



# Leading the Way

## Nursing and Midwifery Strategy 2025 - 2029



## Year 1 (2025/26) Impact Report

# Welcome

For Nursing and Midwifery in Greater Glasgow and Clyde, this marks the first year of Leading the Way, our Nursing and Midwifery Strategy. We are excited to celebrate and reflect on our achievements so far and think forward on how we will Lead the Way moving into Year 2.

Increasing our leadership impact and improving the culture in which we care has been at the heart of the strategy development and in Year 1.

From the continued conversations, what has been an overarching theme from the nurses and midwives themselves is - "Good leaders ask great questions that inspire others to dream more, think more, learn more, do more and become more."

A heartfelt thank you to all colleagues for your continued dedication. The difference you make is not always visible, but it is deeply valued. We are proud to work alongside each and every one of you.

"Nursing and midwifery is a progressive art, such as to stand still is to go backwards."

**Professor Angela Wallace,  
Executive Nurse Director**



We are proud to reflect on the first year of Leading the Way, our Nursing and Midwifery Strategy. This has been a year of progress, momentum and shared ownership, with colleagues across all job families playing a vital role in bringing the strategy to life.

Year 1 has driven a cultural shift from strategy to delivery, with Nursing & Midwifery staff actively shaping and owning change through priority aligned subgroups and Champions. This collective leadership has strengthened how we work together, building a culture where improvement is led from within our professions and embedded in everyday practice.

Our role as nursing and midwifery leaders remains to support, enable and sustain this progress - creating the conditions for our workforce to thrive, developing future leaders, and ensuring we continue to deliver high quality care for the people, families and communities we serve.

We look forward to building on these strong foundations in Year 2, continuing to Lead the Way together.

**Director of Midwifery, Deputy Nurse Director,  
Chief Nurses, Associate Chief Midwife and  
Associate Chief Nurses**



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# Background and Strategic Vision

## Why We Did This

### A strategy built from staff voice and co-design

NHSGGC started developing its **first Nursing & Midwifery Strategy in 2023** to define a clear, unified direction for nursing and midwifery across the organisation.

The strategy was driven by a clear intent to **recognise the value nurses and midwives bring** and to strengthen **their voice** across Greater Glasgow and Clyde.



#### Strategy Focus

Visible, compassionate leadership

High-quality safe care

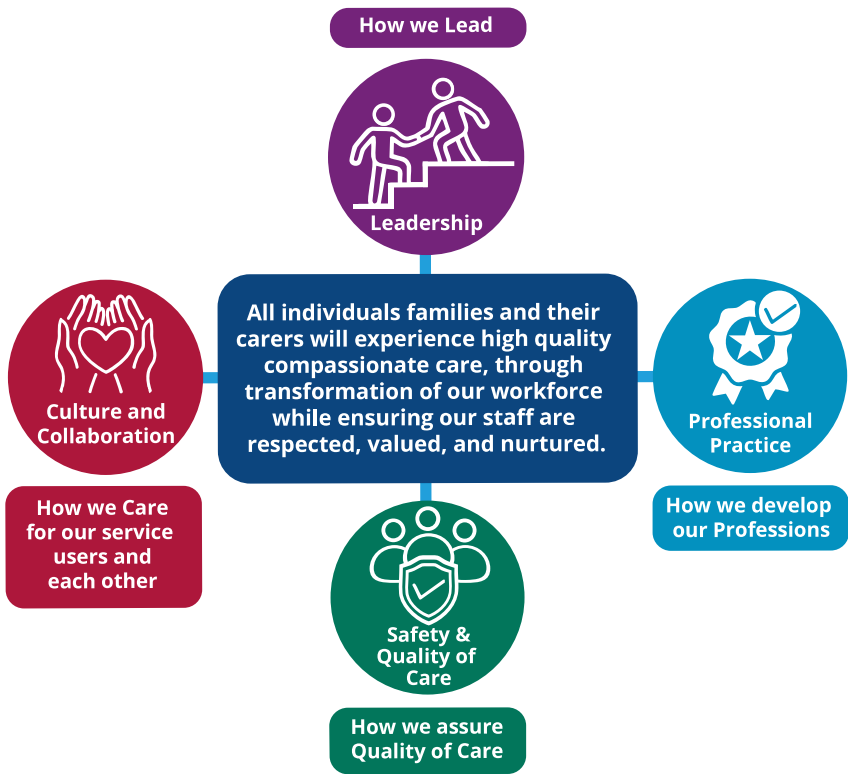
Education, learning, and innovation

A collaborative, caring culture

**Voice → Value → Capability → Culture → Impact**  
Year 1 focused on building the cultural and system foundations - leadership capability, governance, kindness and inclusion - which are now translating into measurable improvements in safety, experience and workforce sustainability.

