

NHS Greater Glasgow and Clyde	Paper No. 26/115
Meeting:	NHSGGC Board Meeting
Meeting Date:	27 August 2026
Title:	Leading the Way, Nursing & Midwifery Strategy 2025 - 2029: Year 1 Annual Impact Report (2025/26)
Sponsoring Director/Manager:	Professor Angela Wallace, Executive Director of Nursing
Report Author:	David Lamont, Interim Chief Nurse, Corporate Nursing and Midwifery Directorate

1. Purpose

The purpose of this paper is to present the Year 1 Annual Impact Report (2025/26) for “Leading the Way”, NHSGGC’s Nursing & Midwifery Strategy 2025–2029. The paper summarises progress achieved to date, highlights key impacts across strategic priorities, and outlines next steps for Year 2 delivery.

2. Executive Summary

The paper can be summarised as follows:

Year 1 of “Leading the Way” has focused on putting in place the governance, programmes of work and enabling infrastructure required to move the strategy from vision to delivery. In parallel, placing nursing and midwifery staff voice at the centre of the ongoing design and delivery of Leading the Way through the Big Conversation and Champion model is a radically different approach and deliberate cultural change to achieve collective ownership.

Through this approach 4 key strategic priorities were identified which are the cornerstone of Leading the Way and contained within each priority we have described the approach we will take to have the meaningful impact that nursing and midwifery staff told us was important to them.

2.1 Strategic Vision and Priorities

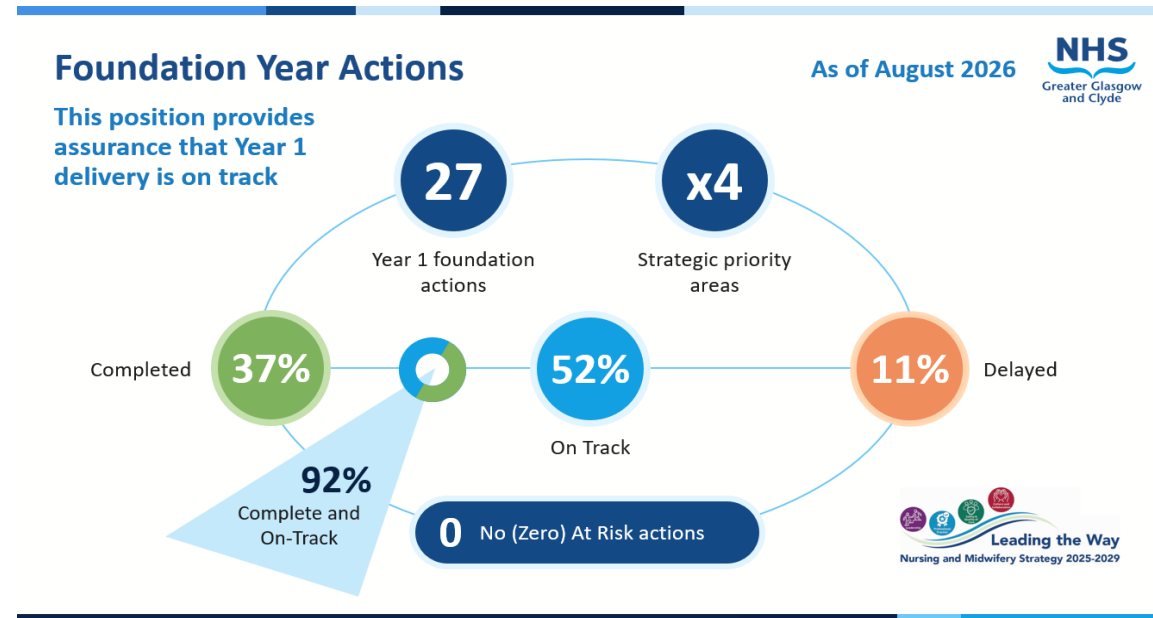
Figure 1 below sets out the strategic vision and four priorities that translate staff feedback into a clear framework for delivery, aligned with the NHSGGC Board priorities of Better Health, Better Care, Better Value and Better Workplace.

Figure 1:



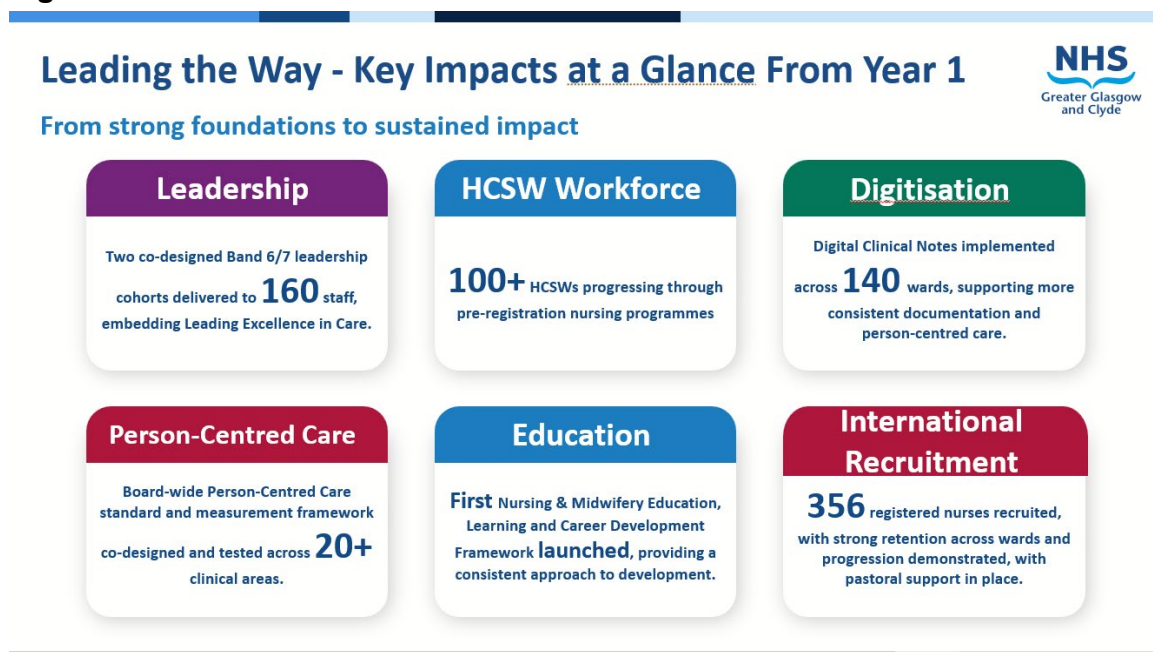
2.2 Building the Foundations for Delivery

Year 1 established the governance, delivery programmes and enabling infrastructure needed to move Leading the Way from strategy into action. The four strategic priorities were translated into 27 foundation actions as depicted in **Figure 2** below with 92% complete and on track.

