NHS Greater Glasgow and Clyde	Paper No. 25/27
Meeting:	Additional Board Meeting
Meeting Date:	Wednesday 23 April 2025
Title:	NHSGGC Improvement Plan and HIS Review Cover Paper
Sponsoring Director/Manager:	Professor Jann Gardner, Chief Executive
Report Author:	Scott Wilson, Senior Business Manager

1. Purpose

The purpose of the attached paper is to outline NHS Greater Glasgow and Clyde's strategic improvement programme aimed at transforming the delivery of unscheduled and planned care which fully incorporates the recommendations of the Healthcare Improvement Scotland (HIS) Emergency Department review. It sets out the rationale for change in response to ongoing system pressures, summarises the key themes and recommendations, and introduces the new strategic improvement programme – **The GGC Way Forward Framework** – a structured approach to drive whole-system reform, improve patient outcomes, and enhance staff and patient experience across acute services.

2. Executive Summary

The paper can be summarised as follows:

- NHSGGC has launched a bold, system-wide improvement programme to transform unscheduled and planned care. This initiative responds to system pressures across acute and wider services, which potentially impact care quality and staff wellbeing. Grounded in national policy, local need, and **Healthcare Improvement Scotland Emergency Department review findings**, the programme sets a strategic vision focused on improving access, embracing digital innovation, shifting care closer to communities, and enhancing population health.

- This comprehensive improvement programme will be co-designed with our staff and delivered in partnership. The **GGC Way Forward** will sit alongside our **Reform 25: Transforming Together** innovative transformation programme. Governance arrangements for these programmes are outlined. These two programmes will ultimately merge once sufficient remedial work has been completed with the **GGC Way Forward**.

- **Reform 25: Transforming Together** includes the implementation of the FNC+Plus model, development of a 1000-bed virtual hospital, rollout of eTriage across A&E sites, and better integration with primary and social care. A series of hackathons is driving innovation, while the **Reform 25: Transforming Together programmes structure** will provide Programme oversight.

- The HIS review highlighted critical issues in staffing, facilities, flow, culture, communication, and incident reporting. NHSGGC has committed to addressing these challenges through improved governance, inclusive engagement, and transparent processes. Milestones include staff engagement, professional forums, structured action planning, and rapid learning from adverse events.

- Through the **GGC Way Forward Framework** and continued collaboration, NHSGGC is committed to delivering sustainable, meaningful change to improve patient outcomes, staff morale, and system resilience.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- Approve the improvement programme outlined in the report.

- Note the governance arrangements outlined for the improvement programme, with a full Board paper to follow.

- Provide any feedback on the improvement programme and overall process to the author as required.

4. Response Required

This paper is presented for approval.

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: the overall improvement programme will focus on all aspects of unscheduled and planned care in GGC with an aim of improving clinical services and their environments, alongside ensuring that resource is utilised in the most effective way possible to resolve issues raised nationally, locally and within the HIS ED Review.

- Better Health   Positive impact
- Better Care   Positive impact
- Better Value   Positive impact
- Better Workplace   Positive impact
- Equality & Diversity   Positive impact
- Environment   Positive impact

6. Engagement & Communications

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

- A range of staff have been consulted following the publication of the HIS ED Review.
- Site visits have taken place following the publication of the review.
- Small group meetings and individually sessions have been offered to staff.
- A staff questionnaire will be used to gather feedback from all key stakeholders.
- A Hackathon programme has commenced as part of the engagement process within the overall improvement plans.

7. Governance Route

This information in this paper has been considered at the Board Briefing on Thursday 10 April 2025.

8. Date Prepared & Issued

Paper prepared on: 17 April 2025.
Paper issued on: 17 April 2025.

NHS Greater Glasgow and Clyde	Paper No. 25/27
Meeting:	**Additional Board Meeting**
Meeting Date:	**Wednesday 23 April 2025**
Title:	**NHSGGC Improvement Plan and HIS Review**
Sponsoring Director/Manager:	**Professor Jann Gardner, Chief Executive**
Report Author:	**Scott Wilson, Senior Business Manager**

1. **Introduction**

   NHS Greater Glasgow and Clyde is embarking on a bold and comprehensive whole-system improvement programme aimed at transforming the delivery of both unscheduled and planned care. This initiative responds to ongoing pressures across acute and wider services, which are currently operating beyond safe capacity, impacting the quality of care for patients and the working conditions for staff. Driven by national policy, Healthcare Improvement Scotland ED Review recommendations, and local needs, the programme sets out a strategic vision to improve access, harness digital innovation, shift the balance of care, and enhance population health. This report outlines the proposed improvement plan, key themes from the HIS review, and the framework for action through the GGC Way Forward, setting the stage for sustainable, system-wide transformation.