## Strategic Vision and Priorities

### What approach are we taking to deliver meaningful impact?



#### 1. How we Lead

Lead the way with approachable, compassionate, and visible Midwifery and Nursing leadership, driving improvements in our care and service and supporting our staff every day.

#### 2. How we Develop our Professions

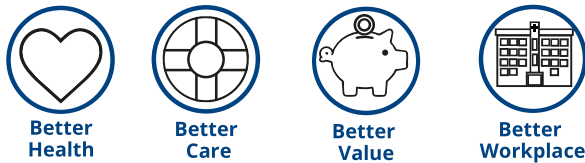
Lead the way in developing professional practice through education, innovation, research and transformation.

#### 3. How we Assure Quality of Care

Lead the way in assuring safe, effective, efficient, high-quality care.

#### 4. How we Care for our Service Users and Each Other

Lead the way in how we care for our service users and how we care for each other, in an inclusive culture of collaboration and caring.



Our four strategic priorities drive delivery against NHSGGC Board priorities

# The Big Conversation

The Big Conversation was a unique methodology and pioneering engagement initiative to develop our strategy in collaboration with our staff. It involved engaging a broad spectrum of staff through both in-person and virtual events. The process utilised various feedback mechanisms, including focus groups, online surveys, and interactive sessions, to ensure wide-ranging input.

Thousands of pieces of feedback were collected, analysed, and categorised into five key themes: **Workforce, Wellbeing, Patient Care & Quality, Professional Identity, and Culture.**

These themes formed the foundation of the Leading the Way strategy. Ongoing engagement continued through forums and further consultation, culminating in the identification of our four strategic priorities and associated actions developed with extensive stakeholder input to guide future nursing and midwifery practice across the organisation.



## The Big Conversation: Building This Together

## Now embedded and continuing to shape delivery and culture

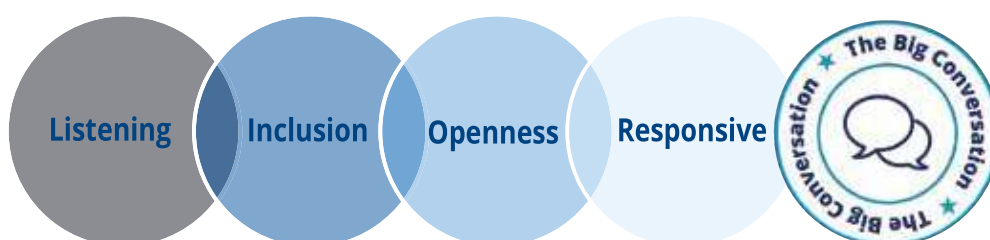
## How we Listen

- **Monthly online Conversations**
- **Champion and Chief Nurse cascade**
- **Local team conversations and plans**
- **Surveys, feedback**
- **Newsletters and digital resources**
- **Large scale events**

## How we Champion

- **Champions and subgroups leading priority workstreams**
- **Local conversations translating into action plans and delivery**
- **Roadshows, events and outreach sustaining momentum and visibility**
- **Staff voice shaping priorities and influencing change in real time**
- **Continuous feedback loops informing improvement and next steps**

