



# Communications Strategic Plan 2025-2030

## Appendices



# Appendix 1

## Our key audiences (Mendelow Matrix)

### High power, high interest: manage closely

#### Board

- Committees
- Executive Leadership Team
- Senior Leadership Team
- Clinical Divisions
- Research Institute
- Centre for Sustainable Delivery
- Academy
- Hotel
- Corporate teams
- Partnership Forum
- Staff Side Committee

#### Government/Parliament

- Scottish Ministers/Cabinet Secretaries
- Scottish Government Directorates
- Health and Social Care Committee

#### NHS Boards

- Chairs
- Chief Executives
- Finance Directors
- Directors of Planning
- Comms Directors

### High power, low interest: keep satisfied

- Patients
- West of Scotland Region
- Professional bodies and trade union
- Scottish Health Council
- NHS Healthcare Improvement Scotland
- The ALLIANCE

#### Strategic partners

- Academic partners
- Industry partners
- Others

### Low power, high interest: keep informed

- MP/MSP/Councillors
- Local authorities
- NHS Board Comms teams
- Third sector
- Patient support groups

### Low power, low interest: keep informed

- Guests and visitors
- Local community
- Media

# Appendix 2

## Our communications channels

### Internal

- **3 SharePoint sites:**  
StaffNet, Kindness Matters, Policies and Guidelines
- **1 All staff Teams channel:**  
GJNH – Corporate Communications Teams
- All staff email
- Lock screen/screensavers
- Posters/leaflets/flyers

### External

- **5 websites:**  
Board, Hospital, Hotel, CfSD, Academy
- **15 social media channels:**  
4 LinkedIn: Golden Jubilee, Hotel, CfSD, Academy  
4 Twitter/X: Golden Jubilee, Hotel, CfSD, Academy  
3 YouTube: Golden Jubilee, CfSD, Academy, Hotel  
2 Facebook: Golden Jubilee, Hotel  
2 Instagram: Golden Jubilee, Hotel

**LinkedIn** – Purpose: Professional outreach, engagement, thought leadership.  
**Twitter** – Purpose: Share news, views, inform, and engage.  
**YouTube** – Purpose: Educate, inform, engage and inspire.  
**Facebook** – Purpose: Patient and staff broadcast, inform, engage and amplify.  
**Instagram** – Purpose: Inform, engage and inspire

- **3 quarterly public newsletters:**  
Board/Hospital, CfSD, Academy
- **PR distribution list:**  
Access to approximately 70,000 contacts



# Appendix 3

## Communication action plan

Objective	What we're going to do	How we're going to do it	How we'll know we've been successful (KPI)	How important it is (priority)	When we're going to do it by
Strengthen organisational reputation by fostering trust, demonstrating consistent values in communications and actions, and proactively managing public perception through strategic stakeholder engagement and risk mitigation.	Make our communications as clear and accessible as possible.	Lead national communications group to produce standard Accessible Communications Policy and best practice guidelines	<ul style="list-style-type: none"> <li>Publish Accessible Communications Standard and best practice guidelines.</li> </ul>	Medium	Mar-26
		Minimise use of jargon (internal and external)	<ul style="list-style-type: none"> <li>Re-introduce volunteer/patient audits.</li> <li>Trial use of AI to audit content.</li> </ul>	High	Mar-26
		Provide transcripts for all videos/animations	<ul style="list-style-type: none"> <li>All new and valid existing videos have a transcript published online.</li> </ul>	Very High	Dec-25
		Increase website digital accessibility	<ul style="list-style-type: none"> <li>Website accessibility standards met.</li> <li>Develop new Board website.</li> </ul>	Very High	2025-2027
	Monitor brand reputation.	Media and social media sentiment analysis	<ul style="list-style-type: none"> <li>95% Positive Engagement Score.</li> </ul>	Very High	Ongoing
	More real time engagement with our stakeholders.	Repeat Omnibus Survey	Maintain/Improve: <ul style="list-style-type: none"> <li>awareness,</li> <li>reputation for high quality service,</li> <li>trusted public sector organisation,</li> <li>willingness to travel.</li> </ul>	Medium	2026/2027
		Repeat Patient Survey	Maintain/Improve: <ul style="list-style-type: none"> <li>willingness to travel,</li> <li>overall quality of care,</li> <li>good experience,</li> <li>would recommend to a friend (net promoter scores).</li> </ul>	Medium	2026/2027
	Ensure other teams are following accessibility and tone of voice best practice.	Refresh House Style in line with updated Tone of Voice	<ul style="list-style-type: none"> <li>All communications are plain English and in an appropriate tone of voice</li> </ul>	Medium	Dec-25
		Deliver information/ training sessions for key teams	Training delivered for teams including: <ul style="list-style-type: none"> <li>Clinical Governance</li> <li>Centre for Sustainable Delivery</li> <li>Digital and Information Governance</li> </ul>	Medium	Dec-25