2. **Background**

   Our hospitals and wider systems are consistently operating beyond maximum capacity, leading to suboptimal conditions for both patients and staff. This unsustainable situation requires a bold, progressive transformation of care delivery. In response, the Scottish Government, in collaboration with NHS Scotland, has mandated system-wide reform, identifying key levers essential to evolving and improving the care system. The improvement plan is outlined below.

3. **Assessment**

   NHSGGC will embark on a whole system improvement programme focusing on unscheduled and planned care. Elements of the HIS recommendations will shape part of this work, along with other national and local drivers.

3.1 Overview of Improvement Plan and Reform 25: Transforming Together

   There are four key elements for a whole systems acute improvement plan.
   - Improve access – deliver and sustain the changes required to reduce immediate pressures across our system and improve access to treatment.

- Harness Digital and Innovation – implement digital and technological innovation to support prevention and improve access to and delivery of care.
- Shift the balance of care – taking a while system approach, we will shift the balance of care between acute services and our communities.
- Improve population health – working with people to prevent illness and more proactively meet people's needs we will support proactive prevention.

The vision involves defining the FNC+Plus system in NHSGGC, including clear models for a virtual hospital including eTriage. Key objectives focus on shifting the balance of care, enabling more patients to remain at home, reducing length of stay and delayed discharges, and tracking progress through critical metrics. Innovative digital developments will be required to support this ambition. This vision will be led by our innovative transformation programme titled: *Reform 25: Transforming Together*.

The aim is to enhance demand management, patient flow, and overall experience for patients and staff. This involves testing and evolving systems in real time, establishing an Interface Division with strong clinical governance, and launching the FNC+Plus model. Key actions include implementing eTriage units at all A&E sites, developing a 1000-bed virtual hospital with Doccla, and collaborating on care pathways and escalation triggers. Efforts also focus on optimising the five main access points, expanding access via the NHS Scotland App, and preparing for future AI and technological advancements.

The Reform 25: Transforming Together programme has commenced with the launch of the Hackathon series. The initial hackathon focused on strategy and continuous improvement, with the second planned for summer 2025 to focus on a clinical deep dive. A third hackathon with focus on social care and the wider system. Results from each of these will underpin actions plans and development programmes.

3.2   HIS Review and Themes
Alongside the creation of the overall improvement plan, the recommendations from the Healthcare Improvement Scotland (HIS) review will contribute to developments. When HIS undertook to review the three largest adult Emergency Departments within NHS Greater Glasgow and Clyde, four main aims were identified:

1. Provide an evidence-based, balanced, objective, and proportionate analysis of the key challenges facing the emergency department in the QEUH.
2. Consider any wider implications for the emergency departments at the RAH and GRI.
3. Offer support to NHSGGC to identify practical, evidence-based and sustainable actions that may be required to improve quality and safety in emergency departments in NHSGGC.
4. Consider any wider evidence-based learning for emergency departments across NHSScotland.

The pressures within emergency and urgent care are fully recognised and acknowledged within NHSGGC. It is important to note that urgent care pressures are a challenge within NHSGGC, Scotland and the UK.

From the full recommendations (Appendix 1), and subsequent internal analysis, along with feedback from the initial meetings and site visits, the following key issues and themes are found:

- Nursing and Medical Staffing within the Emergency Department: The review identified staffing shortages, and in some instances, strained relationships between staffing groups. This led to challenges for overwhelmed A&E departments.

- Facilities and Layout of the Emergency Department: HIS raised concerns about the emergency department capacity when demand is high. This overcrowding resulted in issues such as corridor care and ambulance stacking which impacts patient care. The physical layout in some areas causes problems which need to be resolved.

- Flow and Escalation Processes into Sites and Across Systems: The report highlighted the need for better systems for escalating concerns when emergency departments were overwhelmed. A whole systems approach across each site is required for this, with all hospital departments taking ownership and working alongside ED colleagues to coordinate flow.