## Our Approach

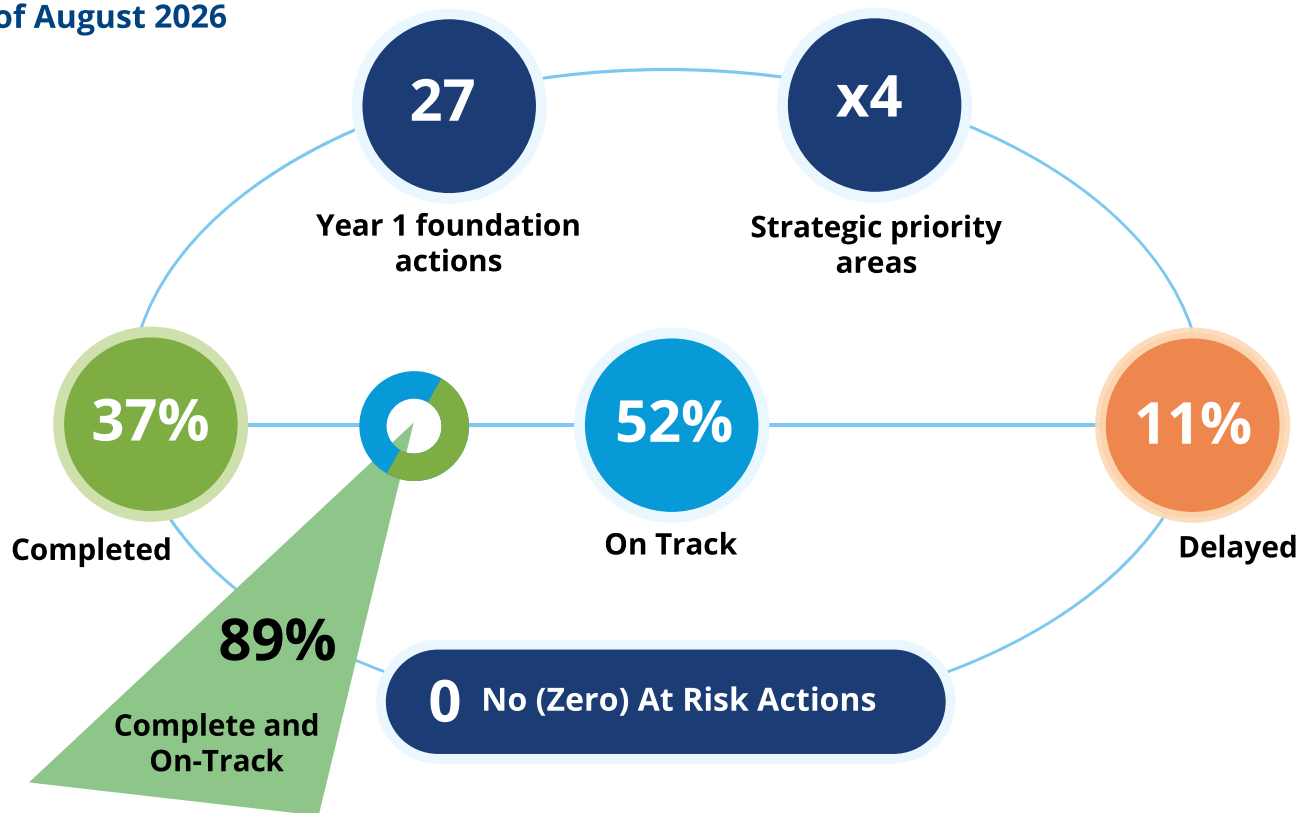


# Turning Strategy into Action: Year 1 Impact

## Foundation Year Actions

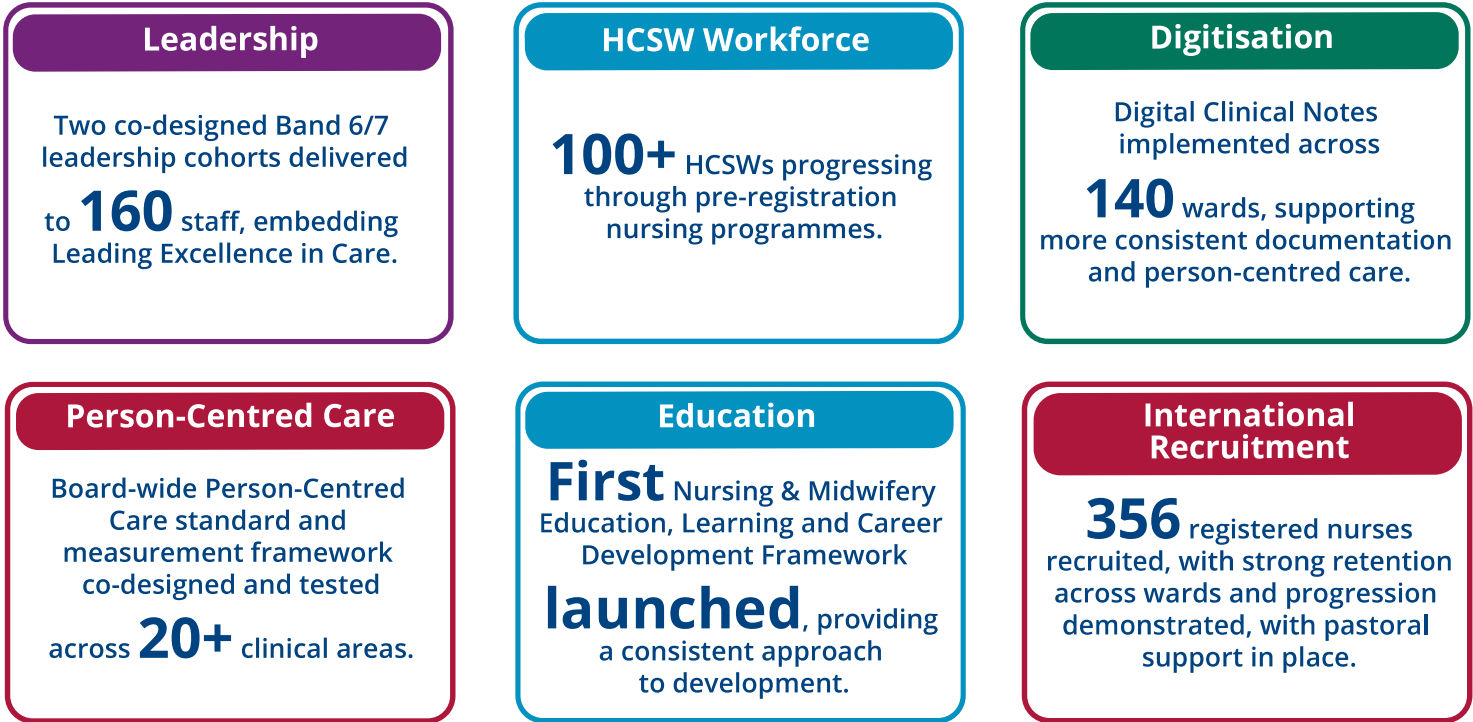
This position provides assurance that Year 1 delivery is on track

