members) • Phase 1 Virtual Reality sessions (18 July/4 September/5 September 2018) – staff and public representatives • NHSScotland event (18/19 June 2019)
Q3 2018/19	<ul style="list-style-type: none"> • Phase 1 Risk and Benefit Workshop Full Business Case (26 October 2018) – patients, volunteers and third sector representatives • Phase 1 Stakeholder Event Full Business Case (21 November 2018) – patients, volunteers and third sector representatives • Phase 2 Risk and Benefit Workshop Outline Business Case (30 November 2018) - patients, volunteers and third sector representatives • Phase 1 Design workshop – public/staff/stakeholders first look at internal/external design • First look of phase one design internal/external – staff/public/PR • Digital design assets online • Phase 1 Full Business Case • Community benefits PR ongoing • Public information on potential parking/site disruption prior to building work • Volunteer Forum (13 November 2018) • Optometrist CPD event (6 November 2018) • National Elective Centres Technical Workshop presentation (8 November 2018) - NHS staff, Scottish Government • Annual Review – presentation (12 November 2018) - Scottish Government, staff, patients and Board Members • Phase 2 Orthopaedic Consultant meeting (8 October 2018) • Phase 2 General Surgeons meeting (27 November 2018) • Phase 1 Wayfinding strategy (signage and interiors) - 10 November 2018, Alzheimer's Scotland • West of Scotland Elective Centres Meeting (23 October 2018) • PR on expansion moving forward (8 November 2018) • Update in public eBulletin (12 December 2018)

Q4 2018/19	<ul style="list-style-type: none"> • Design concepts—permanent exhibition on site • Risk and benefits workshop phase two – public/staff/stakeholders • Nurse Leaders (12 March 2019) • Pre-registration nursing and AHP Student Information Sessions (28 February 2019) • Kier Local supplier’s day (19 February 2019) – Small to medium enterprises • PR on building work commencing (29 March 2019) • Update in public eBulletin (29 March 2019)
Q1 2019/20	<ul style="list-style-type: none"> • Flash reports distributed (21 May 2019) - staff, patients, public, volunteers, third sector reps • Phase 2 ‘1:200’ Design Process (May to June 2019) – various staff • Phase 2 ‘1:50’ Design Process - staff engagement, round 1 (11/12 June 2019) • Phase 2 ‘1:50’ Design Process - staff engagement, round 2 (25/26 June 2019) • Phase 2 Virtual Reality Sessions (26/27/28 June 2019) - various staff members • Update in public eBulletin (24 June 2019)
Q2 2019/20	<ul style="list-style-type: none"> • Phase 2 Virtual Reality sessions (17/18/19 July 2019) - various Staff members/volunteers • Phase 2 ‘1:50’ Design Process - staff engagement, round 3 - sign off (6/8 August 2019) • Health Secretary visits progress of Phase 1 and 2 (26 August 2019) • Phase 2 Outline Business Case (OBC) circulated to key stakeholders (scheduled 11 September 2019) - stakeholder • Phase 2 OBC circulated (scheduled 18 September 2019) West of Scotland Health and Social Care Programme Planning Board • Phase 2 OBC circulated (scheduled 20 September 2019) – NHS Golden Jubilee Board • Phase 2 OBC stakeholder event (20 September 2019) - staff, patients, public, volunteers, third sector reps • West of Scotland Elective Centres Meetings - OBC approval 25 September 2019 – west of Scotland leads • Community drop in sessions (scheduled 14/18 September 2019) – public event • Update in public eBulletin (September 2019) • Ophthalmology clinical information event (14 May 2019) • NHS Scotland event (30/31 May 2019)
2019/20	<ul style="list-style-type: none"> • Phase 2 work on Full Business Case and approvals • Phase 2 construction commences • Digital assets (e.g. photography/videos/virtual tours/public information/PR – phase one • Patient/public/staff/media tours of new build – phase one

	<ul style="list-style-type: none"> • Official opening phase one Ophthalmology
2020/21	<ul style="list-style-type: none"> • Phase 1 construction completed/handover • Phase 1 Patient/public/staff/media tours of new build • Phase 2 construction completed/handover • Phase 2 Topping out/Official opening Digital assets (e.g. photography/videos/virtual tours/public information/PR) • Phase 2 Patient/public/staff/media tours of new build

7 Evaluation and measurement

The core measurement on stakeholder awareness will be:

- Increase public awareness of the Golden Jubilee plans and associated benefits.
- Public, patients and carers are informed, empowered and enabled to engage more effectively in expansion plans.
- Golden Jubilee staff are aware, informed, empowered and enabled to engage more effectively in expansion plans.
- Increase the proportion of stakeholders that know and understand the value of expansion at the Golden Jubilee.