Figure 2:

2.3 Key impacts achieved in Year 1 for staff, services and the people we care for

Year 1 delivered early benefits for staff, services and care, while laying the foundations for longer-term improvement as illustrated in **Figure 3** below.

Figure 3:

2.4 Learning and Year 2 priorities

Year 2 priorities are currently being developed through our Big Conversation and was the focus of an Accelerated Design Event which took place, as part of our annual nursing and midwifery celebration event, in May 2026 involving over 200 nurses, midwives, healthcare support workers and students.

The resulting insights and outputs from the event included learning and reflection from year 1 and provides an evidence-informed basis for Year 2 priorities and delivery. This work will be completed in summer 2026 and supported by the infrastructure, implementation approach and the existing governance and assurance arrangements as highlighted in year 1.

A key area of focus agreed by colleagues at all levels is to strengthen our approach to further point of care to Board-wide care assurance. To achieve this, already underway is a rapid design approach and future dashboard to capture the quality and safety of nursing and midwifery care.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- Note the Year 1 progress and key areas of impact
- Review and approve the 2026 Annual Impact Report

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:

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 and 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:

Through ongoing and active Big Conversations, nursing and midwifery staff across the board have been raising, debating and seeking improvements to high-quality compassionate care.

This approach is reflected in the paper and captures the key elements of inclusion, active listening, learning and responding to concerns. The impact report was developed and refined across a range of operational nursing and midwifery groups in advance of its presentation to CMT, Clinical and Care Governance Committee in advance of onward transmission to NHS Board.

7. Governance Route

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

- Delivery is progressed through established Nursing and Midwifery governance and professional structures.
- Year 1 priorities were identified by the Strategy Implementation Reference Group and assigned to Nursing and Midwifery governance and professional groups.
- Oversight is provided through the Nursing and Midwifery Steering Council and associated sub-councils (Safe and Effective Care and Transforming and Guiding).
- This paper has also been presented to Corporate Management Team for noting and the Clinical Care and Governance Committee for approval.

8. Date Prepared & Issued

Paper prepared: 10 August 2026

Paper Issued: 19 August 2026

9. Appendices

Encl - Appendix 1. Leading the Way Year 1 Impact Report

Encl - Appendix 2. Leading the Way Nursing and Midwifery Strategy 2025 – 2029



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

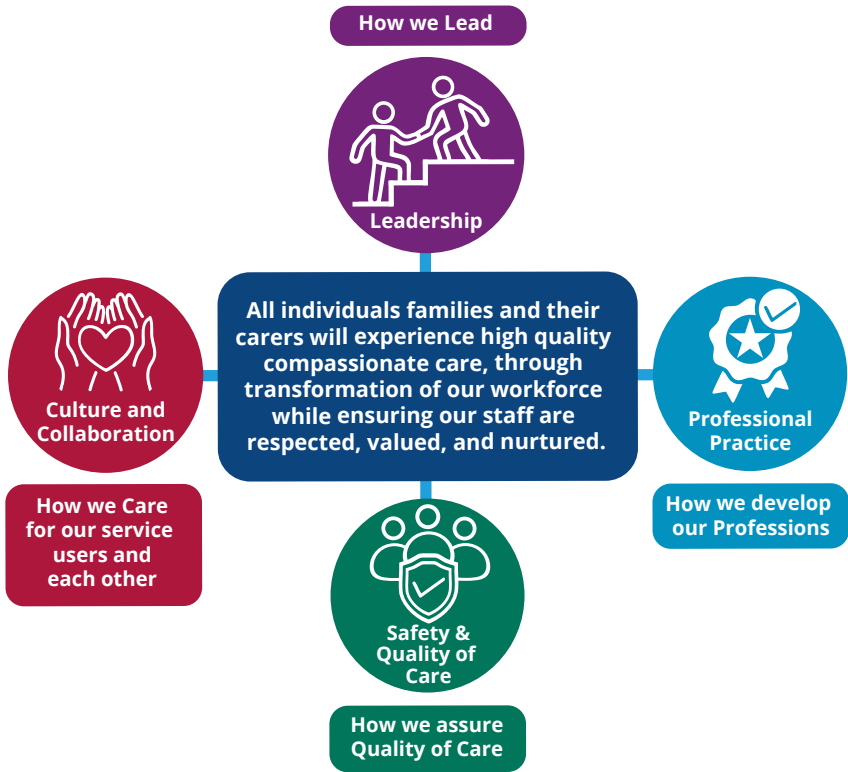
Education, learning, and innovation

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

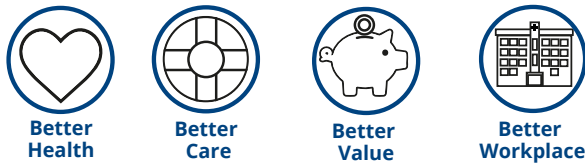
Lead the way in developing professional practice through education, innovation, research and transformation.