As of August 2026



## Leading the Way - Key Impacts at a Glance from Year 1

### From strong foundations to sustained impact





## Strategic Priority 1 • How We Lead

NHSGGC will lead the way with approachable, compassionate, and visible Midwifery and Nursing leadership, driving improvements in our care and service and supporting our staff every day.

### Our Nursing and Midwifery teams told us what matters through The Big Conversation:

"Lead and let others follow, do not discriminate, always give feedback."

"I'd really value structured support and guidance from senior staff."

"It's about listening and being available, non-judgemental."

"Visible compassionate leaders, who take the time to listen, offer opportunities and support to colleagues to learn and develop."

### Leading Nursing and Midwifery in Workforce Planning

Work has been ongoing to support reliable, consistent and well informed workforce planning.

### Foundation Year 1 Actions



### We have delivered this by . .

Designing and delivering a leadership development programme for Band 6 and 7 staff, based on the Leading Excellence in Care Framework.

Revitalised the Big Conversation to align with our strategic priorities and working towards every team and service having a named Big Conversation champion.

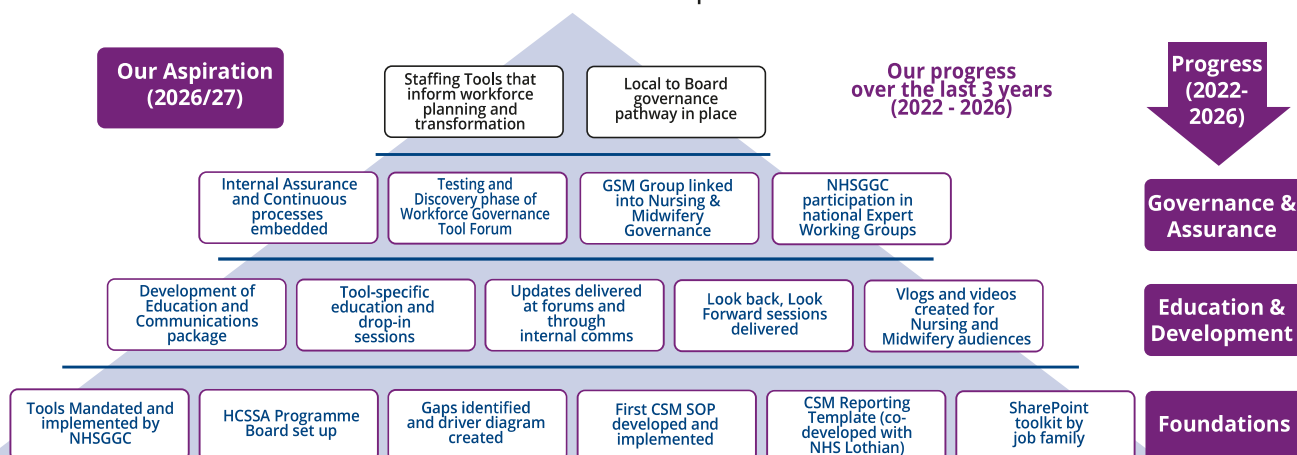
Launching the Education, Learning and Career Development Framework. This is supporting our job families to develop in their careers and to reach their full potential.

Setting up a nursing & midwifery workforce group with a focus on ensuring we have the right staff with the right skills in the right place.

Our culture and caring work is now part of the Board culture hackathon programme.

### Work is currently delayed on . .

Benchmarking what leadership training staff have already completed. This is progressing and is forming the basis of our leadership development framework.





## Strategic Priority 1 • How We Lead

NHSGGC will lead the way with approachable, compassionate, and visible Midwifery and Nursing leadership, driving improvements in our care and service and supporting our staff every day.

### Leadership Development Participant Feedback

**67%**

Used the Leading Excellence in  
Care self-assessment tool

**89%**

Used the TURAS  
Professional Portfolio

**85%**

Identified a  
Preceptor

**70%**

Started Leadership  
Development Project



### Leadership Development



**Past**

**No**

Role-specific  
leadership  
programme



**Present**

**160 Staff**

Band 6 & 7  
programme  
Embedding Leading  
Excellence



**Future**

**Cohort 3**

May 2026  
Spotlight sessions  
Development  
framework



Professional  
Practice

## Strategic Priority 2 • How We Develop Our Professions

NHSGGC will lead the way in developing professional practice through education, innovation, research, and transformation.

