



Report from October meeting of the NHSGGC Board (28 October 2022, 11am)

The Board of NHS Greater Glasgow and Clyde met on Tuesday, 25 October 2022. All the papers are [here](#).

Chairman and Chief Executive's Report

Chairman, Professor John Brown CBE, reported on his key activities over the past two months, which included regular discussions with the Scottish Government and other Boards on the challenges currently being faced across health and social care. He was pleased to welcome the Cabinet Secretary for Health and Social Care, Humza Yousaf MSP, to meet the Major Trauma teams at the QEUH and RHC. He also hosted a delegation from the Hungarian health service who were visiting Scotland as part of a programme run by the World Health Organisation to hear more about our approach to clinical governance. Finally, the Chairman had visited the CIRCLE project in Paisley. CIRCLE (Continuing in Recovery Changes Lives Entirely), a first of its kind in Scotland, is a new service from Renfrewshire Health and Social Care Partnership, which has been developed to provide enhanced support to local people on a recovery journey from issues relating to both mental health and drug or alcohol addiction.

Mrs Jane Grant, Chief Executive, reported on a session she had attended at the Royal College of Physicians and Surgeons of Glasgow on the work being undertaken with international medical graduates. She had visited Sandyford and met staff from the service to hear about their excellent, person-centred approach. The Chief Executive also reported that she had attended a national urgent and unscheduled care winter learning event and had met the Chief Executive of the Scottish Prison Service, Teresa Medhurst, to discuss the women's custody suite being opened in Glasgow.

Patient Story

Professor Angela Wallace, Executive Nurse Director, presented the patient story which shows how patients undergoing cancer treatment get support from diagnosis onward to enable them to remain as active as possible and overcome side effects. Listen to Maida's account of her experience of the service [here](#).

Annual Delivery Plan

Dr Jennifer Armstrong, Medical Director, presented the Annual Delivery Plan. The Plan, developed on a whole system basis, covers the period April 2022 to March 2023. It focuses on the priorities set by the Scottish Government for the year, with two additional local priorities:

- Staff Wellbeing
- Recruitment and Retention of our Health and Social Care Workforce
- Recovering Planned Care

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- Urgent and Unscheduled Care
- Supporting and Improving Social Care
- Sustainability and Value
- Public Health (local)
- Mental Health (local)

The plan was submitted to the Scottish Government in July 2022. Since then, there has been significant progress in a number of areas. Additional pathways are being made available through the Flow Navigation Centre, SATAs have closed, long wait trajectories for planned care have been met and governance of unscheduled care has been reviewed and strengthened.

The Board scrutinised the plan, noting the possibility of a future spike in Covid cases, the collaborative work which was underway nationally to support the staffing of national treatment centres alongside local recruitment and the improving position in relation to the establishment gap following the appointment of approximately 700 nurses and midwives. In response to a question, Colin Neil, Finance Director, confirmed that additional funding received from Scottish Government had broadly aligned with the plans, including approximately £25 million for planned care.

The Board approved the Annual Delivery Plan.

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

Winter Plan

The Medical Director gave a presentation to the Board on this year's winter plan.

Dr Armstrong highlighted that, whilst we are unable to predict at this stage whether new variants of COVID will emerge this winter or whether there will be a spike in cases, the development of the winter plan will enable us to make as many preparations as possible, working on a whole system basis to respond to demand.

The Board heard about the significant challenges being faced by health and social care services as we head into winter including the cost of living crisis, possible Covid peaks, significant numbers of delayed discharges and pressures on urgent care, together with potential industrial action. The winter plan includes a number of actions to direct people to the right care for their needs, support people to stay out of hospital when appropriate and flex our capacity to meet fluctuations in demand, including significant recruitment to our medical and nursing banks.

Vaccination Programme

Dr Emilia Crighton, Interim Director of Public Health, reported on progress with the winter Covid and flu vaccination programme. The vaccination programme is progressing at pace however Dr Crighton noted that there had been some early operational problems and apologised to members of the public who had faced delays or had their appointment rescheduled in the first weeks of the programme. These issues have now largely been resolved and queue times for vaccination have improved significantly. An additional 200 staff will have been trained by the end of October. Booked appointments for the winter booster have now been issued to all those over 65 years and all those aged 5-64 years at higher risk. Letters, texts and emails will be issued from 1 November to those aged 50-64 years.

On behalf of the Board, the Chairman thanked all involved in the delivery of the vaccination programme.

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

Internal Communication and Employee Engagement Strategy

Mrs Sandra Bustillo, Director of Communications and Public Engagement presented the draft Internal Communications and Employee Engagement Strategy 2022-2025 for approval.

The strategy builds on the existing approaches for employee communications and staff engagement including the Area Partnership Forum, Investors in People and iMatter, our Workforce Equality Group and our three employee forums – the disability staff forum, the BME staff forum and the LGBT staff forum. It was developed following a baseline audit of current approaches and the findings were used to identify priorities for the next three years. A wide range of stakeholders also contributed to agree the priorities for action.

The strategy is a key strand of NHSGGC's ambition to build a better workplace and has been developed in recognition of our need to continually strive to improve communication and engagement with our 40,000 employees. Alongside our Workforce Strategy, it will be a key enabler to improve the experience of our staff ensuring we maximise direct engagement, listen to and address issues in the workplace.

Subject to the draft strategy being updated to reflect some minor changes, the Board approved the Internal Communication and Employee Engagement Strategy.

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

Clinical Governance Annual Report, 2021-2022

Dr Jennifer Armstrong presented the Clinical Governance Annual Report, 2021-2022. Each year the Board provides an annual report describing its clinical governance arrangements, and the progress it has made in improving safe, effective and person centred care.

Amongst the key highlights reported were:

- The maintenance of clinical risk management arrangements throughout the period from April 2021 to March 2022.
- The development of a suite of dashboards to support staff in managing their adverse events and Significant Adverse Events.
- The review and approval of NHSGGC Duty of Candour Policy in October 2021.

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

Whistleblowing Annual Report

Ms Elaine Vanhegan, Director of Corporate Services and Governance, presented the Whistleblowing Annual Report, 2021/22, to give the Board an overview of whistleblowing activity. The annual report described both performance activity and improvement work throughout 2021/22. The report noted that all whistleblowing investigations are taking place in line with the National Whistleblowing Standards, and that there had been an increase in performance since the Standards were introduced in April 2021.

Charles Vincent, Non-Executive Board Member and NHSGGC Whistleblowing Champion, commended the organisation for its work around whistleblowing, and said other Boards were looking to learn from the actions taken by NHSGGC. He said: "In meeting with the other Health Boards' Whistleblowing Champions it has become apparent to me that NHSGGC's whistleblowing reporting offers the highest levels of transparency and is very much the gold standard within Scotland."

The report is shared widely across the organisation to ensure high level learning.

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

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