NHSGGC

Core Brief



Daily update
(18 November 2026, 5.40pm)

IMPROVING FLOW FOR WINTER AND BEYOND – Every Role, Every Service, Every Day.

Launching Whole System ***In It Together*** Programme



This week, NHS Greater Glasgow and Clyde is launching In It Together to improve patient flow and reduce delays in urgent and unscheduled care. As part of the programme, we are putting additional support in place at Queen Elizabeth University Hospital (QEUH), Glasgow Royal Infirmary (GRI) and Royal Alexandra Hospital (RAH).

Why are we doing this now?

Sustained demand and high bed occupancy are putting pressure on all three hospitals. Patients who need to be admitted are waiting longer in emergency departments, assessment areas and ambulances, while delays in arranging onward care are limiting the beds available for admission. The immediate priorities are to reduce waits for a bed and support safe, timely discharge, including at weekends.

What does this mean for QEUH, GRI and RAH?

Each hospital will strengthen its daily review of patient flow and provide targeted support to wards. Issues raised at ward huddles will feed into daily site reviews. If an issue cannot be resolved on site, it will be escalated to sector management and, where required, to the Executive Team.

What will we be doing?

Hold more frequent ward huddles and targeted ward rounds, with senior clinical input and multidisciplinary review to identify patients who are ready for the next stage of care.

Identify barriers to discharge early and agree what action is needed, with additional focus on safe weekend discharge.

Consider the Virtual Hospital, community services and other care pathways early, where clinically appropriate.

Local leadership teams have also been asked to temporarily pause non-urgent medical work where it is safe and appropriate, so teams can prioritise patient flow. Local leaders will communicate any changes directly to affected staff.

Whole system response

Hospital, primary care, community and support services will coordinate action where delays involve more than one team. Medical, nursing, allied health, pharmacy, operational and discharge teams will work through existing site and sector arrangements. We will continue to work in partnership with trade union colleagues as the programme is implemented.

The Winter Expert Professional Advisory Group will advise on emerging pressures, bed occupancy and actions to reduce delays. Digital Services and Business Intelligence teams will support monitoring and share findings with services, helping identify where further support is needed.

What we are asking of staff

Please raise delays in transfer or discharge through your usual team arrangements, setting out the specific issue and any support needed. Site and service leaders will share updates on local arrangements. Further information will be available through the Core Brief and on Staffnet.

Thank you for your continued work to support patients and colleagues across NHSGGC.

It is important to share Core Brief with colleagues who do not have access to a computer.
A full archive of printable PDFs are available on website