### Our Nursing and Midwifery teams told us what matters through The Big Conversation:

"Professional Practice is the consistent demonstration of high quality, person centred, safe and effective care, underpinned by the four pillars of practice."

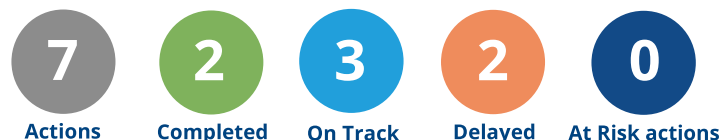
"Building an environment that is aligned with the ambitions to be a world class centre of excellence for nursing and midwifery education and careers."

"Develop a workforce that feels supported, confident and empowered to grow across the career framework."

"Creating a culture where learning is valued and staff are supported through education pathways and workplace learning."



### Foundation Year 1 Actions



### We have delivered this by . .

Setting up a Board wide Induction group which has successfully delivered a standardised induction pathway across all acute services and is now looking to do this across our community job families.

Using the Education, Learning and Career Development Framework to support PDP conversations and development.

### Work is actively progressing on . .

Delivery through the virtual hospital and frailty pathways is improving patient flow, reduced length of stay, and avoided unnecessary attendances, demonstrating the impact of nursing-led service transformation.

A strengthened advanced practice model is underpinning sustainable care, with clearer role scope and a developing professional practice framework supporting safe, effective and person centred delivery within digital and remote models.

We have introduced cohort recruitment campaigns for our registered and healthcare support workers, introduced new roles e.g. Assistant Practitioner and introduced the HCSW framework. This has resulted in reduced turnover and an improved workforce position. A series of showcasing videos are being developed.

### Work is currently delayed on . .

We are working with wider Board colleagues to ensure all nursing and midwifery staff have a clear, fair, and consistent approach to protected learning time in their roles, aligned to national work.

We have a working group developing and implementing a research strategic framework.



Professional  
Practice

## Strategic Priority 2 • How We Develop Our Professions

NHSGGC will lead the way in developing professional practice through education, innovation, research, and transformation.

### Strengthening the Healthcare Support Worker Workforce

**10**

Senior HCSW Modern Apprentices commenced October 2025

**11**

HCSWs started Assistant Practitioner level training

**100+**

HCSWs progressing to Registered Nurse through the Open University Pathway

**13**

Articulated to year 2 of pre-registration nursing programme (CGU and UWS)



### Supporting Continuous Professional Development

Launched our first ever Education, Learning and Career Development Framework for Nursing and Midwifery, aligned with Board and national strategies, supporting staff to develop skills, progress careers, and access learning opportunities across NHSGGC.

Sustained funded CPD opportunities (courses, conferences, study days) support staff to develop skills and deliver high-quality, equitable care.

Strengthened early career development through the Recognising Workplace Learning initiative, supporting 29 Band 5 staff to evidence learning, enhance professional development, and gain access to academic credit through GCU.



## Strategic Priority 3 • How We Assure Quality of Care

NHSGGC will lead the way in assuring safe, effective, efficient, high-quality care.

### Our Nursing and Midwifery teams told us what matters through The Big Conversation:

"The people we work with are the drivers of the support they receive, ensuring the advice we offer is meaningful."

"Person centred care remains at the core and is underpinned by evidence-based guidance to ensure safe, high quality and effective support."

"There is opportunity with positive patient feedback to celebrate with teams and highlight where good standard of care has been delivered."

"Feedback discussed with patients helps to decide on care pathway and clarify process for patients to feel more involved in their care."



### Foundation Year 1 Actions



### We have delivered this by . .

Reviewing and strengthening our processes for assuring the quality of care and having visibility of key care and experience data.

### Work is actively progressing on . .

We are working with colleagues to finalise our assurance data bringing together quality and workforce. This dashboard will be accessible to all.

We have co-created our Person-Centred-Care Standard and have tested this across 20 clinical areas. Ongoing work includes finalising this, developing a supporting toolkit, exploring digital solutions and planning for launch in Summer 2026.

Our job families have been working on developing a 'Leading the Way' plan on a page with many of these complete. Work is ongoing to finalise this to support turning our strategy into real change.

We have created a framework to increase the numbers of nurses and midwives undertaking Quality Improvement training. With the first ever bespoke Nursing & Midwifery Scottish Coaching and Leading for Improvement Programme (SCLIP) commenced.





## Strategic Priority 3 • How We Assure Quality of Care

NHSGGC will lead the way in assuring safe, effective, efficient, high-quality care.

### Capturing people's experience of care and person-centred measures

As part of the development process for the new standard and measures, we engaged with over

**500 patients**, staff and members of the public.

As part of assurance activity,

**607 care experience conversations**

were undertaken across three of our Emergency Departments: GRI (288), QEUH (207) and RAH (172).



