

Core Brief



Report from August meeting of the NHSGGC Board (1 September 2023, 1.30pm)

The Board of NHS Greater Glasgow and Clyde met on Tuesday, 29 August 2023. The full set of papers are [here](#).

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

Chair and Chief Executive's Reports

Professor John Brown CBE reported on his key activities over the past two months. He welcomed new Board member, Dr Rebecca Metcalfe, to her first Board meeting and paid tribute to Simon Carr, who was attending his last meeting after serving two terms on the Board.

The Chair reported on a series of governance meetings that he attended over the past two months. He also sat on the interview panel for the position of Director of Public Health and formally congratulated Dr Emilia Crighton on her appointment to the post and to the Board.

Professor Brown also hosted the Cabinet Secretary for NHS Recovery, Health and Social Care, Michael Matheson MSP, at a visit to Gorbals Health and Care Centre to meet staff involved in delivering the new Long Covid service. He was very impressed with the work involved in designing and building the new service and thanked the team for their efforts. Finally, the Chair reported that his external governance review of NHS Forth Valley was continuing.

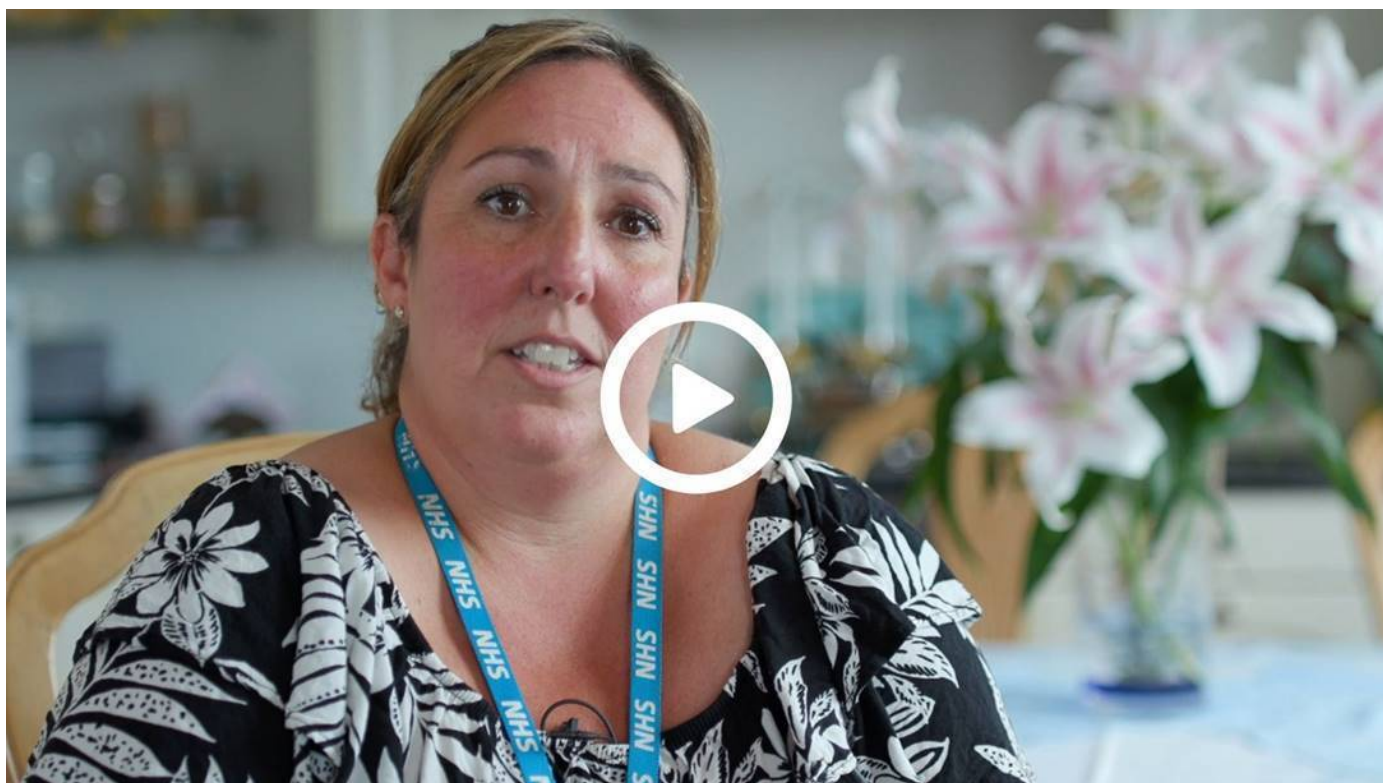
Following the recent trial and conviction of Lucy Letby, Chief Executive, Jane Grant, expressed her sympathies to the families involved. In light of the case, the Cabinet Secretary for NHS Recovery, Health and Social Care has asked all NHS Boards to provide reassurance on the processes and systems for managing patient safety concerns. Mrs Grant advised that, whilst NHSGGC has robust clinical and corporate governance processes in place, it was important to learn from these tragic events. There would be a review of the mechanisms in place within NHSGGC which would report to the Clinical and Care Governance Committee and to the Scottish Government.