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

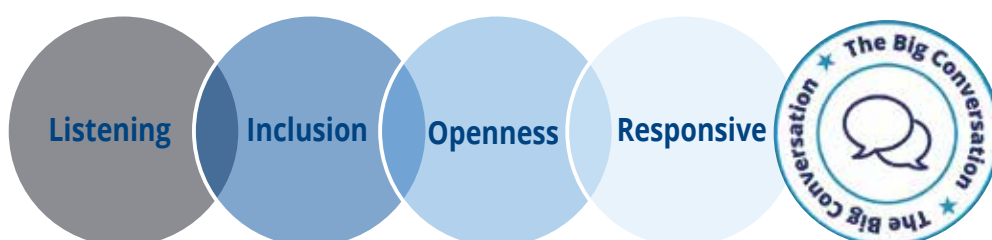
How we Listen

- **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

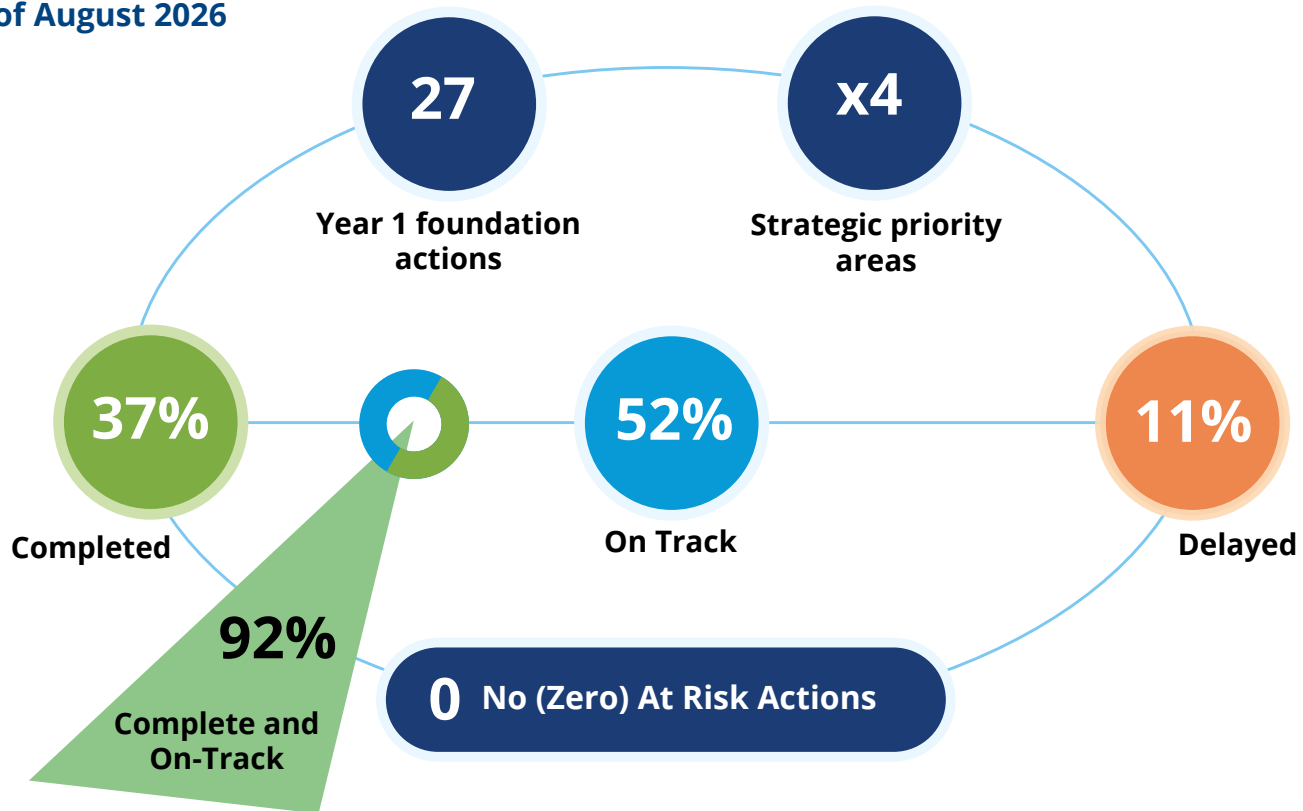


Turning Strategy into Action: Year 1 Impact

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

Leadership Two co-designed Band 6/7 leadership cohorts delivered to 160 staff, embedding Leading Excellence in Care.	HCSW Workforce 100+ HCSWs progressing through pre-registration nursing programmes.	Digitisation Digital Clinical Notes implemented across 140 wards, supporting more consistent documentation and person-centred care.
Person-Centred Care Board-wide Person-Centred Care standard and measurement framework co-designed and tested across 20+ clinical areas.	Education First Nursing & Midwifery Education, Learning and Career Development Framework launched , providing a consistent approach to development.	International Recruitment 356 registered nurses recruited, with strong retention across wards and progression demonstrated, with pastoral support in place.



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

6

Actions

5

Completed

0

On Track

1

Delayed

0

At Risk 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.

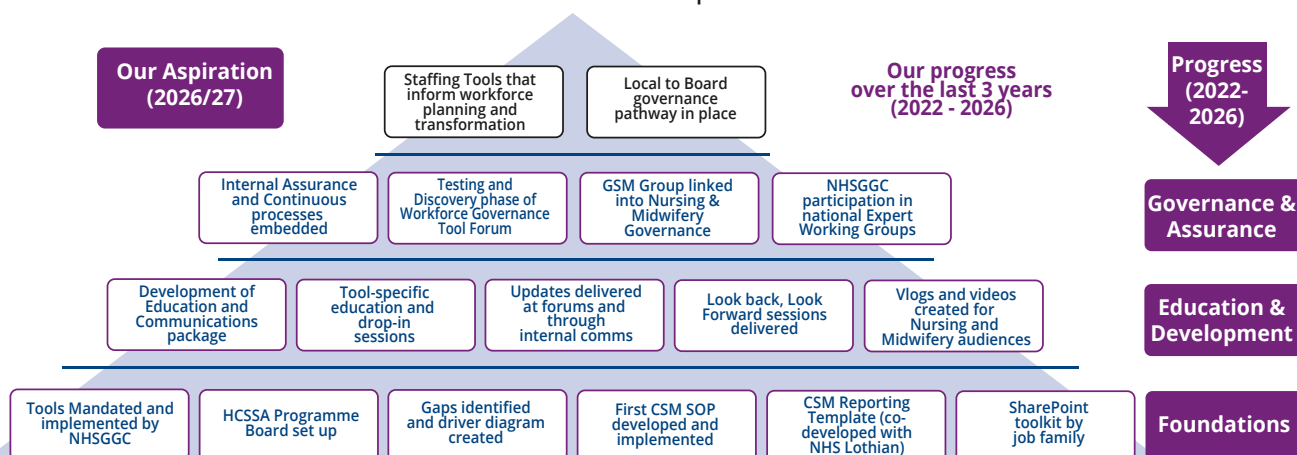
Launching the Education, Learning and Career Development Framework. This is supporting our job families to develop in their careers and to reach their full potential.

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%

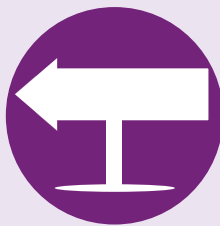
Identified a
Preceptor

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 (≥ 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 (≥ 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

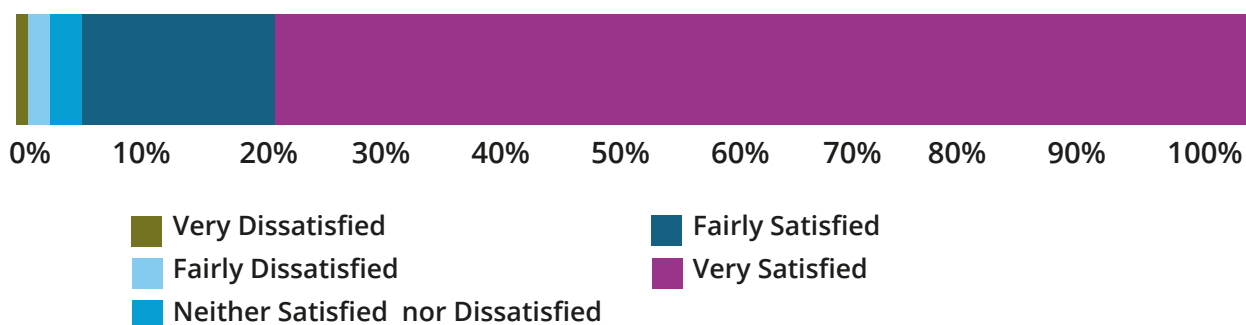
Are in a different
ward from start date



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?