### How We Assure Care

#### Level 1

SCN/M assures care provision using Care Assurance Tool ( $\geq 2$ x yearly)

Outcomes and actions reported to LN/M

Implemented in Acute and being consulted on for HSCPs

#### Level 2

Sector/Directorate-led assurance visits ( $\geq 1$ x yearly, unannounced)

Independent senior clinical reviewers

Findings recorded on CAIR and reported to CN/DoM

Compared to Level 1; improvement actions agreed

#### Level 3

Steering group-led Acute assurance

Independent, unannounced clinical review

CAIR reporting to DoM/CN, DND and Lead Nurse

Aligned to Level 2; improvement actions agreed

Quarterly assurance reporting

#### Level 4

DND / DoM/CN commissioned review

Led by EiC/Care Assurance Lead Nurse

HIS Quality of Care Review methodology

Findings reported; improvement actions agreed

Workforce

Leadership

Local Context



Culture and  
Collaboration

## Strategic Priority 4 • How We Care For Our Service Users

NHSGGC will lead the way in an inclusive culture of collaboration and caring.

### Our Nursing and Midwifery teams told us what matters through The Big Conversation:

"By promoting person-centred practice, and challenging unkind or unsafe behaviours, you help embed compassion into everyday care."

"We aim to create an environment where kindness, fairness and high-quality care are embedded in everyday practice."

"Encouraging and building on compassionate approaches is appreciated by those on the receiving end and impacts outcomes."

"Continue to strive to work together as a team to allow us to deliver the standard of care our patients deserve."

### Shaping and Developing our Services

Digital Clinical Notes (DCN), is an exciting and innovative multi-professional approach to digitalise clinical documentation on TrakCare within NHSGGC. The acute adult inpatient nursing programme is now deployed across **140 wards**, with planned full-service implementation to be complete by October 2026. The approach supports admission documentation, risk assessments and a new person-centred care plan.

Benefits reviews shows significant improvement in goal setting and recording, regular evaluation of care, documentation of "What Matters to You" and documentation of personalised communication and support needs.

### Foundation Year 1 Actions

4

Actions

0

Completed

4

On Track

0

Delayed

0

At Risk actions

### Work is actively progressing on . .

Digital Clinical Notes rollout remains on target with positive staff feedback, time released to care and increased emphasis on person-centred care planning.

Developing and testing a Transforming Nursing and Midwifery Models of Care to support and optimise time to care.

We have a shared governance model to support delivery of the strategy which includes our staff, service user representation is in progress.

We have embedded values-based recruitment in our cohort campaigns, and the next step is to embed this through all nursing & midwifery recruitment.





Culture and  
Collaboration

## Strategic Priority 4 • How We Care For Each Other

NHSGGC will lead the way in an inclusive culture of collaboration and caring.

### Our Nursing and Midwifery teams told us what matters through The Big Conversation:

"By promoting psychological safety and recognising when others may need support, I help ensure that staff experience a culture of care, empathy and mutual respect."

"Be being there if someone needs support or a helping hand by listening. Small acts of kindness count."

"Checking in, providing opportunity for shared conversation and encouraging well-being of others."

"By modelling curiosity, kindness and professionalism, we aim to build a culture where staff feel confident contributing to positive change."

On 14th of May 2026

### Foundation Year 1 Actions

5

Actions

2

Completed

3

On Track

0

Delayed

0

At Risk actions

### We have delivered this by . .

Developing an annual celebration of Nursing and Midwifery success in NHSGGC and publishing an annual report.

Using student feedback to improve the learning environment, making it positive and inclusive, and supporting professional leaders to understand QMPLE and access their reports online.

### Work is progressing on . .

Working with HR to ensure NHS Scotland inclusive recruitment standards are followed, including having diverse representation on interview panels.

Staff are regularly directed to the staff wellbeing framework and available support. We are having a focus on asking this information to be shared at huddling.

We have transitioned our internationally recruited nurses forum to a cultural and pastoral support group to support inclusivity and further growth. Membership is being sought across our sectors and directorates.

We came together at our **Leading the Way Celebration Day** to recognise the progress, pride, and professionalism across our Nursing & Midwifery workforce.

The day featured an energising Tree of Knowledge workshop, designed to inspire, motivate and support our teams as we continue to embed the values and ambitions of the strategy.

This event marked a moment to celebrate our achievements, reflect together, and look ahead with confidence as we continue to lead the way.



Culture and  
Collaboration

## Strategic Priority 4 • How We Care For Each Other

NHSGGC will lead the way in an inclusive culture of collaboration and caring.

