

NHS Greater Glasgow and Clyde	Paper No. 25/110
Meeting:	NHSGGC Board Meeting
Meeting Date:	21 August 2025
Title:	Strategic Programme Update <ul style="list-style-type: none"> • Transforming Together • GGC The Way Forward
Sponsoring Director:	William Edwards, Deputy Chief Executive/ Chief Operating Officer Claire MacArthur, Director of Planning
Report Author:	Claire MacArthur, Director of Planning

1. Purpose

The purpose of the attached paper is to:

- Provide an update on the progress of the Transforming Together Programme and the Implementation of the GGC Way Forward Plan

2. Executive Summary

The paper can be summarised as follows:

This paper sets out:

- The governance and reporting arrangements for the GGC way forward Plan and the Transforming Together Programme
- Key milestones achieved within the implementation of the GGC Way Forward Plan
- An update of our approach to co-design through our hackathon series

3. Recommendations

The NHS Board are asked to note this report.

Monthly progress reports will be provided going forwards.

4. Response Required

This paper is presented for **assurance**.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|-------------------------------|
| • Better Health | <u>Positive</u> impact |
| • Better Care | <u>Positive</u> impact |
| • Better Value | <u>Positive</u> impact |
| • Better Workplace | <u>Positive</u> impact |
| • Equality & Diversity | <u>Neutral</u> impact |
| • Environment | <u>Positive</u> impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

Our hackathon series of whole system engagement has been our main engagement activities to date to support the transformation programme. We are in the process of developing a communications and engagement plan for the programme of work.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

This paper provides a summary of progress following the recent Transforming Together Portfolio Board on 6 August 2025 and the Executive Oversight Group for the GGC Way Forward in July 2025.

8. Date Prepared & Issued

Prepared on: 8 August 2025
Date issued: 13 August 2025

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1. Introduction

The purpose of this paper is to provide an update on the progress of the Transforming Together Programme and the implementation of the GGC Way Forward Plan. This paper is for assurance.

2. Background

Within our Annual Delivery Plan for 2025/26 we set out our three-year vision for transformation. This progress report provides an update on the ongoing work to progress the implementation of our Transforming Together Clinical Strategy and the GGC Way Forward Plan.

Our plan reflects Scotland's Programme of Reform for Health and Social Care, aligned with the focused policy priorities set out in the First Ministers speech in January 2025. The key objectives of our 'Transforming Together Strategy and the GGC Way Forward Plan are to:

1. **Improve Access** – Deliver and sustain the changes required to reduce immediate pressures across our system and improve access to treatment
2. **Harness Digital & Innovation** to support access and prevention -Implement digital and technological innovation to support prevention and improve access to and delivery of care.

3. **Shift the Balance of Care** – Taking a whole system approach, we will shift the balance of care between acute services & our communities.
4. **Improve Population Health** – Working with people to prevent illness and more proactively meet people's needs we will support proactive prevention through our existing work and through the additional investment in general practice and community-based teams. In addition, we will support the implementation of the new Population health Framework when published in Spring 2025.

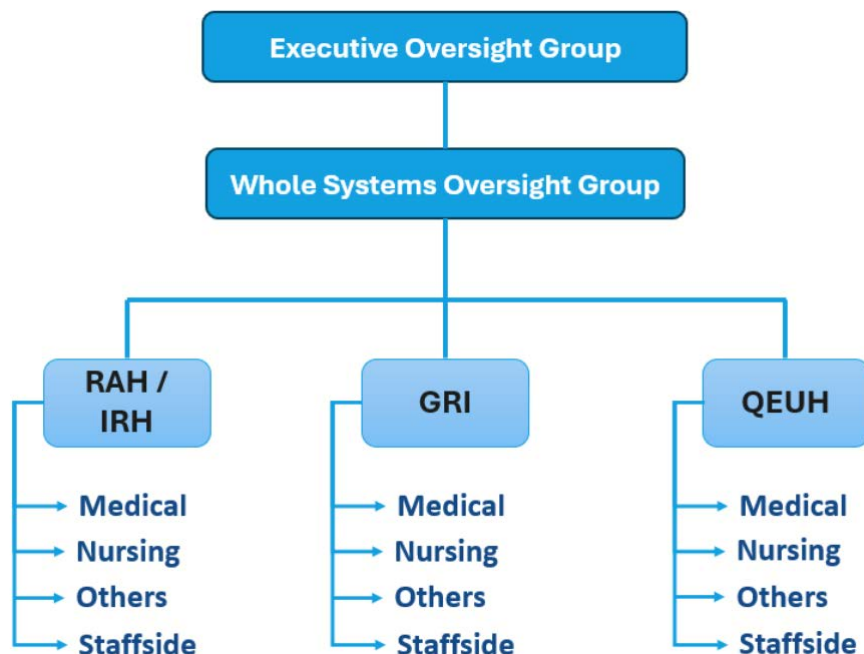
Our plan is supported by Scottish Government and we have secured circa £60m additional Scottish Government funding through the Operational Improvement Plan Funding in 2025/26 to support its implementation.