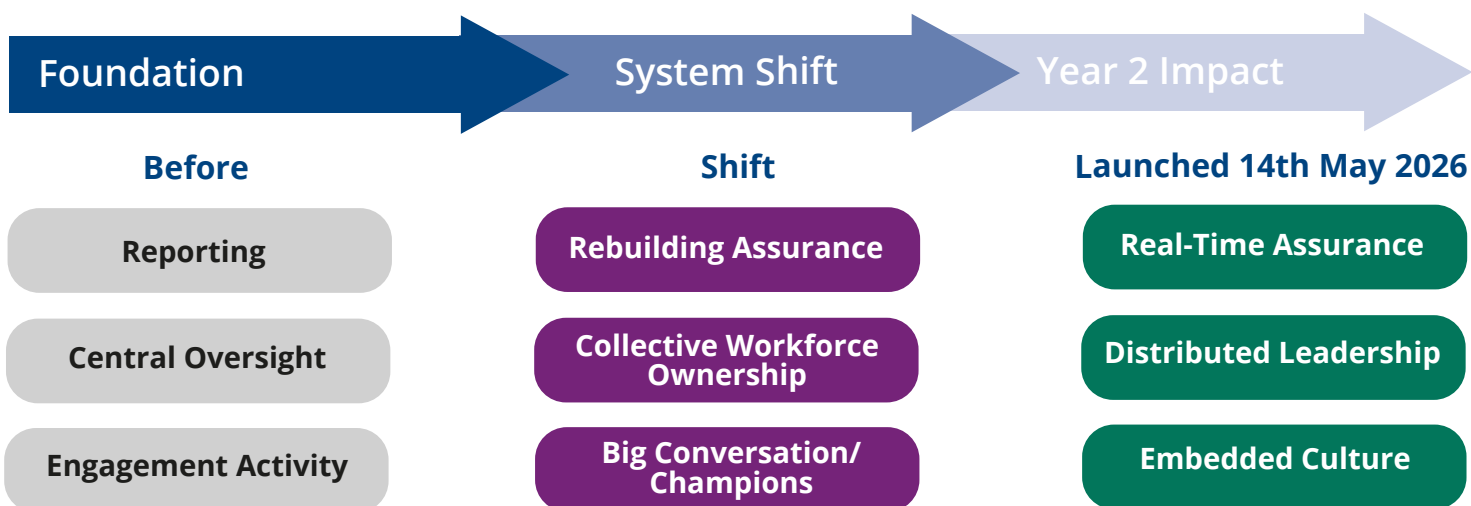
Delivering into Year 2 and Beyond

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.

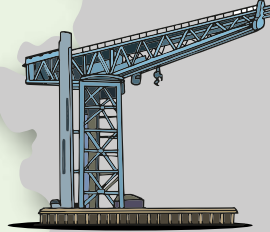
We will lead the way together.

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”



Leading the Way

NHS Greater Glasgow and Clyde's Nursing and Midwifery Strategy



2025 - 2029

Welcome

We are incredibly proud to share our Nursing and Midwifery Strategy 2025-2029. Leading the way is about caring for and about people. It is also for the first time setting a bold future for Nursing and Midwifery in Greater Glasgow and Clyde over the next 5 years.

It has been co created with a collective voice of our staff through our ground breaking “Big Conversation” approach. We have also listened carefully to the experiences of people who trust us to expertly care for them and their loved ones with kindness. In listening to our staff and people’s experience we are making a promise, underpinned with action, which is for us to learn, improve and adapt whilst balancing the reality of the challenges with creating a different future.

**Professor Angela Wallace,
Executive Nurse Director**



Our first Nursing and Midwifery strategy is ambitious, person centred and supports the Board’s Organisational priorities.

I am particularly pleased that so many of our staff have been involved in each of the stages of the development of the strategy and the key priorities for delivery. The Big Conversation was such a positive approach and has ensured what matters most to staff, that they can give the highest quality of care, is at the centre of this work.

I would like to thank everyone involved in developing the strategy and for creating such a positive vision for Nursing and Midwifery for Greater Glasgow and Clyde as we face a future with considerable challenges and opportunities.

**Jann Gardner
NHSGGC Chief Executive**



We are enthused and fully committed to implementing our first NHS Greater Glasgow and Clyde’s Nursing and Midwifery Strategy, Leading the Way. The co-production of the strategy has meant what really matters to the people who use our services, to staff and to us is reflected and prioritised within. Leading the way recognises and will enhance the unique contribution Nurses, Midwives, Health Care Support Workers and Students make to improve the health and wellbeing of our population and the delivery of our organisational priorities.

Our role as senior professional leaders, is to drive the delivery of this strategy, inspire and provide opportunity for growth and development of future leaders through the actions of the strategy. We will ensure NHSGGC provides exemplary care, attracts new people, is a great place to work and receives recognition for excellence in Nursing and Midwifery services.

We look forward to Leading the Way in collaboration with our colleagues who already demonstrate their dedication to the delivery of high quality care for those who use our services, their families and carers. We are grateful every day for their care, compassion and hard work. Our strategic priorities focus on them too and how we work together to Lead the Way across our professions locally, nationally and globally.

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



Introduction

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NHSGGC Scope and Scale

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Making it Happen

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Plan on a Page

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Introduction - Leading the Way

Our vision - All individuals, families, and their carers will experience high quality, compassionate care, through transformation of our workforce while ensuring that our staff are respected, valued, and nurtured.

This strategy has been co-created with energy and engagement across Greater Glasgow and Clyde and is a celebration of the contribution we make to care and services everyday. It ensures that our ambitions for the next five years are built upon NHSGGC's strategic direction and organisational priorities.

Our Nursing and Midwifery Teams reflected on challenges and opportunities and identified four priorities that reflect what matters to them. Following significant engagement with public and service users we have developed actions for each of these priorities with the promise of working collaboratively to deliver them so that staff feel valued and recognised for their contribution to quality care, to one another, and in the teams they work in daily.

Nurses and Midwives chose the title 'Leading the Way' to capture our aspirations to be innovative, ambitious, and influential. NHSGGC Nursing and Midwifery teams will lead the way in transforming the quality of care, professional practice, and people's experience. Our teams have told us they aspire to:

Lead the way with approachable, compassionate, and visible leadership

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

Lead the way in education, innovation, research and transformation

Lead the way in creating an inclusive culture of collaboration and caring



NHS Greater Glasgow and Clyde is one of the largest healthcare systems in Europe. The information below gives an indication of the scope and complexity of NHS Greater Glasgow and Clyde:

- Serves a population of 1.3 million people
- Employs around 41,000 staff
- 232 GP surgeries
- 4.4 billion budget

NHS Greater Glasgow and Clyde serves the people of:

- East Dunbartonshire
- East Renfrewshire
- Glasgow City
- Inverclyde
- Renfrewshire
- West Dunbartonshire

The strategy does not sit in isolation, it aligns with key board strategies and Integration Joint Board (IJB) Strategic Plans. It recognises that our staff work in an integrated way with other health and care professionals, multidisciplinary teams, and in partnership with people who use our services.

