

NHSGGC

Core Brief



Report from the April 2026 meeting of NHSGGC Board (26 May 2026, 10.45am)

The NHS Board met on Thursday 30 April. 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, welcomed the Board to Parkhead Hub as part of the programme to hold Board meetings across NHSGGC.

The Chair indicated her full list of engagements is in the Board papers but she wished to highlight two visits.

The Chair reflected on a recent visit to the Health Board's Decontamination Unit, accompanied by Non-Executive Directors Margaret Kerr and Michelle Wailes. She described this as one of the most informative visits she had undertaken and thanked the staff involved in hosting the visit. She commented on the essential role of the unit in supporting safe and efficient operating theatres, noting the high standards of care and attention required to ensure surgeons have the equipment they need, always with patient safety as the priority.

The Chair also noted her attendance at a UNISON event at the Royal Alexandra Hospital, to mark International Workers' Memorial Day. This was an occasion to mark the dedication of a memorial bench, created by the Men's Shed in Shettleston, and she reflected on the moving speeches delivered on the day. The Chair recorded her thanks to UNISON for the invitation and for taking the memorial forward.

Dr Thomson also recorded the Boards thanks to William Edwards and wished him every success in his new role as Chief Executive at NHS Fife.

Chief Executive's Update

Professor Jann Gardner highlighted several items.

She has been delighted to undertake and host several key visits:

- On 4 March, the Cabinet Secretary for Health and Social Care, Neil Gray, and Co-Chair of the Safety and Public Confidence Oversight Group, Sir Lewis Ritchie, visited NHSGGC. This included a visit to the adult Bone Marrow Transplant Unit, water and ventilation areas, and discussions with staff about improvement work and ongoing challenges.
- Recent external engagement also included a visit to the FNC+ and paediatric unit at the RHC by NHS Scotland's Chief Operating Officer and Deputy Chief Executive, Christine McLaughlin, alongside a visit to the QEUH campus by the Chief Medical Officer, Sir Gregor Smith, and Dr Helene Probst, National Medical Director for Denmark, to learn more about the Virtual Hospital and the Realistic Medicine programme. The Cabinet Secretary also visited QEUH to hear about the neonatal spinal muscular atrophy (SMA) screening programme.

The Chief Executive also reflected positively on the one-year summit held on 12th March, noting that the Board has seen strong progress over the past financial year, including increased planned care capacity, reductions in long waits, and early momentum in the expanding Virtual hospital.

Also, the Chief Executive noted the progress made in establishing the Safety and Public Confidence Oversight Group (SPCG) in relation to the QEUH and RHC. She highlighted that two meetings have already been held, there are three significant portfolios of work underway that cover public confidence and engagement, environment and facilities assurance, professional relationships leadership and culture. Portfolio leads have been identified; each portfolio has clear workstreams and a work plan. As the work is delivered progress will be reported to the SPCG and NHSGGC Board.

The Chief Executive also highlighted to the board that a joint Sub-National East and West draft plan was submitted to Scottish Government on 13th March the draft plan sets out the direction of travel for the sub-national planning priorities of orthopaedic planned care emergency care access and flow, digital front door and business systems. The next stage of the work will involve continued collaboration within Scotland West to develop a detailed implementation plan, with continued close working with Scotland West Boards as well as liaison and collaboration with Scotland East.

Finally, the Chief Executive added that there have been a number of excellent appointments to the Executive team. Firstly, the Deputy Chief Executive role has been given as an additional responsibility to two existing Executive Directors:

- Michael Breen, appointed as Deputy Chief Executive for Portfolio 1 – Finance, Planning and Corporate services.

- Russell Coulthard, appointed as Deputy Chief Executive for Portfolio 2 – Operations and Digital.

There has also been further recruitment within the Executive team:

- Russell Coulthard has also been appointed to the interim Chief Operating Officer role.
- Alan Wilson has joined as Director of Estates and Facilities.
- Tom Steele has moved into the role of Director of Strategic Infrastructure, Planning and Delivery.
- Alistair Graham has been appointed as Director of Digital and commenced employment on 25th May.

Patient story - Outpatient Parenteral Antimicrobial Therapy (OPAT) Service.

Professor Angela Wallace, Executive Nurse Director, introduced the patient story, which this month hears from a patient who has benefitted from the Outpatient Parenteral Antimicrobial Therapy (OPAT) Service.



Safety and Public Confidence Oversight Group

Jann Gardner, Chief Executive, and Professor Sir Lewis, gave an update on the Safety and Public Confidence Oversight Group (SPCG) which has been set up to improve confidence in the safety of the Queen Elizabeth University Hospital (QEUH) and Royal Hospital for Children (RHC).

It brings together independent experts, family representatives, executive and non-executive directors, and clinical leaders, and reports directly to the NHSGGC Board. The group is focused on learning from past concerns and making sure improvements are clearly evidenced, well-managed and openly communicated to

patients, families, staff and the public.

The work is organised into three portfolios:

- public confidence and engagement
- environmental and facilities assurance (including water systems, ventilation and infection control)
- professional relations and culture.

Through its three portfolios and clear governance arrangements, the portfolios are designed to ensure transparency, accountability and meaningful improvement. The Board were assured that work is underway at pace, with appropriate leadership, oversight and reporting mechanisms in place to support delivery and sustain public confidence.

The full paper is available [here](#).

