

NHSGGC (M) 25/02
Minutes: 30 – 35

NHS GREATER GLASGOW AND CLYDE

Minutes of the Meeting of the NHS Greater Glasgow and Clyde Additional Board held on Wednesday, 23 February 2025 at 10.00 am hybrid at JB Russell House/via Microsoft Teams

PRESENT

Dr Lesley Thomson KC (in the Chair)

Ms Mehvish Ashraf	Ms Lesley McDonald
Mr Brian Auld	Dr Becky Metcalfe
Ms Libby Cairns	Ms Ketki Miles
Ms Ann Cameron-Burns	Cllr Robert Moran
Mr Martin Cawley	Mr Colin Neil
Ms Cath Cooney	Cllr Katie Pragnell
Dr Emilia Crighton	Dr Lesley Rousselet
Cllr Chris Cunningham	Dr Paul Ryan
Ms Dianne Foy	Ms Karen Turner
Professor Jann Gardner	Mr Charles Vincent
Mr David Gould	Ms Michelle Wailes
Mr Graham Haddock OBE	Professor Angela Wallace
Ms Margaret Kerr	

IN ATTENDANCE

Ms Denise Brown	Director of Digital Services
Ms Sandra Bustillo	Director of Communications and Public Engagement
Ms Kim Donald	Corporate Services Manager Governance/Board Secretary
Mr William Edwards	Chief Operating Officer, Acute Services
Ms Morag Gardner	Deputy Nurse Director
Ms Carron O'Byrne	Interim Chief Officer, Renfrewshire HSCP
Mrs Louise Russell	Secretariat Manager (Minutes)
Ms Natalie Smith	Deputy Director of Human Resources & Organisational Development
Mr Allen Stevenson	Interim Director of Primary Care
Ms Elaine Vanhegan	Director of Corporate Services and Governance
Mr Scott Wilson	Senior Business and Delivery Manager, Chief Executive's Office

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30.	Welcome and Apologies		
	<p>The Chair, Dr Lesley Thomson KC, welcomed those present to the special meeting of NHS Greater Glasgow and Clyde Board which focussed on the Healthcare Improvement Scotland (HIS) Emergency Department Review.</p> <p>The meeting combined members joining via video conferencing and a gathering of some members within the Boardroom of JB Russell House. The Chair also welcomed members of the public who had taken up the invitation to attend the additional Board meeting as non-participant observers.</p> <p>Apologies were recorded on behalf of Councillor Collette McDiarmid, Dr Scott Davidson, Professor Iain McInnes, Mr Derrick Pearce, Ms Julie Murray and Mr Pat Togher.</p> <p><u>NOTED</u></p>		
31.	Declaration(s) of Interest(s)		
	<p>The Chair invited members to declare any interests in any of the matters being discussed. There were no declarations made.</p> <p><u>NOTED</u></p>		
32.	Chair's Opening Statement		
	<p>The Chair reported that a special Board meeting had been arranged to lay out the initial steps and actions of the strategic improvement programme aimed at transforming the delivery of unscheduled and planned care, which fully incorporated the recommendations of the HIS Emergency Department review.</p> <p>The Chair noted that a Board members briefing session had taken place and Board members had the opportunity to provide feedback prior to the meeting.</p> <p>The Chair reported that staff had raised concerns externally in May 2023 and acknowledged that this was wholly unacceptable, and she offered her sincere apologies that staff were required to do that. She recognised that Emergency Department staff were working under incredible and unrelenting pressure, which led to feeling undervalued</p>		

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	<p>and a sense of helplessness regarding the situation. The Chair acknowledged that this was wrong and offered her apologies to each and every member of staff. The Chair recognised that trust had been lost, however hoped that the commitment of the Chief Executive and the Board to work with staff in a co-design way would rebuild trust in order to move forward and improve in all areas.</p> <p><u>NOTED</u></p>		
33.	NHS Greater Glasgow and Clyde Emergency Department Review (HIS): March 2025		
	<p>Professor Jann Gardner, Chief Executive, provided a presentation on the GGC Way Forward – Transforming Together, which was a new programme of transformation, driving whole-system reform. This had evolved from Moving Forward Together (MFT) and was the new strategic way forward. The system-wide initiative would focus on delivering a raft of service improvements to support and ease pressures faced across Acute sites as part of a multi-phased approach. The approach was shaped by six key themes identified via staff feedback and through the recent Healthcare Improvement Scotland (HIS) Emergency Department Review.</p> <p>The GGC Way Forward – Transforming Together marked a new chapter for the Health Board, and reflected a commitment from Professor Gardner, to listen, learn, and act on feedback.</p> <p>Professor Gardner provided a timeline from when concerns were raised from staff at the QEUH in 2022-2023, through to when the final HIS report was published on 27th March 2025. Professor Gardner noted that the review was carried out from July to December 2024, and a draft report was received by the NHSGGC Chief Executive for factual accuracy checking on 21st February 2025. GGC submitted a response to the factual accuracy checking document on 10th March 2025. A final report was received by NHSGGC on 20th March 2025, however this was embargoed until the final report was published on 27th March 2025.</p> <p>Professor Gardner reported that throughout April, a number of meetings had taken place with Emergency Department staff. This included various site visits, small informal and formal meetings with the Chief Executive and ED Consultants. All staff were offered the opportunity to meet individually or in groups, with or without Staffside representation. A questionnaire had also been shared with all ED staff, which was due to close next week and the results would assist</p>		