- Incident Reports and Learning: The escalation process needs to be improved and is not performing at an effective level. This discouraged staff from reporting adverse events, hindering opportunities for learning and improvement.

- Culture and Relationships: The poor culture, morale and relationships in the working environment were described by staff. This culture negatively impacted staff morale and patient care.

- Communication: The review found that communication between senior management and frontline staff was lacking, leading to a disconnect in addressing the challenges within the emergency departments. Staff felt their concerns were not being heard or acted upon.

In response to these findings, NHSGGC acknowledged the issues and committed to implementing improvements, pledging to address staff concerns and rebuild trust. It is important that GGC consider the short-term output and a vehicle to move forward together and consider the medium-term output with a whole systems reform. It is also vital to take time to understand and enhance relationships with everyone involved. To support this, a new way forward and structure will be developed.

3.3 GGC Way Forward

As part of the improvement plan, a framework will be developed to strategically oversee, develop and implement improvement actions plans across the Emergency Department and wider system across the organisation. This will be known as the GGC Way Forward Framework.

The framework will involve a wide range of staff from the ED departments and some other acute areas, with local improvement groups established and led by sector directors. This will include representation from medical and nursing staff, along with
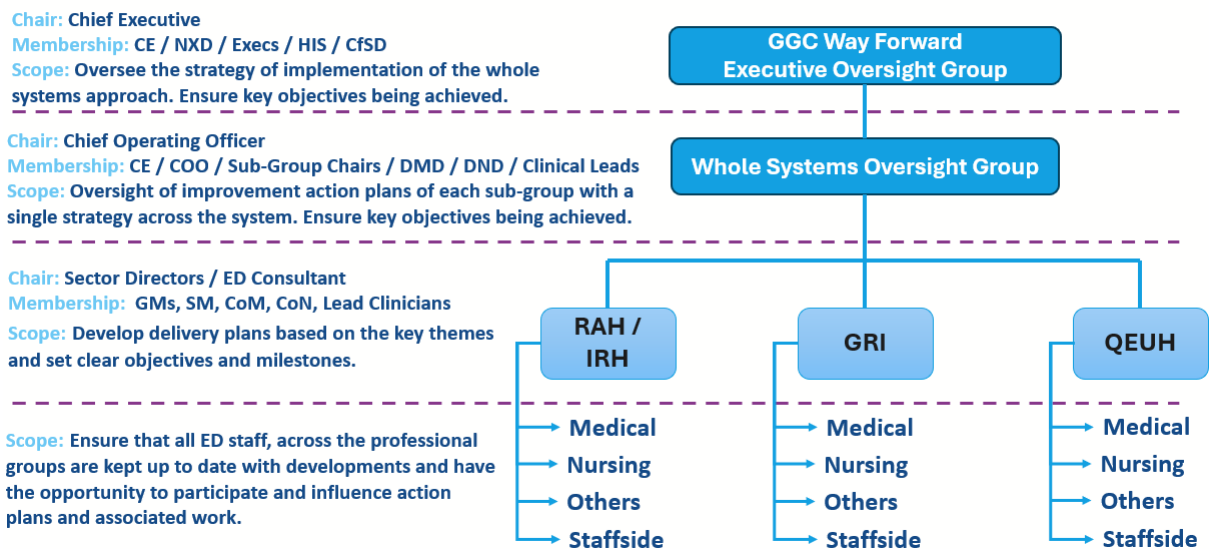
any other professional groups in the ED and staffside. Actions will be agreed, and these groups will manage their implementation in an operational approach.

These groups will be overseen by a Whole Systems Working Group, chaired by the Chief Operating Officer. The group will have oversight of the action plans, will monitor progress and will ensure a single strategy is implemented across the sites, with local adaptations in place as required.

The Executive Oversight Group will lead of the strategy of the framework, ensuring there is a whole system and joined up approach to all improvement work.

The diagram below demonstrates the Way Forward structure.

Initial planning for the development and implementation of the framework, with suggested membership and terms of reference has commenced.

3.4   Proposed Governance Arrangements
An outline of the proposed governance arrangements for each programme of work is provided. A full paper will be submitted to the NHSGGC Board for approval on governance arrangements.