Board Corporate Priorities



Board Values



Board Strategies closely aligned with the Nursing Strategy



The unique contribution of Nurses, Midwives and Health Care Support Workers in NHSGGC

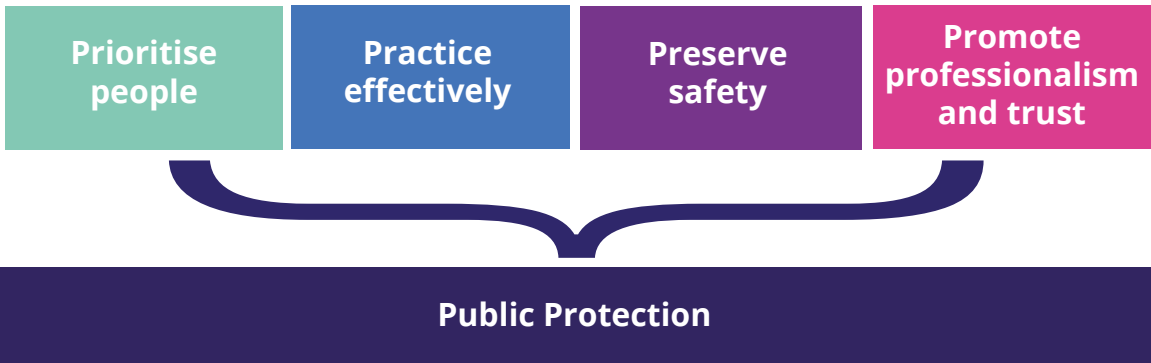
“I want to put on record the amazing care my mum received from the nursing and healthcare support team. They were so kind and compassionate, and nothing was too much trouble. They also made her laugh and supported her when she cried. Truly, this is what good care is”
(Feedback from family August 2024).

Nurses and Midwives are the largest group of staff across NHSGGC, accounting for around 43% of staff and £1 billion of the annual budget. We are committed to improving the health and wellbeing of the population through the contribution of individual professional roles by Leading the Way and harnessing a collective commitment to deliver the strategy.

Professional Standards

Nurses and Midwives are two professions which are both regulated in the UK by the Nursing and Midwifery Council (NMC). All Nurses and Midwives must uphold the shared professional standards that are set out in the NMC Code (The Code: Professional standards of practice and behaviour for nurses, midwives and nursing associates ([nmc.org.uk](https://www.nmc.org.uk))).

The Code sets out four overarching categories of common standards or conduct and behaviour. These are:



The Royal College of Nursing (RCN) defines nursing as a safety critical profession founded on four pillars: clinical practice, education, research and leadership, professional and clinical judgement to assess, plan, implement and evaluate high-quality person-centred nursing care. People’s experience of nursing care is enhanced by how that care is given. Blending the art of caring and the science of nursing is a key focus of this strategy.

A midwife is usually the first and main contact for the woman during her pregnancy, throughout labour and the early postnatal period. Midwives are responsible for providing care and supporting women to make informed choices about their care. They carry out clinical examinations, provide health and parent education and support women and their families throughout the childbearing process to help them adjust to their parental role. Midwives are responsible for their own individual practice and have a statutory responsibility to keep up to date with current knowledge (Royal College of Midwives).

Health Care Support Workers are key members of the nursing and midwifery workforce. All Health Care Support Workers (HCSW) have a national code of conduct that sets the standards for their contribution to the care and safety of the public. They are an integral part of our team and provide high-quality person-centred care to the members of the public engaging our services. HCSWs assist registered staff in delivering hands-on care, performing a range of duties from basic care needs to more complex tasks under the supervision of registered nurses and midwives.

Leading the Way together

When professionals collaborate and connect, we can be more impactful across the organisation in delivering the Board's priorities and building our visibility and influence at all levels. We want to state and detail our aspirations and potential for each of the unique fields of practice and will develop a programme approach dedicated to job families within each field of Nursing and Midwifery. The purpose of this work is to drive transformation in care, to stay ahead of new and developing thinking, innovation, and technology, with the aim of NHSGGC Leading the Way across all fields of Nursing and Midwifery Practice. This unique programme is a key priority in how we will assure quality of care.

Registration fields - Nursing and Midwifery



Adult



Children's



Mental
Health



Midwifery



Learning
Disability

Within these fields our teams work in a diverse range of Job families including:

Infection Prevention Control

Specialist Children Services

Older People & Stroke

Clinical Nurse Educators

Practice Development

Treatment Room Nurses

Clinical Nurse Specialist

Learning Disability

Health Visiting

Mental-Health

Emergency Care

Research Nurses

Critical Care

Theatre Nursing

District Nursing

Practice Education

Addictions Nurse

Paediatric

Prison Nursing

Adult Acute

Neonatal



NHSGGC Nursing and Midwifery Job Families



Our aim was simple: to capture the voices of Nurses and Midwives and to signal the start of a new way of working and connecting by creating a shared strategic vision. Given the unique size and scale of NHS GGC, we wanted to create an approach that would allow us to reach, listen, and engage with our staff. To do this we designed The Big Conversation approach. These conversations ensured that staff were involved in the development of our strategy at every stage.

The Big Conversation adopted a multi-level and dynamic approach to engagement with staff based on principles of active listening, collaboration, compassion, and empowerment. Staff were invited to discuss what matters to them and the people they care for through a variety of in-person and multimedia opportunities board wide. Engagement events were led by senior nursing staff and cascaded through management networks to ensure optimum participation and inclusion across all levels of the professions.

Throughout our conversations the overarching message was that all staff wanted to provide the best care, however to do this they needed support to face the current challenges in order to effect the improvements and changes required. From these conversations, our 4 strategic priorities were developed.



