

NHS Greater Glasgow and Clyde	Paper No. 26/14
Meeting:	NHSGGC Board Meeting
Meeting Date:	26 February 2026
Title:	Quality Strategy Learning System Update
Sponsoring Director/Manager:	Professor Angela Wallace, Executive Nurse Director
Report Author:	Ms Paula Spaven, Director of Clinical and Care Governance Mr David Craig, Clinical Improvement Manager Ann McLinton, Programme Manager Person-Centred Health and Care

1. Purpose

This paper details the progress made toward the year two deliverables of the Quality Strategy, "Quality Everyone Everywhere," and highlights the progress made to develop the NHSGGC Learning System which is a central objective of the Year 2 plan.

2. Executive Summary

Overview

- The report outlines progress on the second year of NHS Greater Glasgow and Clyde's (NHSGGC) five-year Quality Strategy, "Quality Everyone Everywhere", and provides an update on the development of the NHSGGC Learning System.
- The strategy aims to embed quality in every aspect of the organisation and to position NHSGGC as a world leader in healthcare quality by 2029.
- Year 2 focuses on strengthening culture, fostering person-centred care, building partnerships, amplifying feedback, and scaling evidence-based improvements.

Key Achievements and Priorities

- **Quality Infrastructure:** Steady development of quality structures, increased QI (Quality Improvement) capability, and greater equality, though some delays due to operational pressures.

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- **Person-Centred Care:** Workforce training and public engagement advanced, with person-centred standards being tested and a new palliative care strategy in progress.
- **Co-Production:** Expanded engagement with partners, volunteers, and community groups, despite slower internal tool evaluation.
- **Learning, Listening & Improving:** Reflective practice and spiritual care strengthened, with real-time feedback in Emergency Departments underway.
- **Safe, Effective & Efficient:** Alignment with national infection prevention strategies and launch of a multi-workstream Learning System.

NHSGGC Learning System (GGCLS)

- Aims to create a learning organisation by accelerating sharing of learning from incidents, feedback, and improvement work.
- **Key Components:**
 - Learning System Hub on SharePoint for centralised resources and sharing.
 - Standardised template for recording learning, making it searchable and accessible.
 - Learning Champions Network under development to support organisation-wide engagement.
 - Comprehensive communications strategy, including routine updates and branding, to support launch and engagement.
 - Scheduled formal launch of the Learning System Hub in summer 2026.

Implementation Approach

- Whole-system approach, coordinated with governance and operational priorities.
- Governance through established committees and forums; clear delivery plans for each workstream.
- Incremental roll-out of Learning System Hub with local Learning Champions to support adoption.
- Extensive staff engagement through communications campaigns, events, and an online forum within the Hub.
- Capability building via training, coaching, and QI network opportunities.
- Alignment with national priorities and integration into local improvement plans.

Evaluation and Monitoring

- Ongoing mixed-methods evaluation combining quantitative and qualitative data.
- Tracking progress against delivery milestones, adoption rates, staff engagement, and quality of learning summaries.
- Feedback from staff, patients, families, and partners to inform system improvements.
- Quarterly review cycles to adapt and improve implementation.
- Annual reflections guide development of future priorities and adaptation of the strategy.

Conclusions

- Consistent progress achieved towards a learning-oriented, person-centred culture, despite operational challenges.

- The Learning System aims to establish strong foundations for systematic learning and improvement.
- Ongoing Board support and scrutiny are crucial for sustaining progress and achieving strategic aims.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- Note and comment on the advancements made towards the strategic priorities set for year two, demonstrating ongoing commitment to fostering a person-centred culture, partnership working, and continuous learning within NHSGGC.
- Note and comment on the ongoing work to develop of an NHSGGC Learning System.

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:

The implementation of the Learning System Hub, outlined in this paper, is anticipated to make a positive and measurable contribution to NHSGGC's corporate aims of Better Care, Better Value, Better Workplace, Equality & Diversity, and Environment. By fostering a culture of systematic learning and continuous improvement, the approach directly supports the delivery of high-quality, person-centred care and encourages efficient use of resources, thereby increasing the likelihood of achieving Better Care and Better Value outcomes.