Mrs Grant also reported on a number of meetings she had in the period since the last Board meeting. These included meetings with the Innovation Design Authority, the national Best Start Programme Board and a Pay Review implementation meeting. She also spent time visiting Dykebar Hospital and the QEUH Maternity Unit where she met staff and heard about the innovative work being carried out by

both services. Mrs Grant hosted a visit by Mr Matheson to Inverclyde Royal Hospital and Glasgow Royal Infirmary where the Cabinet Secretary met teams in the major trauma pathway and unscheduled care services.

Patient Story

Professor Angela Wallace, Executive Nurse Director, introduced the [patient story](#), which this month, focuses on the work of the Community Podiatry team and hears from one of their patients.



Refresh of the Mental Health Strategy 23-28

Susanne Miller, Chief Officer, Glasgow Health and [Social Care Partnership](#) and Dr Martin Culshaw, Deputy Medical Director, Mental Health Services presented the draft strategy.

The refreshed strategy continues a long-standing aim of mental health services within NHSGGC to shift the balance of care and develop enhanced patient-centred services delivered in, or close to, patients' homes and community-based settings. It takes account of the current national context, recognises the significant impact of, and response to, the pandemic, and highlights progress made in the delivery of commitments set out previously.

The strategy also has been widened to encompass the full range of mental health services.

The vision for the strategy refresh includes a community focus on: delivering prevention and early intervention; expanding the development of Recovery Peer Support Workers in community teams and inpatient settings; improving the effectiveness of community services; developing Unscheduled Care; and, supporting faster discharge to the community.

The strategy proposes a system of stepped/matched care, allowing for progression through different levels of care, with people entering at the right level of intensity of treatment facilitated by integration across services to provide a condition-based care approach.

Ms Miller noted that any services changes and developments would seek to involve patients, including through co-production.

Board members welcomed the comprehensive strategy and recorded their support for the approaches being set out. Assurances were sought about the affordability of the strategy, noting recent media coverage about funding available for the 2024-25 contract for community link workers. Ms Miller confirmed that the proposed phasing of the implementation of the strategy was accompanied by a financial framework which would be further developed in the coming months.

The Board approved the refreshed 2023-28 Mental Health Strategy.

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

Climate Change & Sustainability Strategy

Professor Tom Steele, Director of Estates and Facilities, presented the draft Climate Change & Sustainability Strategy for approval. The Strategy has been developed to encompass NHSGGC's medium term sustainability objectives for the period 2023-2028, and sets out a pathway towards net zero heat Greenhouse Gas (GHG) emissions by 2038 and an overall position of net zero GHG emissions by 2040.

The strategy, which will be reviewed every five years so that it can evolve to reflect NHSGGC's progress and changing national and international priorities, sets out a range of objectives covering all areas of national policy requirements, with a particular focus on five key areas – Energy, Waste Management, Transport Fleet Energy and Travel, Green Theatres Project, and Environmental Management – the delivery of which is crucial to NHSGGC's medium to long term corporate objectives.

As well as helping NHSGGC to support staff in adopting the latest advancements in safe, sustainable patient care, the vision of NHSGGC is to make its buildings and wider services as efficient and sustainable as possible. It also plans to develop safe active travel routes connected to low-carbon transport links throughout Greater Glasgow and Clyde and the rest of the country. One of the main areas of focus will be the continuing development of NHSGGC's outdoor estate to provide

safe, attractive, green spaces for relaxation, exercise and positive mental and physical wellbeing.

The Board approved the strategy.

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

Performance Report

Mr Colin Neil, Finance Director, presented the overall performance report for August 2023. Board members asked about preparations for winter. In response, they were advised that a robust winter plan has been prepared and the focus will continue to be on supporting those patients with a minor illness or injury to use appropriate services, supporting the flow through hospital and ensuring our staffing profile is matched to service demand.

The Board also discussed performance in relation to the Cancer 62 Day Waiting Times which remained a key area of challenge. A number of factors have impacted on performance against this target, including a significant increase in the number of patients referred with an urgent suspicion of cancer. As there continued to be focus on treating patients with longer waits as well as those prioritised to be seen urgently, it was noted that it might take some time for improvement to be reflected in performance targets.

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

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