

NHS Greater Glasgow and Clyde **Core brief**

Report from April meeting of the NHSGGC Board (1 May 2025, 3.50pm)

NHS Board on the Road

The NHS Board met on Tuesday 29th April 2025. To give Board members the opportunity to meet staff and to increase the visibility of the work of the Board, it is planned to hold Board meetings at different locations throughout the NHSGGC area, in addition to Board Headquarters.

The April meeting was held at the Royal Alexandra Hospital in Paisley.



The full set of papers are [here](#).

This summary sets out key decisions and issues considered at the meeting.

Chair's Report

Dr Lesley Thomson, KC, reported on a number of events she had attended including a meeting with the Cabinet Secretary for Health and Social Care and fellow Board chairs to discuss reform and renewal. She advised the Board of a number of ministerial engagements including hosting the Cabinet Secretary at the topping out ceremony for the new healthcare facility for Bishopton and Dargavel and a meeting she and the Chief Executive had attended with Minister for Public Finance of Scotland, Ivan McKee, MSP to discuss planned care. She reported that she had also hosted the latest briefing session with MSPs and MPs.

The Chair advised that, together with the Chief Executive and Executive Directors, she had attended a meeting with representatives from the three main adult Emergency Departments following publication of the Healthcare Improvement Scotland ED Review. She had also paid a visit to the Royal Hospital for Children, and she was delighted to join colleagues and other Board members at the first Hackathon to consider plans for whole system reform in NHSGGC and build together solutions for the future.

Dr Thomson closed by paying tribute to Julie Murray, Chief Officer, East Renfrewshire Health and Social Care Partnership who is retiring. As one of the longest serving Chief Officers in Scotland, Julie was an early adopter and proponent of partnership working and integration. The Chair also thanked Julie for her support and commitment to veterans and their families in her role as Veterans' Champion.

Chief Executive's Report

Professor Jann Gardner advised that one of her key priorities as Chief Executive is to get out and about to meet NHSGGC staff. She highlighted a number of visits she had undertaken since the last Board meeting. These included visits to the Royal Hospital for Children and Queen Elizabeth University Hospital, the Royal Alexandra Hospital Maternity Unit and Glasgow Centre for Population Health.

She also reported on her visit to Clydebank Health and Care Centre and Queen's Quay House Care Home and to East Dunbartonshire Health and Social Care Partnership where the Cabinet Secretary for Health and Social Care paid a visit to see Realistic Medicine in practice. Professor Gardner spoke of her admiration for all the staff that she had met and thanked everyone for welcoming her and for their enthusiasm and commitment to improving patient experience and outcomes.

Professor Gardner highlighted a series of meetings that she has held with emergency department staff. She outlined the major improvement programme within unscheduled care, The GGC Way Forward, which has launched following the special Board meeting on 23rd April. This programme will dovetail with the wider strategic programme, Transforming Together, which is already underway.

Finally, Professor Gardner congratulated William Edwards following the announcement of his appointment as Deputy Chief Executive.

Patient Story

This month's [story](#) features the palliative care provided to one resident and his family by Westerton Care Home, in conjunction with the Care Home Liaison Service.



First Nursing and Midwifery Strategy approved for Board

Professor Angela Wallace, Executive Director of Nursing, presented the nursing and midwifery strategy, the first of its kind for the Board and the result of an extensive collaborative effort with nursing and midwifery staff.

'Leading the Way' 2025-2029 is the product of a comprehensive listening exercise from NHSGGC known as The Big Conversation. This initiative engaged nurses and midwives across the Board through a variety of in-person and multimedia platforms, ensuring their voices were heard and that their insights were integral to shaping a new approach to care.

The strategy sets of four priorities:

1. Fostering approachable, compassionate, and visible leadership in nursing and midwifery.
2. Advancing professional practice through education, innovation, research, and transformation.

3. Ensuring safe, effective, efficient, high-quality care.
4. Developing an inclusive culture of collaboration and caring.

NHSGGC employs more than 18,000 nurses and midwives. In this [video](#) we hear from them what it means to be a nurse and midwife within NHSGGC.



[Click here to read the full Board paper.](#)

Hospital Safety Actions

The Chief Executive presented a paper updating the Board on the significant work that NHSGGC has carried out, and continues to undertake, to ensure the environmental risks at the QEUH and RHC are minimised. As new to the organisation, the Chief Executive had commissioned the paper which also provides a summary of the internal and external scrutiny which has taken place to improve and ensure patient safety.

The report highlights the following:

From 2019 onwards, there has been significant scrutiny of issues relating to safety at QEUH/RHC. A series of internal and external reviews have been undertaken with full compliance from NHSGGC. All actions and recommendations have been considered and implemented, and all reviews have been reported through internal governance processes.

We have been closely monitoring data and quality outcomes, locally and nationally, for patients treated within QEUH and RHC and all available data, including our

testing of water and air quality and our independent testing of our ventilation systems, indicate that our confidence in the hospitals' environment is well-founded.

- The water quality in our hospitals' domestic system is closely monitored, and the testing and monitoring we have in place is amongst the most comprehensive in the country
- Our specialist ventilation systems are inspected annually by our teams and independent experts to ensure that they continue to work correctly
- For the adult Bone Marrow Transplant Unit, we also carry out monthly air sampling to give additional assurances.
- We also regularly review patient clinical outcomes including healthcare associated infections and mortality to ensure that they are within expected limits
- The QEUH has better mortality rates than predicted for the hospital – this is despite the hospital treating amongst the most unwell patients in Scotland. In addition, national surveillance of healthcare associated infections shows that NHSGGC hospitals are in line with or below the national average for all three Healthcare Associated Infection indicators.

We remain confident, through our evidence and ongoing monitoring processes that our hospitals provide an environment where risk is effectively managed every day to support safe, high quality patient care.

[Click here to read the full Board paper.](#)

Fatal Accident Inquiry Update

Dr Scott Davidson, Executive Medical Director, presented a report on the determination of the Fatal Accident Inquiry (FAI) into three neonatal deaths, published on 18th March 2025. The FAI was heard by Sheriff Principal Aisha Anwar KC, from February – May 2024 and relates to one case where care was provided by NHSGGC.

Dr Davidson recorded his sincere apologies to the family of Leo for the sad loss of their son. In total the Sheriff made 11 recommendations. The Board received a commitment from maternity services to deliver the recommendations which require local action and to work with other Boards and the Scottish Government on the changes requiring national action.

[Click here to read the full Board paper.](#)

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