3.4.1 – The GGC Way Forward
This Executive Oversight Group for the GGC Way Forward will follow a reporting and approval route comprised of the following structure:
- Director's Meeting – Part 1 (reform of Informal Director's Meeting)
- Corporate Management Team
- Inquiry Oversight Sub-Committee of the Board
- GGC Board

3.4.2 – Reform 25: Transforming Together
This Executive Oversight Group for the Reform 25: Transforming Together will follow a reporting and approval route comprised of the following structure:
- Director's Meeting – Part 2 (reform of Informal Director's Meeting)
- Corporate Management Team
- Interface Sub-Committee of the FP&P

- Finance, Performance and Planning Committee
- GGC Board

3.5   Reform 25: GGC Way Forward – Transforming Together
The Reform 25: Transforming Together comprehensive improvement programme – linked in to the HIS review – outlined above, will be carefully co-designed in collaboration with our staff, ensuring that their insights, experiences, and frontline knowledge shape the development process. By actively involving those who understand the challenges and opportunities within the organisation, we aim to build a programme that is both practical and meaningful. Delivery of the programme will be undertaken through strong partnerships, emphasising shared ownership and collective responsibility for driving positive change across all levels of the organisation. Staffside representation will be included in this work.

The GGC Way Forward will operate in close alignment with Reform 25: Transforming Together, our ambitious and innovative transformation initiative. While the two programmes have distinct initial focuses, they are inherently interconnected and will eventually converge. Once the necessary remedial actions and foundational improvements have been successfully implemented under the GGC Way Forward, the two programmes will merge into a unified strategic transformation effort. This phased integration will ensure that *Reform 25: GGC Way Forward – Transforming Together* is built upon a stable, improved platform, setting the stage for sustained progress and innovation across NHSGGC. This is demonstrated in the diagram.

3.6   Milestones
As the improvement plan progresses, groups are established and actions are implemented, there will be a range of milestones achieved. These are described below.

- Feedback from ED staff initial meeting, site visits and result of the staff questionnaire: All information gathered as part of the consulting and engagement process following the publication of the HIS review will be made available and used as part of the action plan development.

- Professional group discussions and forums: As part of initial feedback some professional groups have requested a forum to discuss improvements for their clinical group. These will be established.

- The GGC Way Forward: As outlined above, a new structure will be created and implemented to support the improvement programme on a whole-systems approach.

- Full systems action plan created and implemented: The creation of the action plan will ensure that improvements are planned and tracked in an efficient manner with full engagement and visibility across the organisation.

- SAERS – rapid improvement work: As part of ensuring learning and improvement from significant adverse events, a review of the current process will commence.

- The merger of Reform 25: Transforming Together and The GGC Way Forward will progress to ensure sustained progress and innovation across NHSGGC.

Regular updates on the above will be provided throughout the improvement programme journey and will be made available in communications to all staff and key stakeholders.

4. Conclusions

The challenges facing NHSGGC's acute care system are significant, but they are not insurmountable. Through a clear, coordinated improvement programme and the implementation of the GGC Way Forward Framework, the organisation is taking decisive steps to address capacity pressures, improve patient outcomes, and support staff wellbeing. By embedding innovation, strengthening communication, and fostering a culture of continuous learning, NHSGGC is committed to delivering meaningful, lasting change across its services. Ongoing engagement, transparency, and collaboration will be key to ensuring the success of this whole-system transformation.

5. Recommendations

The Additional Board Meeting is asked to:

- Approve the improvement programme outlined in the report.

- Note the governance arrangements outlined for the improvement programme with a full Board paper to follow.

- Provide any feedback on the improvement programme and overall process to the author as required.

6. Implementation

The overall improvement programme and the GGC Way Forward will have formal governance routes into the CMT, which will in turn report to the GGC Board. A communication plan will be developed alongside this work to ensure transparency and engagement across key stakeholders.

This work has already commenced, and further timescales will be established as sub-groups within the GGC Way Forward framework establish their actions plans.

7.   Appendices

<u>APPENDIX 1</u> – Full Healthcare Improvement Scotland GGC ED Review. This provides information on all recommendations as outlined above.

NHS-Greater-Glasgow-and-Clyde-Emergency-Department-Review-Final-Report-March-2025-.pdf