Simultaneously, the focus on staff engagement, capability building, and the creation of supportive learning environments is expected to enhance staff wellbeing and organisational culture, furthering the aim of a Better Workplace.

The explicit alignment with national priorities and the integration of equality, diversity, and environmental considerations into both the strategy and its evaluation processes underpin a commitment to positive impacts in these domains.

Overall, the paper's recommendations and proposed actions are well-aligned with, and likely to advance, NHSGGC's strategic objectives in these areas, supporting sustained progress towards a more equitable, inclusive, and environmentally responsible health system.

• 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>Positive</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:

Quality Everyone Everywhere and the NHSGGC Learning System have both placed significant emphasis on engagement and communications as central components of their implementation strategies. Extensive engagement with staff has been facilitated through a combination of communications campaigns, interactive events, and the establishment of an online forum within the Learning System Hub, ensuring that voices from across the organisation are heard and integrated into the ongoing development process. Local Learning Champions will play a pivotal role in supporting adoption and promoting best practices, while regular feedback is actively sought from staff, patients, families, and partners to guide improvements and inform future priorities. This approach has fostered a collaborative culture of continuous improvement, strengthened organisational commitment to person-centred care, and ensured transparency throughout the transformation journey.

7. Governance Route

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

The following governance routes have each played a role in reviewing and shaping earlier iterations of the content of this paper, ensuring robust oversight and alignment with organisational priorities:

- Quality Strategy Leads
- Inquires Oversight Sub-Committee
- Corporate Management Team
- Boardwide Clinical Governance Forum
- Clinical and Care Governance Committee
- NHSGGC Board

8. Date Prepared & Issued

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1. Introduction

This paper details the progress made toward the year two deliverables of the Quality Strategy, "Quality Everyone Everywhere," and highlights the progress made to develop the NHSGGC Learning System which is a central objective of the Year 2 plan.

2. Background

Quality Everyone Everywhere, was approved by the NHS Greater Glasgow and Clyde (NHSGGC) Board in June 2024. This strategy outlines an ambitious five-year plan, spanning from 2024 to 2029, with the overarching aim of establishing NHSGGC as a world-leading organisation in quality healthcare. It adopts a comprehensive whole-system approach, ensuring that the principles of quality are embedded in every role, team, and interaction throughout the organisation.

Central to the strategy is a commitment to person-centred care, co-production, and a culture of listening, learning, and continuous improvement. The approach is grounded in the delivery of safe, effective, and efficient services, with the strategy serving as a framework for both operational and cultural transformation within NHSGGC.

The [Year 1 Quality Strategy Impact Report](#) was shared with the NHSGGC Board on 21 August 2025.

3. Assessment

Quality Everyone Everywhere is being implemented through annual delivery plans, now in its second year. The approach translates the NHSGGC quality model into practical action, keeping people and organisational values central. The 2024/25 plan focused on creating the right environment for quality improvement and developing local plans. The delivery plan for 2025/26 aims to further build on this foundation, aiming to strengthen organisational culture, foster kindness and compassion, amplify voices through partnership, learn from feedback, scale up evidence-based improvements and focus on whole system quality.

3.1 Year 2 Key Deliverables

Year 2 (June 2025 – May 2026) priorities are focusing on the following deliverables:

1. Creating an enabling and supportive culture for quality by connecting people across the organisation and in our communities (infrastructure, equality, shared vision and purpose, whole system quality).
2. Fostering a movement of kindness centred on people, ensuring respect and compassion underpin safe and open communication (shared decision making, person-centred standard and measures, palliative care, communication programme).
3. Co-creating through partnership and shared experience, ensuring everyone's voice is heard (community of engagement, volunteers).
4. Listening to the voices of people everywhere, and use feedback to learn what matters, and to drive meaningful improvements (real-time feedback, values based reflective practice, evaluation).
5. Scaling up evidence-based improvement and values-based care, making care safer every day (learning system, infection prevention, and control strategy).