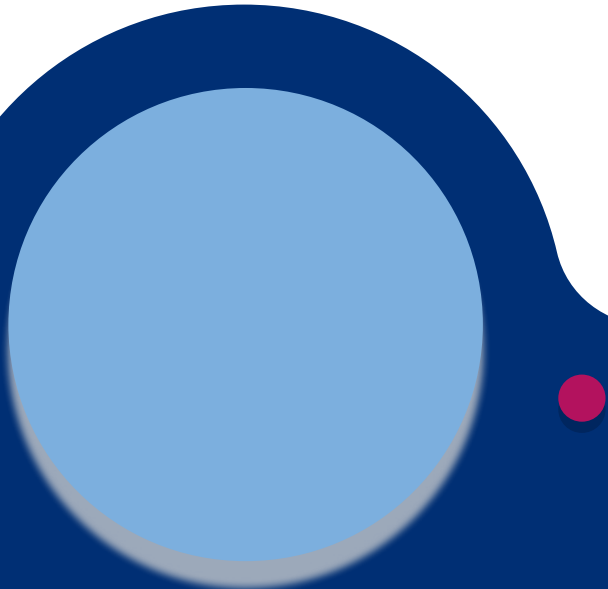


Objective	What we're going to do	How we're going to do it	How we'll know we've been successful (KPI)	How important it is (priority)	When we're going to do it by
Foster a strong internal communications and engagement culture, where colleagues understand and advocate for the brand.	Increase internal awareness of department roles and services	SharePoint News.	<ul style="list-style-type: none"> <li>• Increase in news post views.</li> <li>• Increased engagement with news posts.</li> </ul>	High	Ongoing
	Increase real-time engagement with our staff	Promote and support All Staff Sessions.	<ul style="list-style-type: none"> <li>• Increased attendance.</li> <li>• Improved 'visibility' results in iMatter and Kindness Matters surveys.</li> </ul>	High	Ongoing
		Promote and support Executive and Non-Executive Walk Rounds.	<ul style="list-style-type: none"> <li>• Improved 'visibility' results in iMatter and Kindness Matters surveys.</li> </ul>	Very High	Ongoing
	Support staff to use digital communications tools	Deliver open and targeted sessions on 'getting the most out of SharePoint sites as a site visitor' session	<ul style="list-style-type: none"> <li>• Increase in SharePoint site visits.</li> <li>• Increase in news post views.</li> <li>• Increased engagement with news posts.</li> </ul>	Very High	Summer 2025
	Empower staff to share our positive NHS Golden Jubilee staff and patient stories on social media	Update Digital and Social Media Policy Raise through regular relationship management meetings.	<ul style="list-style-type: none"> <li>• Increased sharing on social channels.</li> </ul>	High	Dec-25
Leverage innovation and automation to streamline, enhance agility, and proactively anticipate market trends and emerging opportunities.	Make the best use out of NHS national systems/ platforms and other digital applications.	Explore all applications available for use within Microsoft 365 suite, including: <ul style="list-style-type: none"> <li>• Planner</li> <li>• Copilot</li> <li>• SharePoint</li> <li>• Power BI</li> </ul> Consider new and emerging AI technologies with universities and industry.	<ul style="list-style-type: none"> <li>• New ways of working implemented</li> <li>• NHS Golden Jubilee becomes a research base for Communication and Marketing tools.</li> </ul>	Medium	2025-2027
Build credibility through public and media relations, thought leadership, and crisis communications.	Appropriate key messages are included in internal and external communications.	Media engagement tactics	<ul style="list-style-type: none"> <li>• Increase in quality coverage.</li> </ul>	High	Ongoing
		Publish newsletters on websites	<ul style="list-style-type: none"> <li>• Interrogate readership through data analysis.</li> </ul>	Very High	Ongoing (quarterly)
		Review and reinvigorate our distribution lists and social media followers	<ul style="list-style-type: none"> <li>• Key influences are receiving our information and engaging with it.</li> </ul>	Very High	Ongoing (every 6 months)
		Presentations at NHS Board Meetings	<ul style="list-style-type: none"> <li>• Increased awareness from NHS Executive and Non-Executive Directors.</li> </ul>	Very High	Dec-25
	Give specialists across all professions a voice to share their expertise.	Engage across the organisation to empower professions to assist with our social media content	<ul style="list-style-type: none"> <li>• Increase video reels by profession. Views and engagement data.</li> </ul>	Medium	Mar-26