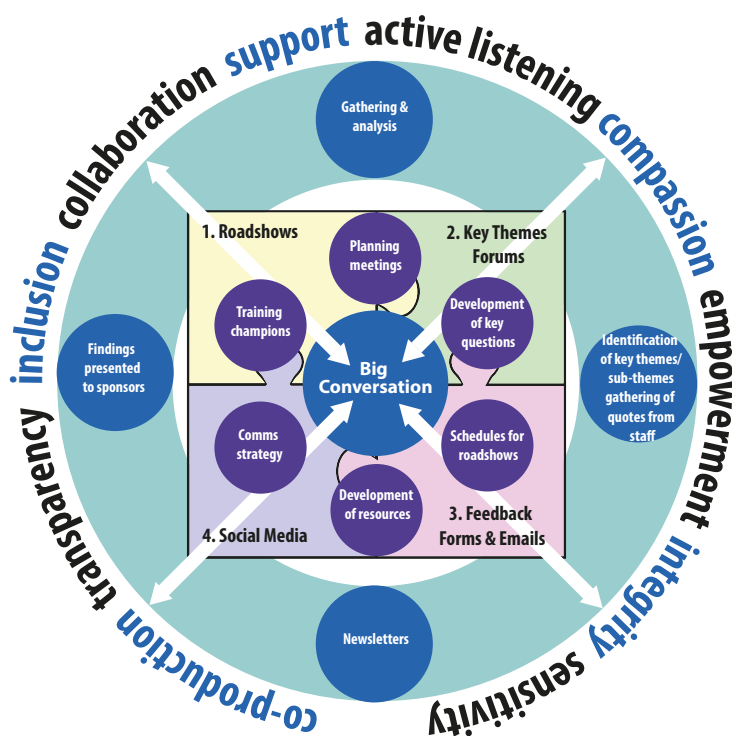
Listened

- 2,467 Pieces of Individual Feedback
- 6 Chief Nurse/Midwife Sessions
- 68 Email Responses
- 411 Survey Responses
- 28,000 Social Media Views
- 5 Key Theme Forums
- 159 Champions Trained
- 264 Postcard Responses

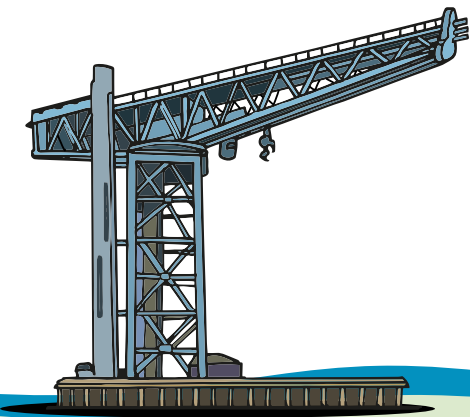
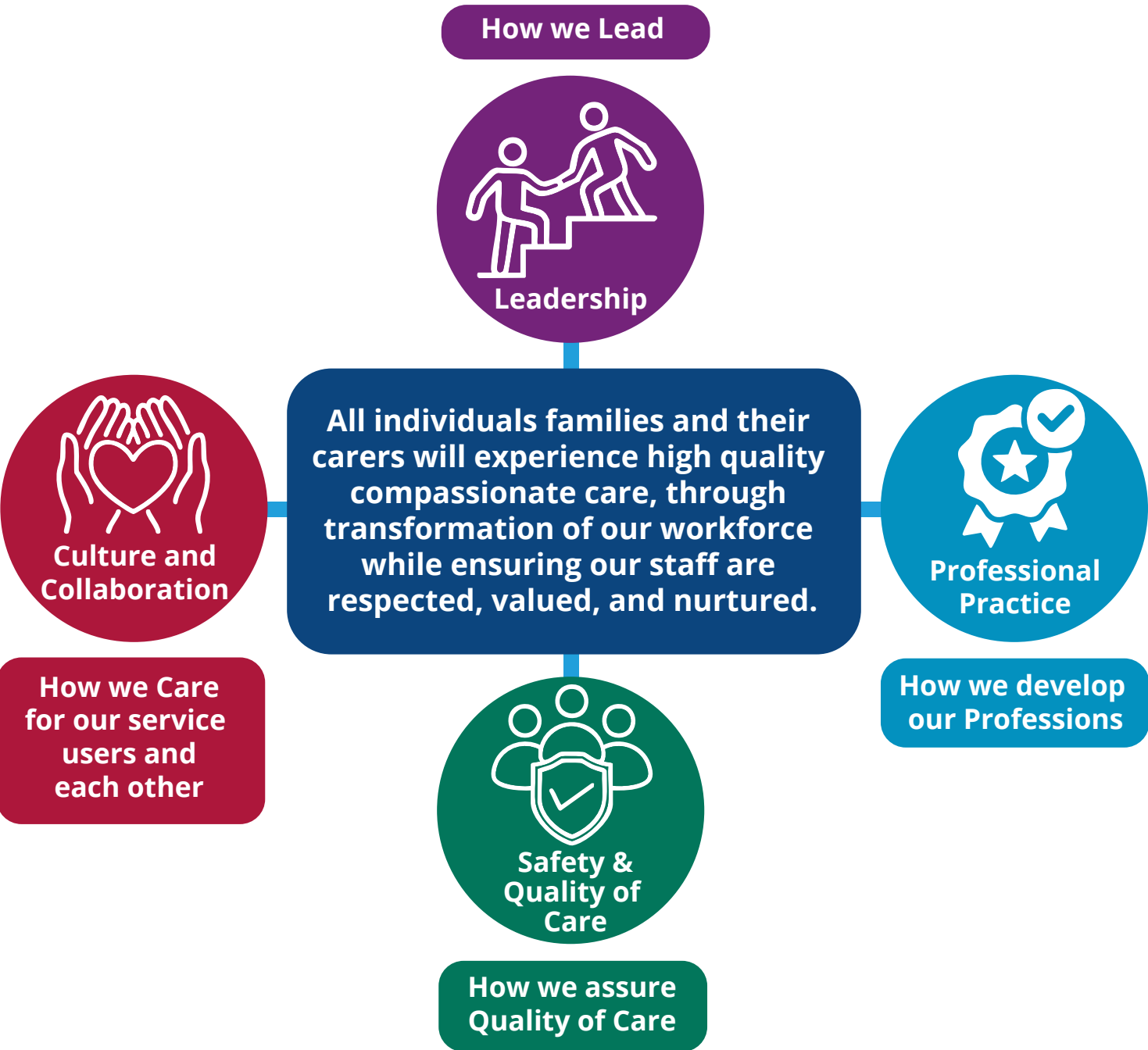
Learned

From our engagement 5 key themes emerged:

- Workforce
- Wellbeing
- Patient Care and Quality
- Professional Identity
- Culture



Leading the Way in . . .





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:

"We need leadership that improves the service we are providing."

"Create a supporting environment for all staff."

"Having the appropriate Nursing and Midwifery resources to provide safe care."

"Involve staff in decisions regarding the organisation to enhance morale."

"Having the opportunities for career progression."



We will deliver this by...

- Designing a leadership development framework and comprehensive suite of leadership programmes for all grades of Nursing and Midwifery staff.
- Reviewing and strengthening professional leadership structures.
- Continuing the Big Conversations, we will work together to develop a shared decision-making approach across Nursing and Midwifery.
- Building on our succession planning and career development model which includes mentoring, supervision and coaching.
- Leading Midwifery and Nursing Workforce planning.
- Embedding a culture of caring, kindness, and equality.