### Internationally Recruited Workforce

**356**

Commenced Employment

**311**

Are still in Employment

**3**

Are in a higher band

**249**

Are still in the same ward  
as start date

**62**

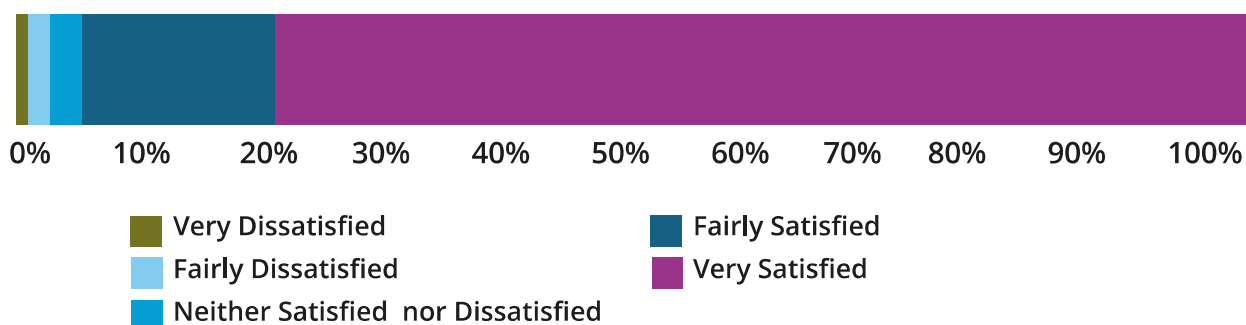
Are in a different  
ward from start date



### Student Nurse & Midwife Feedback across NHSGGC

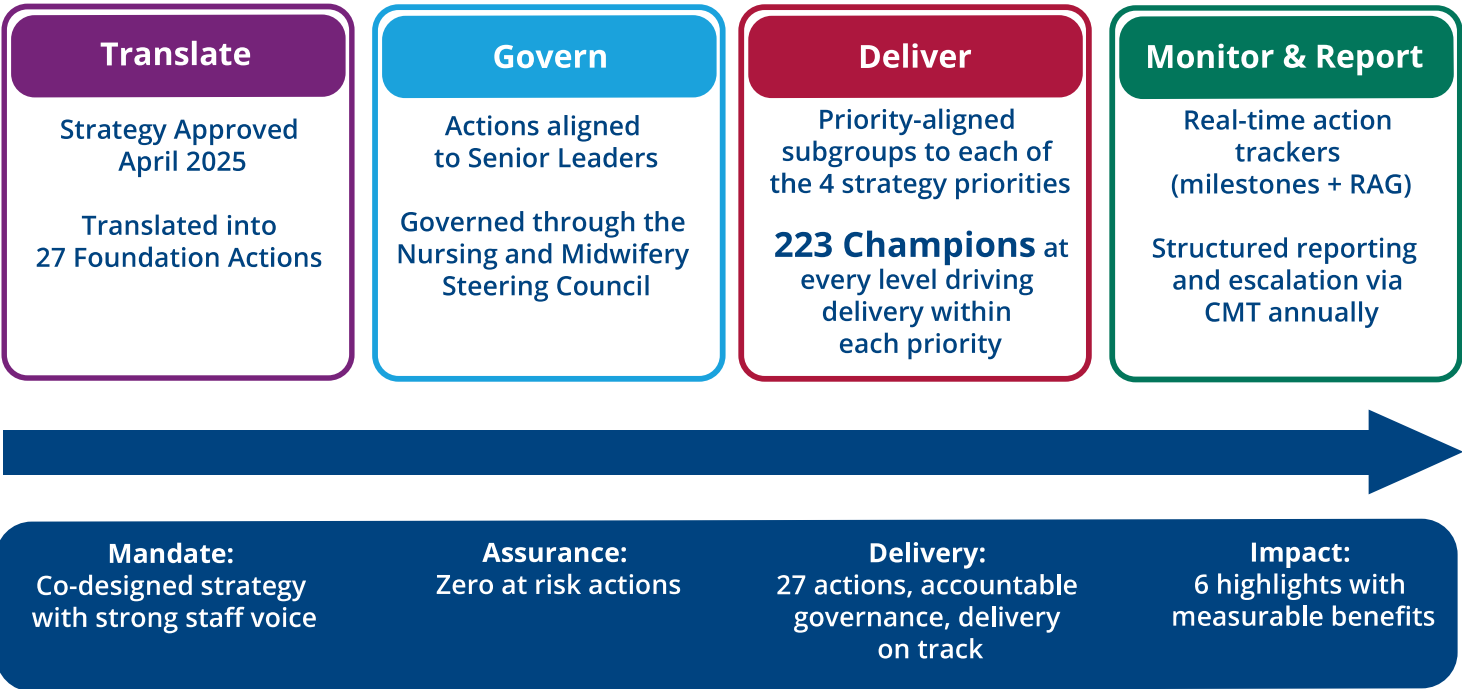
Over the past year we have received over 1400 pieces of feedback and 79% of those students reported they were very satisfied with their learning experience.

How satisfied were you with your learning experience?



