

Core brief

Report from August meeting of the NHSGGC Board (29 August 2024, 2.00pm)

The Board of NHS Greater Glasgow and Clyde met on Tuesday, 27 August 2024. The full set of papers are [here](#).

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



Chair and Chief Executive Reports

Chair, Dr Lesley Thomson, KC, welcomed new Non-Executive Directors, Brian Auld (Whistleblowing Champion), Libby Cairns, Martin Cawley, Cath Cooney, Lesley Ann McDonald (IJB Lead), Karen Turner and Cllr Robert Moran who have joined the Board. She also congratulated Dr Scott Davidson on his appointment as Medical Director and paid tribute to Dr Jennifer Armstrong who is set to retire after 12 years in the role and 36 years' service to the NHS, including five years with the Scottish Government.

Mrs Jane Grant, Chief Executive, reported that Derrick Pearce has been appointed as Interim Chief Officer of East Dunbartonshire Health and Social Care Partnership.

Patient Story

Professor Angela Wallace, Executive Nurse Director, introduced the [patient story](#), which this month focuses on supported patient mealtimes.



Institute for Neurosciences (INS) pre-OBC Economic Case approved

INS delivers highly specialist regional, supraregional and national services delivered for and to the people of Scotland. An Initial Agreement has previously been prepared by NHSGGC on behalf of NHS Scotland identifying the compelling case for action to address infrastructure risks to maintain existing clinical services and adjacencies, and to allow these services to adapt and evolve to meet the needs of patients going forward.

This case was accepted by the Scottish Government and approval was given on 29 March 2023 to commence the first phase of the Outline Business Case [OBC]. NHSGGC was subsequently asked to submit a pre-OBC economic case, which was presented to the Board for consideration.

Work has been undertaken over the past year to identify a preferred site option, backed by both an economic evaluation and a robust appraisal of the clinical, patient and stakeholder benefits. The Board noted that stakeholders have been engaged throughout the process to develop a preferred site option.

The Board approved the Pre-OBC Economic Case which will now be submitted to the Scottish Government.

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

Radionuclide Dispensary Business Case approved

The Board considered the Full Business Case for the relocation of the Radionuclide Dispensary (RND) from the former Western Infirmary site to the Gartnavel Hospital campus. The existing facility lacks the capacity to meet evolving service needs and faces operational hurdles. Relocation to Gartnavel would provide a modern facility capable of meeting production demands and incorporating advancements in technology. The capital cost of the project is approximately £21.5 million with annual revenue costs of £1.4 million which will be split between NHSGGC and the West of Scotland partners.

The case for change remains consistent with the Outline Business Case was approved by Scottish Government Capital Investment Group on 29th March 2023.

The Board approved the Full Business Case, and this will now be submitted to Scottish Government.

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

Clinical Roadmap approved to deliver vision for health and care services

Dr Jennifer Armstrong, Medical Director, presented the draft clinical vision and roadmap for approval.

In 2018, NHSGGC published its Clinical Strategy, 'Moving Forward Together'. The key driver of the strategy is to achieve transformational change in services by creating:

- Less dependency on hospital beds by developing services in communities and a meaningful shift to prevention
- A tiered model of care with specialist centres and provision of the majority of care in homes and communities
- Whole system working – primary care, mental health services, secondary care and community care.

Over the past two years, significant staff and public engagement has taken place to ensure the MFT strategy remains relevant and applicable post-Covid. A clinical roadmap has also been prepared to set out how the strategy will be delivered, with three planning horizons:

- Horizon 1 - 0 to 2 years – developing innovative and emerging opportunities

- Horizon 2 - 2 to 5 years – implementing Innovative and Emerging Opportunities
- Horizon 3 - 5 + years – transformational change building on Horizon 2 and future opportunities.

The delivery of the roadmap changes will be supported by implementation of our digital strategy and our workforce strategy. A commitment was also given to ongoing engagement with staff, patients and the public as the changes and new ways of working are implemented.

The Board approved the Strategy. The Board also recorded thanks to Dr Armstrong who has led the development of the long-term clinical strategy and the roadmap to deliver the strategy in the coming years, laying the foundations for sustainable, innovative and high-quality services in the future.

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



New Research and Innovation Strategy 2024-29

The draft Research and Innovation Strategy was presented by Dr Jennifer Armstrong, Medical Director.

Research and innovation is a key priority for NHSGGC. A strong research programme delivers benefits for our patients, our workforce and the wider local/national economy.

NHSGGC has an outstanding research and innovation ecosystem with a wealth of knowledge and expertise delivering complex, innovative and high impact clinical research. A key strength of research and innovation across NHSGGC is the collaborations with academia, industry and charitable organisations that together drive forward the approach in NHSGGC.

The draft five-year strategy for R&I has been guided by engagement with a wide range of stakeholders including patients, public, staff, academia and the Chief Scientist Office who fund key research and innovation infrastructure in NHSGGC and across Scotland.

The strategy sets out five key objectives. These are:

- Efficiently deliver world leading, quality, impactful research and innovation for patient-centred care
- Embed research within NHSGGC and ensure staff have the opportunity and support to undertake research and innovation
- Promote patient and public engagement and inclusive participation in research and innovation
- Optimise the use of tissue, informatics and real world data at scale through collaboration
- Support innovation and early adoption or rejection of novel medicines, devices and innovative technologies.

The Board approved the Research and Innovation Strategy 2024-2029.

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

Whistleblowing Annual Report

Whistleblowing is an important policy within NHSGGC, supporting people to raise concerns in a confidential and supported way. Sandra Bustillo, Director of Communications and Public Engagement, presented the annual report for 2023-24 which is provided to demonstrate that investigations are in line with the National Whistleblowing Standards.

She also highlighted that preparations are underway to promote Speak Up Week which will take place from the 30th September to 4th October 2024.

The Chair took the opportunity to acknowledge the contribution of Charles Vincent in his role as Non-Executive Whistleblowing Champion over the past four years and to welcome Brian Auld who was taking over the role.

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

**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](#)**