We will know we achieved this when:

- All senior nursing and midwifery leaders will have completed a leadership programme.
- We have a shared governance and decision making structure in place and feedback from staff is gathered to measure our progress and inform our decision making.
- We have undertaken the Common Staffing Method ensuring strong professional engagement and due governance from team to board.
- All nursing and midwifery staff will have completed a development programme that includes caring and kindness e.g. Civility Saves Lives.



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:

"Development opportunities that support exemplary professional practice across all nursing and midwifery families."

"Create an environment that supports innovation and continuous improvement."

"Our professional practice is recognised and valued."

"Use relevant research to transform practice and care delivery."



We will deliver this by...

- Implementing an educational framework to support continuous development across all job families.
- Enhancing and advancing nursing and midwifery roles.
- Developing new care delivery models to improve clinical pathways including being digitally enabled.
- Protecting time for staff learning, clinical supervision and professional development.
- Developing Nursing and Midwifery research capability and capacity.
- Implementing and shaping national and international evidence to underpin expert practice.
- Promoting the range and diversity of nursing and midwifery roles within NHSGGC to attract nurses and midwives to work here and develop their careers.

We will know we achieved this when:

- The educational framework underpins induction, development, and advancement of all staff roles.
- Our workforce will have transformed roles and care delivery models to meet the needs of our population.
- We have implemented protected learning time across all nursing and midwifery teams.
- We have implemented a professional practice model that supports clinical supervision, professional regulation, and transformation.
- We have a research and innovation framework that leads to a growing body of evidence based approaches to care.



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:

"Create the right conditions to focus time on care."

"Have the right nursing and midwifery workforce to provide safe care."

"People experience high quality care."

"Continue to develop the role of nurses and midwives."



We will deliver this by...

- Further develop our assurance framework linked to standards of practice for all nursing and midwifery job families.
- Capturing people's experience of care in real time and including this within our assurance framework.
- Developing nursing and midwifery governance structures to evidence and assure that our care is safe and effective at every level of the organisation.
- A dedicated programme of leading the way driving best in class across all nursing and midwifery job families.
- Using Quality Improvement approaches to improve standards of nursing and midwifery care.

We will know we achieved this when:

- All job families are monitoring and reporting on care assurance standards evidencing improvements in standards of care.
- We have a care assurance system in place that provides real-time evidence on the quality and experience of care from individual people's experience to board level.
- All job families are able to demonstrate expertise in their field, leading the way in innovative practice, knowledge, and skills.
- Our data and feedback tells us that we have positive outcomes from people who use our services and from internal and external scrutiny.



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:

"Our values of care and compassion are demonstrated in the care we give."

"Listening to and involving people in their care."

"Caring for those who use our service with kindness and respect."

"The people who use our services have access to timely nursing and midwifery care when they need it."



We will deliver this by...

- Consistently seeking the experiences of those we care for and the people that matter to them to shape and develop our services.
- Building relationships that increase consistency of care and support person centred care.
- Ensuring people who use our services experience compassionate and equitable care within our day-to-day care interactions and care planning.
- Creating the conditions that support time to care through transformation and innovation.
- Nursing and Midwifery recruitment will always include values-based assessments.

We will know we achieved this when:

- Person centred care planning is evidenced at an individual and service level.
- There is evidence through patients from our diverse communities of feedback of caring, collaboration and service satisfaction.
- We have patient, service user and or public representation on nursing and midwifery strategic groups.
- We have a public/patient reference group in place to capture feedback.
- There will be evidence within recruitment processes that candidates values are measured against our organisational values.



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:

"A culture that treats people well, staff and those we care for."

"Encourage recruitment and retention of staff."

"We work together to improve our care and services."

"Being respected and valued for the job that they do."

"Showcasing and celebrating success."



We will deliver this by...

- Prioritising the importance of equality and inclusion in recruitment, retention, and career development.
- Consistently signposting the framework for staff wellbeing.
- Maximising the efficiency and effectiveness of nursing and midwifery teams.
- Developing an annual celebration of Nursing and Midwifery success in NHSGGC and publishing an annual report.
- Creating new promotional materials to attract people from different backgrounds to work in our board as a place of choice and ensure support is in place to help everyone flourish.
- Continuing to collaborate with staff through Big Conversations to maintain active listening and learning.
- Learning through student feedback ensuring a positive and inclusive learning environment.

We will know we achieved this when:

- There is evidence of an increase in the diversity within the Nursing and Midwifery Workforce at all levels.
- Staff appropriately access wellbeing opportunities at work and there is a reduction in stress related absence.
- Evidence shows increased nursing and midwifery capacity through released time to care.
- There is an annual Nursing and Midwifery celebration in place and annual report published. There is an increase in applicants for roles and improved retention of staff.
- There is high engagement with The Big Conversation across job families resulting in this strategy being influenced, owned, and delivered by Nurses and Midwives.