3.2 Year 2 Quarter 1 and 2 Key Highlights

- **Quality Everyone Everywhere:** Steady progress in development of our quality infrastructure, equality, and QI capability, with some delays due to dependencies and operational pressures. Notable achievements at a [mini-Accelerated Design Event](#) in November 2025 to establish a quality community, agree priorities and continuing QI network growth.
- **Person-Centred:** Significant advances in workforce training and public engagement. Testing of the revised person-centred standard and measure is nearing completion with a launch planned for spring 2026. A careful and kind communication training package is being established for system-wide roll-out in a phased incremental manner. A draft of the new palliative care strategy is in advanced stages of development.
- **Co-Production:** Meaningful community and partnership collaboration, including expanded engagement with organisations and volunteer oversight. Internal tool evaluation slowed by system pressures.
- **Learning, Listening & Improving:** Strong delivery in reflective practice and spiritual care, with foundational work on real-time care experience feedback measurement ongoing in the Emergency Departments at GRI, QEUH and RAH.
- **Safe, Effective & Efficient:** Solid system development, alignment with national infection prevention strategy, and launch of multi-workstream Learning System.

3.3 The NHSGGC Learning System (GGCLS)

NHSGGC has the ambition to be a learning organisation, committed to intentional learning from when things go wrong and using this learning to improve and engage with our staff, patients and carers. The NHSGGC Learning System will serve as the mechanism to meet this ambition.

The learning system aims to accelerate sharing of learning and improvement through a range of engagement and learning opportunities. This involves collaborative working, sharing good practice and signposting to training resources.

The NHSGGC Learning System will ensure that learning from Significant Adverse Event Reviews (SAERs), Complaints, Legal Claims, Patient, Family and Carer Feedback, as well as learning from improvement work, is easily accessible to staff and shared with people who use our services and the public.

The initial phase of developing the NHSGGC Learning System has concentrated on establishing strong foundations, which will be further advanced over the next year and beyond. This dynamic process centres on listening to staff and those who use our services, while creating and testing new approaches to support the sharing of learning across the organisation.

The NHSGGC Learning System is designed to consistently gather and apply learning from staff, services, and people who use our services, with the aim of driving intentional improvement and ensuring safety. The key foundational work is:

- **A Learning System Hub on SharePoint**

This will be a central resource and repository for all staff across NHSGGC to be able to search for and share learning. It will support networking and the development of a culture of sharing and learning. This will initially include a landing page and resources, and links to learning and improvement resources and webinars, and initial templates and guidance on how to use the Learning System Hub. This will evolve to include service-specific and condition-specific learning systems, and links to data and dashboards. We will develop a search function within the hub so that users can easily search for learning across NHSGGC. The formal launch of the hub is planned for the summer of 2026.

- **A Standardised Template to record learning**

This will ensure that all learning across NHSGGC will be recorded on a standardised template which can then be stored in a SharePoint library and be easily searchable through the Hub.

- **A Learning Champions Network**

The Learning System will be for everyone. To support this, a Learning Champions Network is in development to ensure a network of senior leader champions across the organisation is available to support staff to share their learning and support improvement.

- **Forward Engagement and Communication activities**

A communication plan, utilising the OASIS Framework, will be in place to support the launch of the learning system, with ongoing awareness raising

through routine updates in Staffnet, Core Brief, networks etc, and development of branding and a logo.

We will also commit to further build and develop the network and plan regular learning events.

4. Conclusions

The second year of *Quality Everyone Everywhere* demonstrates clear and consistent progress toward establishing NHSGGC as a learning-oriented, person-centred organisation. Despite operational pressures and system-wide challenges, notable advancements have been made across all workstreams, reflecting a strong commitment to embedding quality, compassion, and continuous improvement at every level of the organisation.