Transforming Together – progress update

Claire MacArthur, Director of Planning, gave an update on the progress made under the Transforming Together programme:

- GGC Way Forward
 - Nursing workforce recruitment completed and additional nurses in post for Clyde
 - Launch of discharge to scan general medicine hot clinic developed and launched in North
 - OPAT services live in all sectors
- Interface & Urgent Care Programme
 - Focus in coming months is to establish virtual hospital pathways for cardiology frailty and respiratory patients
 - Whole System Flow – whole system audit completed and DWD steering group established with renewed priorities
- Primary Care
 - Approval to access GP practice data continues, with 46 practices having now approved data sharing. This will support the creation of a whole system Primary Care Information dashboard
- Mental Health
 - Community Mental Health Acute Care Service (CMHACS), Medical staff now incorporated into the MDT approach across Glasgow City
 - Whole system Bed Management project - bed manager role continues to progress through the vacancy process
- Cancer and Planned Care
 - Urology Review: TP Biopsy private sector tender progressed; 93 cases (against a 180 target by 31 March) sent early February. Two additional Clinical Nurse Specialist posts recruited
- Women & Children's Programme

- Further successful expansion of paediatric (18 patients admitted through January) and neonatal (39 admitted through January) Hospital at Home service.
- Further progression of the Birmingham symptom-specific obstetric triage system (BSOTs) triage model of care within maternity services. This standardises the assessment of women presenting with unexpected pregnancy related problems or concerns, and ensures they are prioritised according to clinical urgency.
- Additional 15 WTE midwives have been appointed.

The Board noted the progress being made to deliver the ambitious transformation programme at pace and scale.

The full report can be viewed [here](#).

Innovation story - Magic Leap mixed reality goggles

Dr Scott Davidson, Medical Director, introduced the Innovation Story which focused on pioneering spinal surgery using cutting-edge Mixed Reality (MR) technology at Glasgow's Institute for Neurological Sciences (INS). The technology gives surgeons a realistic 3D view of the patient while they complete the surgery, and the site is the first in the UK to use it.



New Financial Plan

Michael Breen, Director of Finance, set out a new three-year Financial Plan (2026-27 to 2028-29) for NHSGGC. Whilst NHSGGC has historically delivered a breakeven position, this has become increasingly reliant on non-recurring measures and means that the organisation carries a significant underlying financial deficit into future years. In addition to this underlying deficit, there are additional

costs over this period particularly in regard to prescribing, inflation and local and national investment in services and technologies.

Although the plan outlines a route to a balanced position in 2026–27, delivery is contingent on achieving a substantial programme of savings and strengthened financial management actions. The plan also indicates a deteriorating financial outlook across the subsequent two years. It should be noted that the Scottish Government approved NHSGGC's plan on the basis of achieving breakeven in 2026–27.

To address these challenges, NHSGGC will implement a comprehensive Sustainability and Value (S&V) Programme. This will focus on strengthening cost control, improving productivity through more efficient ways of working and delivering longer-term service transformation. Key actions include systematic service reviews and maximising opportunities in digital and procurement.

The scale of the financial challenge is significant and all budget holders are therefore expected to take proactive steps to ensure services are financially sustainable, while continuing to deliver safe, effective, and high-quality care.

You can find the full report [here](#).

Research & Innovation (R&I) Annual Report

Dr Scott Davidson, Executive Medical Director introduced the Research and Innovation Annual Report, highlighting that research activity across NHSGGC remains strong and stable, with over 1,000 active studies, around 400 investigators, and 8,073 participants recruited in 2025.

There was continued growth in commercial research, including a 15% increase in commercial recruitment, alongside major milestones in Glasgow-led investigator-initiated trials, where first participants were recruited to several high-impact studies. Significant progress was made in strengthening the Commercial Research Delivery Centre (CRDC) through infrastructure upgrades and expansion of nursing, pharmacy and clinical fellow capacity, reinforcing Glasgow's leadership position within the UK clinical research landscape.

The report also demonstrates major advances in mental health research and patient and public involvement, especially in Women's Health and Paediatrics. Support from the West of Scotland Innovation Hub continues to play a central role in safely evaluating and adopting new technologies, and research education and workforce development continued to expand, with new training programmes, MSc routes and support for early-career researchers.

Looking ahead to 2026, priorities include improving study set-up times against the UK 150-day benchmark, expanding early-phase and novel therapies, growing the

mental health research portfolio, strengthening participant experience and PPIE (Patient and Public Involvement and Engagement), and continuing leadership within national research networks.

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

HCSSA Annual Report

Professor Angela Wallace, Executive Nurse Director, introduced the Health and Care (Staffing) (Scotland) Act 2019 (HCSSA) Annual Report. This provides NHSGGC's second statutory update to Scottish Government on compliance with the Act, which aims to ensure appropriate staffing to support safe, high-quality care and staff wellbeing. During 2025-26, NHSGGC moved from a programme approach to an oversight governance model, embedding HCSSA requirements into routine practice across Acute Services, HSCPs and corporate functions. Based on quarterly assessments and due diligence, the organisation has an overall assurance level of Reasonable Assurance, reflecting its position as at January 2026.

The report shows continued progress in areas such as real-time staffing assessment, risk escalation, use of the Common Staffing Method, training, and planning and securing services, supported by clear Standard Operating Procedures and workforce planning activity. It also recognises ongoing challenges, including workforce supply, reduced working hours, service demand and financial pressures. Overall, the report provides assurance that NHSGGC is strengthening compliance with the Act and embedding its guiding principles to support continuous improvement in care quality, safety and workforce sustainability.

You can find the full report [here](#).

To view all papers presented to the Board visit:

www.nhsggc.scot > About Us > NHSGGC Board

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A full archive of printable PDFs are available on the [website](#)