Objective	What we're going to do	How we're going to do it	How we'll know we've been successful (KPI)	How important it is (priority)	When we're going to do it by
Leverage multi-channel digital communications to increase our reach and engagement with our online content.	Increase engagement through website, social media and email marketing.	Cross promotion using different channels to further cement key messages.	KPIs achieved, e.g: <ul style="list-style-type: none"> <li>95% Positive Engagement Score</li> <li>10% increase in website visitors</li> <li>10% increase in film views</li> <li>5% engagement rate</li> <li>5% follower growth</li> <li>increased newsletter open rate</li> </ul>	High	Ongoing
	Increased tailored content to the appropriate social media channel	Increase use of Reels Increase staff led relatable content		High	Ongoing
	Make it easier for people to contact us/increase approachability.	Review website contact pages (see also use of jargon and house style)	• All contact information is up to date and correct.	Very High	Summer 2025
		Ensure all patient letters have correct/appropriate contact information	• All patient letters have up to date contact information.	High	TBC
		Review patient information (see also use of jargon and house style)	• All patient information booklets converted to a new digital-friendly format.	Medium	TBC
Drive brand relevance and audience loyalty by designing integrated outreach initiatives, reinforcing message consistency across platforms, and fostering meaningful stakeholder relationships through value-driven interactions.	Execute targeted campaigns using a mix of traditional and digital marketing.	Create targeted marketing and communications plans	<ul style="list-style-type: none"> <li>Plans are in place for all key strategic programmes.</li> <li>Revisit existing plans to ensure key messages aligned.</li> </ul>	High	Ongoing
		Implement engagement strategies like email marketing, ambassador programmes, and community engagement	<ul style="list-style-type: none"> <li>Supporter public voices on social media, media and word of mouth.</li> <li>Increase local interactions with the community in West Dunbartonshire.</li> </ul>	Medium	2025-2030
	Increase awareness in local communities (outside WoS) / across all demographic groups	Develop local toolkits: media, social media plans, QR code leaflets/posters	Results of YouGov second survey, e.g. <ul style="list-style-type: none"> <li>awareness,</li> <li>reputation for high quality service,</li> <li>trusted public sector organisation,</li> <li>willingness to travel</li> </ul>	Medium	2025-2027
		Roadshows/online sessions for NHS Boards and local communities on impact of NHS GJ.	<ul style="list-style-type: none"> <li>10% increase in local media coverage.</li> <li>Increased coverage in local social media outlets.</li> </ul>	Medium	2025-2027

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Enhance organisational impact by setting clear performance benchmarks, aligning initiatives with measurable KPIs, and continuously evaluating outcomes to inform data-driven decision-making and optimise future strategies.	Measure and optimise performance with set Key Performance Indicators based on objectives.	Set Key Performance Indicators with stretch targets above the level of industry benchmarks.	<ul style="list-style-type: none"> <li>KPIs achieved.</li> </ul>	High	Summer 2025 (reviewed and refreshed annually)
	Refine strategies based on data insights.	Use tools such as Google Analytics, Onclusive Reputation, Customer Relationship Management and social media insights to track performance.	<ul style="list-style-type: none"> <li>Campaign KPIs achieved.</li> <li>Annual KPIs achieved/exceeded.</li> </ul>	High	Ongoing
	Monitor trends across the NHS, public and private sector.	Use tools such as Onclusive Reputation to monitor partner agencies.	<ul style="list-style-type: none"> <li>Benchmarking data</li> <li>Increased awareness of other organisations.</li> </ul>	High	Ongoing
Build and sustain strategic relationships to amplify brand credibility, shape public perception, and advance organisational goals through meaningful collaboration and engagement.	Clarify how we will develop strategic partnerships	Develop a Strategic Partnership Framework	<ul style="list-style-type: none"> <li>Strategic Partnership Framework published.</li> </ul>	Very High	Autumn 2025
	Improve relationships with our external stakeholders	Regular meetings with key stakeholders	<ul style="list-style-type: none"> <li>Regular key stakeholder engagement meetings diarised at least 6-12 months depending on frequency.</li> </ul>	High	Summer 2025
	Work with teams to understand influencers within their profession so that we are engaging with the right audiences.	Gather intelligence through professions	<ul style="list-style-type: none"> <li>Increase video reels by profession.</li> <li>Views and engagement data.</li> </ul>	Medium	Mar-26
	Work with the media to increase quality coverage	Build even stronger relationships with key media outlets/individuals	<ul style="list-style-type: none"> <li>Enhanced quality of coverage, with more key messages included.</li> <li>10% increase in media coverage.</li> <li>Positive Engagement Score maintained.</li> </ul>	High	Ongoing





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