The development of the NHSGGC Learning System marks a significant step forward in strengthening our capacity to learn systematically from experience—whether through SAERs, feedback, improvement work, or shared practice. The foundations established during Year 2 provide a robust platform on which to build a mature, accessible, and staff-centred Learning System that will support safer, more effective, and more responsive care.

As the organisation moves into the next phase of delivery, the focus on partnership working, strengthened capability, and listening and learning from people, patients, families, communities, and staff will remain central. The progress to date illustrates the value of coordinated leadership, shared purpose, and authentic engagement, and sets a strong trajectory for achieving the ambitions of the five-year strategy. Continued implementation, evaluation, and adaptation will ensure that NHSGGC remains responsive to emerging needs, supports a culture of openness and improvement, and builds on the momentum generated during Year 2. The Board's ongoing support and scrutiny will be essential in sustaining this progress and realising the vision of delivering high-quality care for everyone, everywhere.

5. Recommendations

The Board is asked to:

1. Note and comment on the advancements made towards the strategic priorities set for year two, demonstrating ongoing commitment to fostering a person-centred culture, partnership working, and continuous learning within NHSGGC.
2. Note and comment on the ongoing work to develop of an NHSGGC Learning System.

6. Implementation

Delivery of the Year 2 Quality Strategy and the development of the NHSGGC Learning System will be progressed through a coordinated, whole-system implementation approach, ensuring alignment with existing governance structures and operational priorities. The following actions will support effective implementation across services:

6.1 Governance and Oversight

- Implementation will be overseen through the established Quality Governance structures, with regular progress reporting to the CMT, Boardwide Clinical Governance Forum, People Committee, Clinical and Care Governance Committee and Board.
- Each workstream, Quality Everyone Everywhere, Person-Centred Care, Co-Production, Learning & Listening, and Safe, Effective & Efficient, will maintain delivery plans with clear milestones, risks, and dependencies.
- Workstream leads will collaborate to ensure shared learning, reduce duplication, and support consistency across the organisation.

6.2 Embedding the Learning System

- The Learning System Hub will be introduced incrementally, beginning with core functions such as the repository, resources, and initial templates. Early adopters will support the refinement of functionality and content.
- Directorates will identify Learning Champions who will act as local facilitators, supporting staff engagement, promoting the use of the Hub, and encouraging consistent application of the Learning Summary Template.
- Learning from SAERs, complaints, legal claims, patient and carer feedback, and improvement work will be systematically uploaded, curated, and communicated to maximise accessibility and impact.

6.3 Staff Engagement and Communication

- In partnership with Corporate Communications and Engagement Team, a targeted communication campaign using the OASIS Framework will support the launch and ongoing awareness of **Quality Everyone Everywhere** and the Learning System.
- Communications will include Staffnet features, Core Brief updates, newsletters, webinars, and promotional materials to strengthen visibility and encourage participation.
- Regular learning events, drop-ins, and practice-sharing sessions will be coordinated to build momentum and reinforce a culture of openness and improvement.
- In addition to routine communications, staff engagement initiatives will be expanded to include interactive workshops and facilitated feedback sessions specifically designed to capture staff experiences and suggestions regarding the Learning System. These events will be scheduled at regular intervals throughout the year and will be accessible both in-person and virtually to maximise participation.
- Furthermore, a dedicated online forum will be established within the Learning System Hub, enabling staff to share insights, ask questions, and collaborate on improvement ideas in real time. The organisation will also recognise and celebrate outstanding contributions through an annual 'Learning Champion' award, further motivating staff to engage proactively with the new system.

6.4 Capability Building

- Directorate teams will be supported to embed person-centred practices, shared decision-making, reflective practice, and values-based care through training programmes, coaching, and facilitated sessions.
- The communication training programme will be rolled out on a phased basis across the system, with initial focus on high-impact areas and teams.
- QI capability will continue to be strengthened through the established QI network, learning opportunities, and collaboration with national partners.

