

NHSGGC

# Core Brief



## Report from the February 2026 meeting of NHSGGC Board (17 March 2026, 5.30pm)

The NHS Board met on Thursday 26 February. 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 paid tribute to Denise Brown, Head of Digital Services, marking her retirement and thanking her for her dedication, leadership and contribution to NHS Greater Glasgow and Clyde over many years.

She also highlighted a recent visit to the Royal Hospital for Children with the First Minister, where they saw the Teddy Hospital in action and visited the new sensory pod, both of which demonstrate the commitment of teams to creating a supportive, child-friendly environment and improving the experience of young patients and families.

The Chair also spoke about a recent visit to the AMMA birth companions, where she had the opportunity alongside non-exec Mevish Ashraf to hear about AMMA's work and the experiences of the women they support.

Finally, the Chair noted that Professor Iain McInnes of the University of Glasgow will be stepping down as Non-Executive Member. She recorded the Board's thanks for his commitment and contributions over the past five year, wishing him well for the future.

### Chief Executive Update

Professor Jann Gardner highlighted a number of recent visits, developments and areas of focus.

As well as reflecting on the First Minister visit to Glasgow Royal Infirmary, Professor Gardner visited Dumbarton Health Centre, meeting with colleagues to discuss current pressures, the challenges facing services, and options for how care can continue to evolve going forward.

The Chief Executive outlined key areas of focus for the organisation, including:

- The delivery of the first System Reset and Reset 2, and the positive impact these have had

- The outstanding commitment shown by staff across services
- Ongoing work to evolve the system, address pressures and ensure patients are cared for in the right place
- Early improvements, including reductions in delayed discharges and waiting times
- Acknowledgement that while there is more to do, there is already clear impact and a strong direction of travel.

She also updated the Board on sub-national planning work, noting that collaboration across the west of Scotland continues at pace. This includes joint work on access, orthopaedics and digital developments, with Boards increasingly working together on shared priorities.

The Chief Executive provided an update on Skye House, confirming that an inspection has taken place and that the report was published on 19 February, identifying 11 areas of good practice, 9 areas of improvement and 16 requirements. The Board has since received a more detailed discussion to explore next steps.

Finally, the Chief Executive noted that John O'Dowd has been appointed as Interim Director of Public Health, following appointment by the Cabinet Secretary, and that current Director of Estates and Facilities, Tom Steele will be stepping into a new strategic capital role for the Board.

## **Patient Story**

Professor Angela Wallace, Director of Nursing, Shared our patient story which highlighted the NHSGGC Psychology Trauma Service and specifically arts psychotherapy treatment and the inspirational experience of a patient who has benefited.



## **People and Staff Governance Committee**

The Board approved new Terms of Reference for a People and Staff Governance Committee, which brings together the existing People Committee and Staff Governance Committee into a single, strengthened Board committee.

The new committee will provide Board-level oversight of:

- Staff governance and workforce matters
- Organisational culture, staff experience and wellbeing
- Equality, diversity and inclusion
- Health, safety and safer staffing
- How NHSGGC meets its legal duties to staff.

This change is intended to strengthen focus on staff voice, fairness and culture, particularly during a period of significant transformation across the organisation. Further work will now take place to confirm the committee's membership.

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

## **Transforming Together – progress update**

The Board noted continued steady progress across all six Transforming Together programmes, despite sustained operational pressures.

Key developments included:

- Further progress on the GGC Way Forward, with more actions completed and digital triage moving into implementation
- Continued expansion of Interface and Urgent Care, including work on virtual pathways, flow improvement and workforce models
- Ongoing delivery across Primary Care, Mental Health, Cancer and Planned Care, and Women and Children's services
- Early work beginning on a Transformational Blueprint to describe how services will be delivered sustainably in future.

Overall, programmes remain on track and continue to show resilience and momentum.

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

## **Innovation Story**

Dr Scott Davidson, Medical Director, introduced the Innovation Story which focused on point of care troponin testing, which helps clinicians quickly assess patients for a number of heart conditions. NHSGGC is the first hospital in Scotland to have introduced this testing technology which speeds up treatment for patients, and improve patient flow by freeing up capacity.



## Quality Strategy and Learning System

The Board received an update on Year 2 of the Quality Strategy – “Quality Everyone Everywhere”, with a particular focus on the development of the NHSGGC Learning System.

Progress highlighted included:

- Continued work to strengthen a culture of kindness, compassion and person-centred care
- Improved use of feedback and learning from incidents, complaints and experience
- Development of a Learning System Hub to make learning easier to share and access across the organisation
- Plans to formally launch the Learning System later in 2026, supported by staff engagement and communications.

The Board provided assurance on progress and reinforced the importance of learning, listening and continuous improvement.

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

## QEUH maternity inspection update

The Board was updated on the recent unannounced inspection of the QEUH Maternity Unit by Healthcare Improvement Scotland. The final report has not yet been issued by HIS. During the inspection, Inspectors identified:

- Many examples of compassionate, high-quality care and strong multidisciplinary working
- Areas for improvement, including delays in care and aspects of the environment.

Immediate actions were taken following the inspection, with further work underway around staffing, culture, governance and preparedness for future visits. The Board recognised the significant effort of maternity teams in responding quickly and constructively to initial feedback and will implement further recommendations from the final report.

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

## **Refreshing our approach to communications**

The Board approved a refreshed approach to communications to help strengthen trust, improve responsiveness and support the organisation's transformation programme.

The new approach places a stronger emphasis on:

- Clear, compassionate and timely communication
- Better listening and learning from staff, patients and communities
- Being more responsive to live and emerging issues
- Making better use of digital channels and social media
- Accessing specialist external advice when needed, particularly during high-pressure situations.

To support this work, the Board also noted the creation of an additional Deputy Director of Communications post, which will strengthen capacity across public, staff and stakeholder engagement, while maintaining strong day-to-day communications.

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

## **QEUH and RHC assurance**

The Board considered a comprehensive assurance paper on the QEUH and Royal Hospital for Children hospital environment, including water, ventilation and infection control.

The paper confirmed the significant capital investment and improvement work since 2018 and the ongoing monitoring, external audits and strong governance arrangements in place.

The Board also noted the establishment of a new Safety and Public Confidence Oversight Group, which will provide additional assurance and focus on engagement, leadership, culture and learning from the Scottish Hospitals Inquiry.

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

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