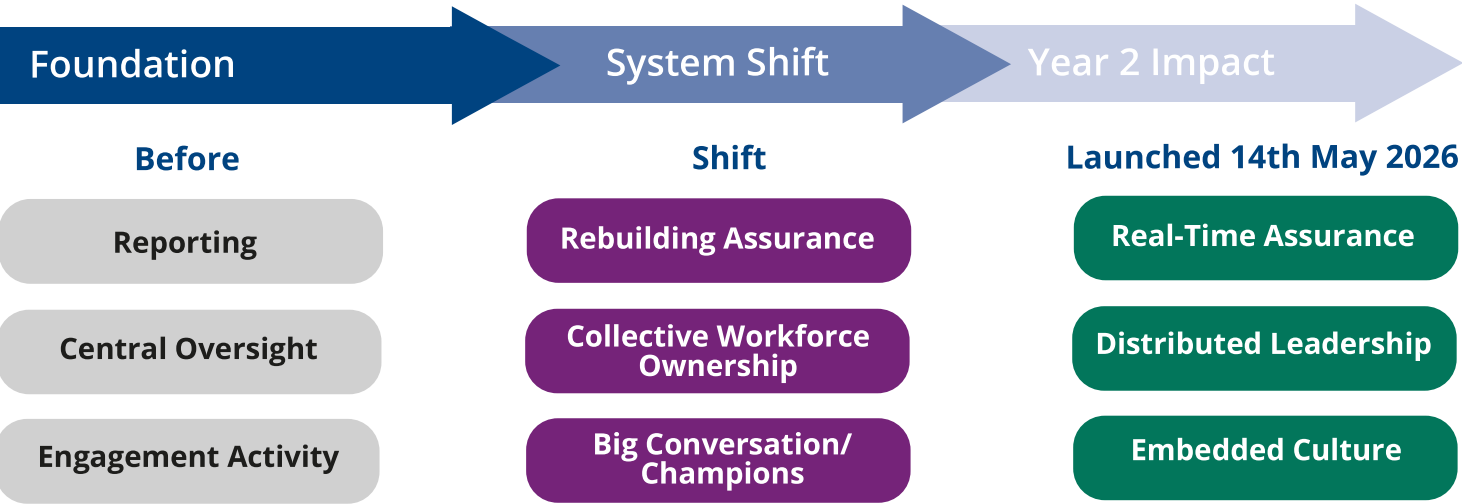
# Delivering into Year 2 and Beyond

## How we Delivered Year 1: From Strategy to Delivery



## Year 2: From Delivery to System Shift

### Rebuilding Assurance through Culture and Ownership



Agile • Progressive • Not all Solved • Scaling What Works • 1 of 5 Planned Annual Impact Reports

Year 2 builds on a transformed foundation – where assurance, culture and workforce ownership drives sustainable improvement.



### The future belongs to us.

Year 1 of Leading the Way has marked a clear and confident transition from strategy to delivery. Across NHSGGC, 27 foundation actions have been implemented with strong assurance, with the majority complete or on track.

Through collective leadership and sustained engagement, we are seeing tangible progress across all four strategic priorities. From strengthening visible and compassionate leadership, to advancing professional practice, improving how we assure quality, and embedding a culture of collaboration and care.

As we move into Year 2, our focus turns to embedding and sustaining this progress at scale. The next phase represents a shift from delivery to system transformation, strengthening distributed leadership, embedding culture, and ensuring that improvement is not only achieved, but sustained.

This progress is only possible because of the commitment, professionalism and dedication of our nursing and midwifery workforce. The Big Conversation and our network of Champions have enabled a shift towards shared ownership, where improvement is led from within our professions and supported through strong governance, real-time assurance, and continuous feedback.

As we look ahead, we will continue to celebrate progress, amplify your voices, and build on what we have achieved together. This Annual Impact Report reflects not only what we have delivered, but what you have told us is possible. We are shaping this future together, and the ambition we hold as a collective will define what comes next.

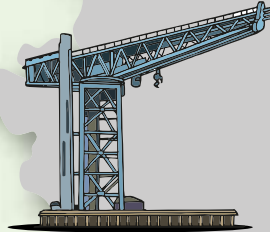
### We will lead the way together.

**We are all leaders – we lead ourselves, our teams and people we care for. Change is active and we are the people who can make that change.**

**We hold a unique place in shaping what comes next – what's possible? It can be as ambitious as we want it.**



**West Dunbartonshire**



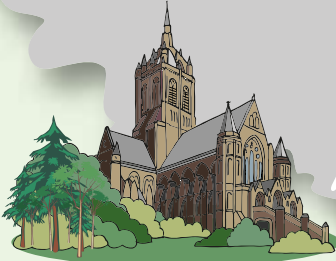
**East Dunbartonshire**



**Inverclyde**



**Renfrewshire**



**Glasgow City**



**East Renfrewshire**



**“Do not go where the path may lead, go instead where there is no path and leave a trail”**