3. Assessment

GGC Way Forward Plan Update

Programme governance is now well established, the Whole Systems Oversight Group (WSOG) chaired by Deputy Chief Exec and Executive Oversight Group (EOG) chaired by Chief Executive. The Executive Oversight Group reports to the Corporate Management Team.

Figure 1: The GGC Way Forward Plan Governance Structure



A PMO Governance and Reporting Framework has been developed and implemented - detailed action plans have been developed for each sector, and a whole system plan has also been developed which provides a more strategic focus. When combined our plan contains 190 actions all of which have been mapped to the HIS recommendations.

A monthly milestone tracker has been developed setting out the key milestones each month under the key themes of:

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- Patient safety
- Staffing concerns
- Staff wellbeing
- Management support
- Whole system actions
- Infrastructure
- ED flow

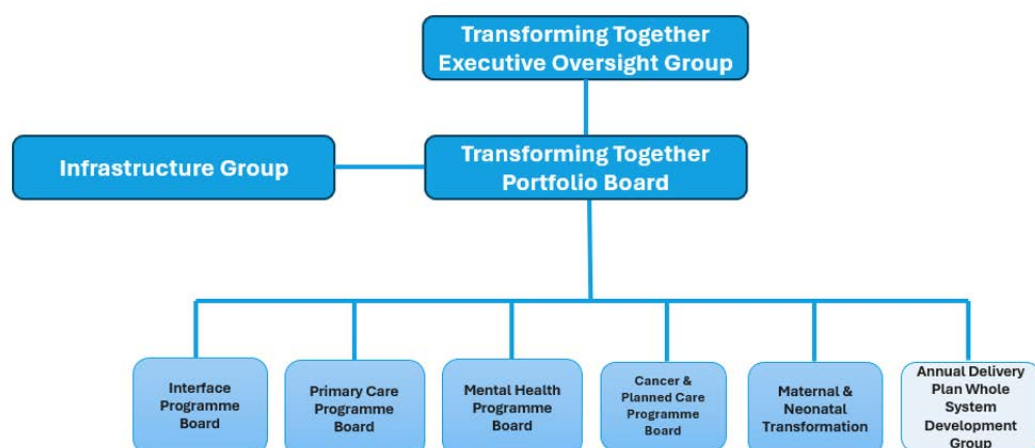
The key milestones achieved to date include:

- An increased pool of Confidential Contacts with enhanced training covering both Whistleblowing and Bullying & Harassment
- Design teams appointed to scope capital work in RAH and GRI
- Nursing workforce recruitment underway for all sectors
- Additional Porters recruited where required to support patient flow
- Additional Clinical Fellows recruited for August start in QEUH
- Peer support and networking established across EDs in all sectors implemented at GM level
- The commissioning of external mediation for ED staff
- Protected clinical time in place for Lead nurses to support the delivery of person-centred care

Transforming Together Programme Update

The new governance structure as set out in Figure 2 has been implemented with the first meetings of the Transforming Together Portfolio Board and the new transforming Together Executive Oversight Group taking place in August. The Transforming Together Executive Oversight Group reports to the Corporate Management Team.

Figure 2: Transforming Together Governance and Reporting



Each programme of work is now reviewing and refreshing their project plan, setting out their key milestones, risk and dependencies building on the hackathon co-design and identifying opportunities and links with the new Interface Division. Once

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complete these will be used to develop the Transforming Together Portfolio monthly milestones.

An expanded PMO team has been recruited to support all programmes, the team will be in place by September, a new PMO framework is being developed to support all TT programmes as follows:

- Primary Care
- Interface & Urgent Care
- Mental Health
- Cancer and Planned Care
- Maternity & Neonatal Care
- And Infrastructure

Co-design through our Hackathon Series

To date we have held two whole system Hackathons to support clinical co-design of our new virtual hospital clinical pathways. Planning for a third whole system hackathon on 24th September is well underway, it will focus on community pathways and services supporting patients who have a respiratory, cardiology, mental health conditions or frailty related conditions. Hackathon 3 will also consider how we best optimise virtual pathways for women's health and musculoskeletal conditions.

Feedback from clinical staff who have participated in our Hackathons has been hugely positive, the outputs of our hackathons have enabled us to progress the implementation of our new virtual hospital pathways at pace, the first virtual hospital pathways are expected to be implemented during September.

Monitoring the Plan's Delivery in 2025/26

The additional £60m funding provided by SG supports both urgent care and planned care improvements in 2025/26. A clear framework of actions has been agreed with SG and are being closely monitored to ensure plans are implemented at pace and their impact can be clearly measured. At present we are meeting on a weekly basis to ensure close management of action implementation. Monthly reporting on spend and impact has been requested by SG from August onwards.

4. Recommendations

The Board are asked to note the progress outlined in this report and to note that going forwards a monthly progress report will be provided setting out both progress and impact of our plan.