



Report from the August 2026 meeting of NHSGGC Board (18 September 2026, 1.50pm)

The NHS Board met on Thursday 27 August. The Full set of papers are [here](#).

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



Chair's Report

Chair Dr Lesley Thomson KC welcomed Councillor Colette McDiarmid back to the Board following her reappointment and looked forward to her continued contribution as a member of NHSGGC Board.

The Chair highlighted the important role played by NHSGGC's equality forums and networks and reflected on attending the recent Equality Forums and Networks event alongside Non-Executive Member, Dianne Foy. Bringing together members of the LGBTQ+ Staff Forum, BME Staff Network and Staff Disability Forum, the event provided an opportunity for staff to share their experiences directly with senior leaders and discuss areas where further progress is required. The Chair thanked everyone involved in organising and contributing to the event and recognised the important role the forums play in helping the Board understand and respond to the issues affecting staff across the organisation.

The Chair also paid tribute to Beth Culshaw, Chief Officer of West Dunbartonshire Health and Social Care Partnership, who will retire at the end of September following more than 30 years of public service. Dr Thomson thanked Beth for her commitment, professionalism, and leadership. The Board also welcomed the appointment of Caroline Sinclair as Chief Officer for West Dunbartonshire HSCP.

Chief Executive's Report

Chief Executive Professor Jann Gardner updated the Board on a number of key developments since the last meeting, including visits by the First Minister to

officially open the Cardonald Walk-in Clinic, the Cabinet Secretary's visit to the Royal Hospital for Children as part of the Commonwealth Games Baton Relay, and Director-General Caroline Lamb's visit to the Queen Elizabeth University Hospital as part of her retirement tour of NHS Scotland.

The Board heard about continued progress in strengthening sub-national collaboration across the west of Scotland, including joint work on patient flow, orthopaedics, digital services and reducing waiting times. Members also noted the launch of the Discovery Circuit programme, which brings together frontline staff and senior leaders to identify challenges, share learning and help shape future service improvement. The first event focused on cardiology services and provided an opportunity for staff to highlight both achievements and priorities for further improvement.

The Chief Executive also welcomed the appointment of Caroline Sinclair as Chief Officer for West Dunbartonshire Health and Social Care Partnership, while thanking Beth Culshaw for her contribution ahead of her retirement.

Patient Story

The Board heard from patient Kevin, who shared his experience of receiving support from the Apple Clinic, a rehabilitation and prehabilitation service based at Inverclyde Royal Hospital and the Royal Alexandra Hospital.

The multidisciplinary service supports people recovering from cancer treatment and major surgery, helping them improve their physical, emotional and psychological wellbeing. Through Kevin's story, members heard how the clinic's holistic approach helps patients regain confidence, build resilience and achieve better outcomes before and after treatment.



Innovation Story

The Board also heard from Dr David Irvine and patient Adam, highlighting the transformational impact of advanced cellular therapies being delivered within NHSGGC.

Members heard how NHSGGC has developed a leading reputation in CAR-T therapy, providing patients with access to highly specialised treatments and innovative clinical trials. Through Adam's story, the Board saw the life-changing difference these therapies can make and recognised the contribution of the haemato-oncology team and wider specialist services supporting this work.



Safety and Public Confidence Oversight Group (SPCG)

The Board received an update on the work of the Safety and Public Confidence Oversight Group (SPCG), which has continued to progress its first phase of work across three key areas: patient, family and public experience; environmental, facilities and technical assurance; and professional relationships, leadership and culture.

Members heard that extensive engagement has taken place over the summer, including interviews, surveys and public sentiment analysis involving patients, families, staff and the wider public. The group has also continued its work on water and ventilation assurance, alongside the development of a new professional resolution framework to support organisational culture and professional relationships. Based on Board update provided by the Chief Executive and SPCG co-chair.

The Board noted that Phase 1 of the programme is reaching its conclusion, with final reports and recommendations considered by SPCG in September before being brought to the Board in October. Members also heard about plans for Phase 2, which will include a wider review of the Queen Elizabeth University Hospital and Royal Hospital for Children, consideration of issues raised through recent concerns and correspondence, and a review of governance arrangements to ensure clear oversight and minimise duplication.

Sir Lewis Ritchie, Independent Co-Chair of the SPCG, described the first phase of work as a "diagnostic" stage focused on understanding concerns and identifying areas for improvement. He noted that the next phase will focus on translating those findings into action plans and sustainable improvements, recognising that while significant progress has been made, there is further work

ahead.

[You can view the full Board paper here.](#)

Leading the Way: Nursing and Midwifery Strategy

The Board received the first annual impact report for **Leading the Way**, NHSGGC's Nursing and Midwifery Strategy.

Members heard that 92% of Year 1 actions are either complete or on track, with no actions assessed as being at risk of delivery. The report demonstrated significant progress across a range of priorities, including workforce development, leadership, digital innovation and patient experience.

Highlights included:

- Digital Clinical Notes now implemented across more than 140 wards.
- More than 100 healthcare support workers progressing into nursing education programmes.
- Recruitment of 356 internationally educated nurses.
- Introduction and testing of person-centred care standards across more than 20 clinical areas.

The Board welcomed the progress made during the first year of delivery and thanked nursing and midwifery colleagues for their continued dedication and leadership in delivering high-quality care.

[You can view the full Board paper here.](#)

Transforming Together

The Board received the latest update on Transforming Together, NHSGGC's major improvement and transformation programme. Previous reporting confirmed all six transformation programmes remain on track, covering urgent and unscheduled care, primary care, planned care, mental health, women's and children's services and digital transformation.

Members heard about continued progress through initiatives including Hospital at Home, the Flow Navigation Centre, redesigned planned care pathways and a range of admission avoidance programmes designed to support care closer to home.

The Board welcomed the progress being achieved while recognising the importance of maintaining momentum against a backdrop of increasing demand and ongoing financial pressures.

[You can view the full Board paper here](#)

Finance Report

The Board considered the latest financial position and noted the significant financial challenges facing NHSGGC and the wider NHS. At Month 3, NHSGGC reported an overspend of £29.9 million, with a forecast year-end overspend of £58.0 million if further action is not taken.

Members discussed the actions being taken through the Sustainability and Value Programme to improve productivity, strengthen financial controls and identify efficiencies while protecting frontline patient care. The Board noted that delivery of savings remains challenging and that continued focus will be required throughout the remainder of the financial year.

[You can view the full Board paper here.](#)

Deep Dive: Emergency Medicine and Unscheduled Care

The Board received an update on emergency medicine services across NHSGGC's three main emergency departments.

While services continue to face significant operational pressures, patient feedback remains largely positive, with most patients reporting they were treated with dignity and respect and felt safe in their care.

Members heard about the different challenges facing each site and noted ongoing improvement work focused on patient flow, assessment processes, workforce support and admission avoidance.

The Board also discussed recent correspondence from emergency department consultants at QEUH and noted that, while concerns remain around capacity and system pressures, improvement activity continues through the GGC Way Forward and Transforming Together programmes.

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