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	<p>with building the way forward for GGC. She noted that the key 6 issues were in relation to nursing and medical staffing within the ED's, facilities and layout of ED's, flow and escalation processes, incident reports and learning, culture and relationships and communication. She highlighted that these key issues sat parallel to each other and were of equal importance. Professor Gardner recognised that the key issues were complex, however noted that significant improvement was possible.</p> <p>The Board received an overview of the steps that had been taken to date. As part of the initiative NHSGGC were commissioning external experts to support work on improving relationships, behaviours, and organisational culture within the Health Board.</p> <p>An additional formal governance structure had been created to oversee the delivery of the improvement programme, with a number of new Committees created. The new Committees established were: the People Committee, Interface Committee, which would link to the Finance, Planning and Performance Committee, and an Oversight Board which would link directly to the Board. These would be co-led by clinical and managerial leaders with input from non-executive Board members. This would ensure transparency, accountability, and system-wide collaboration. Professor Gardner informed members that HIS were aware of the proposed approach and had been invited to join the Oversight Board as a speciality advisor. A review of the Committees would be carried out within the next 12 months.</p> <p>Professor Gardner summarised the key milestones and the next steps. The system had been re-designed to be more robust and resilient. A deep dive into the SAERs work would take place, with a desire to be more agile.</p> <p>Professor Gardner thanked the members of staff that had taken the time to meet with her to express their concerns. She apologised to the staff for their experiences and apologised that the organisation didn't respond more effectively when concerns were raised and staff had to escalate concerns. This was unacceptable and not at the heart of NHSGGC values. She hoped that this clear transformation plan would set out a new chapter and there was investment to improve patient care, staff morale and wellbeing.</p> <p>The Board members were offered the opportunity to submit questions prior to the meeting.</p> <p>In relation to resources for the implementation of e-triage units across all A&E sites, the Board noted that a number of improvements were</p>		

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	<p>being considered and resources would be bolstered. This included technical integration of existing clinical systems. The Board noted that there would be augmenting of different services to build a robust GGC system, partnering with NHS24 and the Scottish Ambulance Service.</p> <p>In response to a question regarding the status of Moving Forward Together, the Board noted that this had evolved into the one Strategy, the GGC Way Forward.</p> <p>Professor Gardner clarified that the Directors meeting part 1 & 2 was in relation to the Informal Directors meeting that takes place every Monday. This had been revised and part 1 of the meeting would focus on NHSGGC Board business. The Chief Officers, Employee Director and DOP were invited to part 2 of the meeting in order to discuss whole system elements.</p> <p>In response to a question regarding convergence of the programmes, it was noted that time would be dedicated to the challenges expressed. It was estimated that it would be 6-9 months in order to see a way forward. During this time there would remain a focus on the established groups.</p> <p>The Board noted that the voices of staff would be heard on what could be done differently. The Board recognised that the staff had the solutions to make care safe.</p> <p>The formal process for ensuring that the recommendations were fulfilled would flow up with non-executive involvement. There were performance milestones and regular reviews would be carried out.</p> <p>The Board recognised the challenges that had to be addressed swiftly and noted that there would be a focus on learning. There would be opportunities for consideration, for example additional resources for front door, however it would be challenging to fix a timescale to this. The individual group action plans would feed up to the Board. The North/South/Clyde group membership had been formed and provisional dates were in the diary before 1st May. These groups would meet every 2 weeks and would drive forward the work.</p> <p>It was recognised the relationships were fractured and to improve relationships staff would be provided with every opportunity to move forward. This included staff meetings with the Chief Executive and seeking expert advice. It also included considering the correct methodology to move forward, including restorative work, mediation and career conversations.</p>		

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	<p>The Board noted that the Chief Officers contribution was important for a whole system approach and another Hackathon was scheduled for June 2025.</p> <p>In relation to Population Health and Wellbeing, the Board noted that there would be further opportunities as work progressed and this would bring about change and broader discussion.</p> <p>In response to a question regarding whether consideration had been given to similar issues experienced in other areas of the Board, it was recognised that there may be pockets of issues in different areas, however tools for example iMatter bring issues to the forefront.</p> <p>The rapid response was welcomed by the Board, however a question was raised regarding capacity for staff to move forward. The Board noted that dedicated time had been allocated and sessions were available to medical staff.</p> <p>The Board recognised that staff perhaps didn't feel like there was any point in responding to the questionnaire, however it was recognised that the questionnaire didn't stand in isolation. Staff were given the opportunity to meet, the Chief Executive had written to every member of staff setting out the plan to keep them updated. The Board noted that the Employee Director had been involved in meetings and meetings had taken place with official trade union representatives and grass routes information had been fed back to the Chief Executive. In relation to iMatter results, the Board noted it had been agreed that spot checks would be carried out to ensure that action plans had been agreed.</p> <p>In response to a question regarding capturing feedback on how safe volunteers felt, the Board noted that systems were in place to support volunteers and gather feedback. Further consideration would be given to investing in support.</p> <p>In response to a question regarding supplying positive feedback, it was noted that the Communications Team highlighted stories of positive work.</p> <p><u>NOTED</u></p>		
34.	AOCB		
	There were no further items raised.		

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	The Chair thanked Board members, the team and the Chief Executive. <u>NOTED</u>		
35.	Date and Time of Next Meeting		
	The next meeting would be held on Tuesday 29 April 2025 at 9.30 am via MS Teams. <u>NOTED</u>		