6.5 Feedback, Monitoring and Continuous Improvement

- Implementation activities will be monitored using a combination of qualitative and quantitative measures, including staff and public feedback, progress against milestones, and output from evaluation activities.
- The staff survey and focus groups beginning in February 2026 will inform improvements to the Learning System and ensure it meets the diverse needs of staff across NHSGGC.
- A quarterly review cycle will be used to assess what is working well, identify areas requiring further development, and adapt approaches accordingly.

6.6 Integration with Operational Priorities

- Teams will be supported to integrate the Quality Strategy and Learning System within service-level improvement plans and operational processes.
- Opportunities to align with national priorities—such as Infection Prevention and Control Strategy and person-centred measures—will be maximised to ensure coherence and reduce burden.

7. Evaluation

Evaluation of the Year 2 Quality Strategy and NHSGGC Learning System will employ a comprehensive mixed-methods approach, ensuring a thorough understanding of impact, progress, and areas requiring further development. This approach will combine quantitative data, qualitative insights, and ongoing feedback from staff, patients, families, and partners throughout NHSGGC. The evaluation framework is designed to facilitate continuous learning, reinforce accountability, and enable evidence-based decision-making.

7.1 Tracking Progress Against Delivery Plan Milestones

- Each workstream will monitor and report progress against agreed milestones, outputs, and performance indicators to evaluate delivery of Year 2 priorities.
- Quarterly reporting will capture achievements, delays, emerging risks, dependencies, and mitigation actions, enabling transparent oversight.
- Delivery plans will be regularly reviewed and adjusted as necessary to ensure alignment with evolving organisational priorities and operational requirements.

7.2 Evaluating the Learning System's Effectiveness

- Adoption rates, usage patterns, and staff engagement with the Learning System Hub will be tracked to assess the uptake of the new infrastructure.
- The quality and consistency of Learning Summaries will be scrutinised to ensure the template fosters meaningful and transferable learning across services.
- Feedback from Learning Champions, early adopters, and directorate teams will guide ongoing improvements to Hub functionality, usability, and content, building on experiences from initial implementation phases.

7.3 Staff Experience, Engagement, and Capability Building

- Insights from staff surveys and focus groups, will illuminate staff needs, challenges, and priorities for further improvement.
- Evaluation measures will include staff confidence in utilising the Learning System, perceptions of organisational culture, and experiences with person-centred practice and communication training.
- Levels of participation in QI networks, training programmes, reflective practice, and collaborative learning events will inform assessments of capability growth and engagement.

7.4 Quality, Safety, and Person-Centred Outcomes

- Analysis of trends in SAER learning themes, complaints, legal claims, and patient and carer feedback will determine if learning is being effectively translated into tangible improvements.
- Key indicators of safer, more effective, and more person-centred care will be monitored through established governance and reporting processes.
- Real-time care experience data from Emergency Departments and other early test sites will be utilised to assess the impact of embedding new feedback mechanisms and inform further refinements.

7.5 Organisational Learning and Culture Transformation

- Evaluation will examine the extent to which learning is being shared, scaled, and embedded across the organisation, fostering a culture of openness and improvement.
- Indicators such as cross-directorate collaboration, shared problem-solving, and reduction in duplication will be monitored to gauge progress towards a mature learning-oriented culture.
- Stories and examples of improvement will be documented to evidence organisational impact and reinforce positive behaviours and outcomes.

7.6 Continuous Improvement and Adaptive Learning

- Evaluation findings will directly inform quarterly review cycles, supporting decision-making about sustaining, scaling, or adapting approaches as needed.
- The Learning System will be iteratively refined based on real-time user experience, ensuring it remains responsive, practical, and aligned with frontline priorities.

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- Annual reflections on progress will shape the development of Year 3 priorities and ongoing implementation of *Quality Everyone Everywhere*, ensuring NHSGGC stays on course towards its strategic vision.

8. Appendices

None required