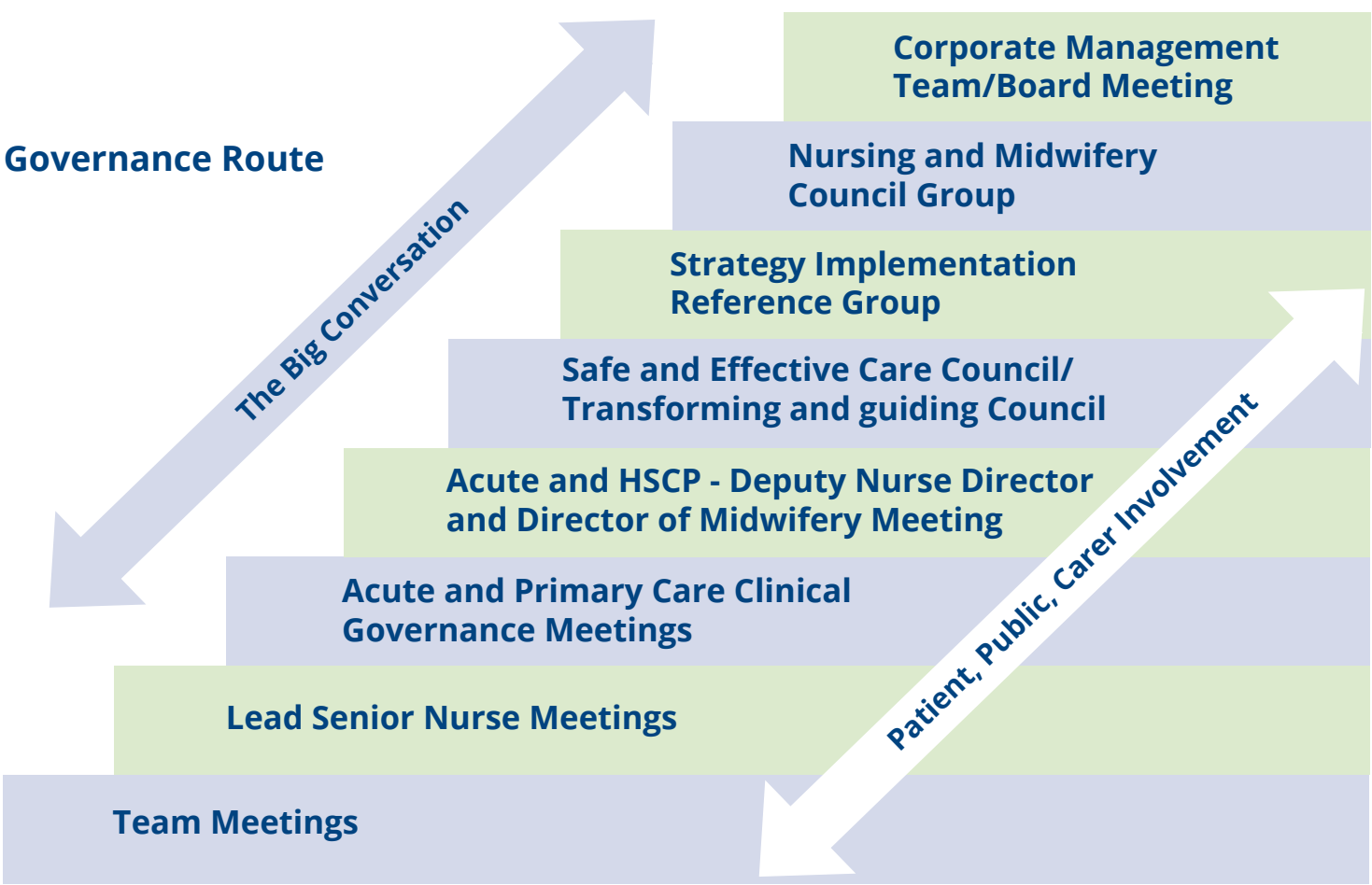
Making it Happen - Implementation and Governance

We engaged with all Nursing and Midwifery staff to build this strategy and we will support and work with them to deliver it. NHSGGC colleagues, people who use our services, the people that matter to them, and the public have engaged with the development of this strategy and will also be key to monitoring its success.

An implementation plan will be formulated and progress on the achievement of the strategic priorities will be monitored via the Strategy Implementation Reference Group and formally reported through the NHSGGC Nursing and Midwifery Steering Council. The Strategy Implementation Reference Group will include representation from the public and a wide range of professionals and leaders across health and care settings. The implementation plan for Leading the Way will detail resource requirements for the key priorities.

Individual nursing and midwifery job families will develop a unique leading the way plan on a page to support the implementation of the strategy in the most impactful way using the overarching strategy plan on a page template.

An annual impact review will monitor the contributions of the strategy including consideration of the current challenging financial environment. Outcomes will be showcased through annual board wide celebration events, where individuals and teams will be recognised for their contributions. The experience of individuals and families will be included within the progress monitoring of the strategy to measure the impact on care delivery.



Leading the Way - Summary 'Plan on a Page'

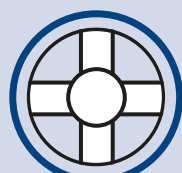
NHSGGC Board Priorities

Nursing and Midwifery Priorities

Key Priority Actions



Better Health



Better Care



Better Value



Better Workplace



Leadership

How We Lead

- Roll out a suite of leadership programmes for all grades of nursing & midwifery staff.
- Work together to implement a shared governance and decision-making approach.
- Continued collaboration with staff through the Big Conversations.
- Embed a culture of caring, kindness, and equality.



Professional Practice

How We Develop Our Professions

- Design an educational framework that includes protected time for learning and development.
- Develop a professional practice model.
- Develop nursing and midwifery research capability and capacity.
- Promote the range and diversity of nursing and midwifery roles to promote recruitment and retention.
- Develop new care delivery models to improve clinical pathways.



Safety & Quality of Care

How We Assure Quality of Care

- Further develop our assurance frameworks.
- Capture people's experience of care in real-time and include in assurance frameworks.
- Develop a dedicated 'Leading the Way' programme to drive best in class nursing & midwifery job families.
- Design a QI approach to capture and improve standards of care.



Culture and Collaboration

How We Care For Our Service Users

- Consistently seek feedback and use this to shape and develop services.
- Build relationships that increase consistency of care and support person centred care.
- Create a patient and public reference group to support delivery of the strategy.
- Creating the conditions that support time to care through transformation and innovation.
- Values-based assessment included in nursing & midwifery recruitment.



Culture and Collaboration

How We Care For Each Other

- Prioritising equality and inclusion in recruitment, retention, and career development.
- Maximising the efficiency and effectiveness of Nursing and midwifery teams.
- Develop an annual celebration event recognising Nursing and Midwifery success and publish an annual report.
- Development of new promotional materials to attract people from different backgrounds to work in our Board.

Conclusion

The vision for our first Nursing and Midwifery Strategy is that individuals, families and their carers will experience high quality compassionate care, through transformation of our workforce while ensuring our staff are respected, valued and nurtured.

Leading the Way is unique in the approach used to co-produce the strategy. It captures the aspirations of nurses, midwives, health care support workers and students across NHSGGC to be innovative, ambitious, and influential. Public, patient and career engagement has shown alignment with their priorities and there is a commitment to work collaboratively with nurses and midwives to deliver our vision.

We will harness the commitment and motivation of staff, public partners, and patients to co-produce the strategy implementation plan. There will be a shared governance approach with staff and the public to monitor progress and to ensure exemplary care is experienced by everyone who accesses our services.

We will lead the way together; we will deliver together, and we will strive for recognition of excellence in our nursing and midwifery services as we transform to meet the future needs of our population.

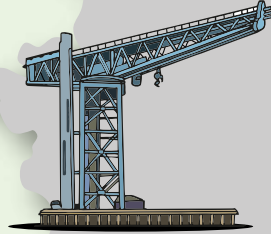


“If we want people to fully show up, to bring their whole selves including their unarmored, whole hearts—so that we can innovate, solve problems, and serve people—we have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected.”

Brené Brown – Dare to Lead



West Dunbartonshire



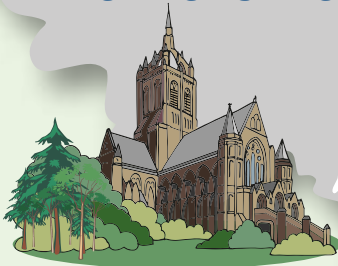
East Dunbartonshire



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”

