

NHS Greater Glasgow and Clyde	Paper No. 25/51
Meeting:	NHSGGC Board Meeting
Meeting Date:	29 April 2025
Title:	NHS Greater Glasgow and Clyde Nursing & Midwifery Strategy 'Leading the Way' 2025-2029
Sponsoring Director:	Professor Angela Wallace, Nurse Director
Report Author:	Morag Gardner, Deputy Nurse Director Acute Services Laura Moore, Chief Nurse, Inverclyde HSCP Leanne Connell, Chief Nurse, East Dunbartonshire HSCP Michelle Magennis, Business and Programme Manager - END office David Lamont, Interim Chief Nurse, Corporate Mark Cooper, Business Manager, Deputy Nurse Director for Acute

1. Purpose

The purpose of this paper is to:

This paper presents the first NHS Greater Glasgow and Clyde (NHSGGC) Nursing & Midwifery Strategy 'Leading the Way' for approval.

2. Executive Summary

The paper can be summarised as follows:

This paper outlines NHSGGC's first co-produced Nursing & Midwifery Strategy 'Leading the Way', designed to recognise, value, and empower the nursing and midwifery workforce across all levels and services. The strategy is grounded in values-led, inclusive engagement and co-design with staff, patients, carers, and partners. A summary of the inclusive and incremental approach to engagement undertaken with patients, carers, and staff is also provided.

Setting this pathway for delivery ensures a clear direction and focus for nursing and midwifery. It is centred on the Scottish Government's ambition for NHS renewal and is core to NHSGGC's wider reform and transformation ambitions.

3. Recommendations

Members of the NHSGGC Board are asked to:

- Approve the Nursing and Midwifery 'Leading the Way' Strategy and the key actions aligned to each of the four strategic priorities.
- Note the Road Travelled annual report and appreciate the contribution of nursing and midwifery professionals over the past 3 years.
- Note the extensive work and co-design of the development of the priorities for delivery.

4. Response Required

This paper is presented for **approval**.

5. Impact Assessment

An Equalities Impact Assessment has been completed for this strategy. The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

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

The draft strategy has been shared extensively across a broad range of stakeholder groups both internally and externally for review and feedback in advance of its presentation at NHSGGC Board.

The response from stakeholders has been positive in the main based on feedback gathered from the following meetings and groups:

- The 'Big Conversation' roadshows
- N&M Strategy Champions Groups
- NHSGGC Virtual Network Group
- UWS student nurse group
- 'Your Voice' – patient experience group Inverclyde HSCP
- Patient Experience Group – East Renfrewshire HSCP
- Healthcare Advisory Group – Inverclyde HSCP

7. Governance Route

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

- Nursing & Midwifery Council Meeting (quarterly)
- END-SMT meeting (monthly)
- HSCP SPF, SMT, and Senior Nurse Meetings
- APF Secretariat
- APF Workforce
- Acute Senior Nurse Meetings
- Acute Partnership Forum
- Acute SMG
- Corporate Management Team
- Board Clinical Governance Forum
- Clinical & Care Governance Committee

8. Date Prepared & Issued

Paper prepared on: 10/04/25

Paper issued on: 17/04/25

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1. Introduction

This paper presents the first NHS Greater Glasgow and Clyde (NHSGGC) Nursing & Midwifery Strategy 'Leading the Way' for approval.

The strategy was co-designed and co-developed in partnership with our nursing and midwifery workforce at all levels, and in every part of the organisation.

The driver for this strategy was to recognise and capture the value that nurses and midwives bring, to allow the full potential of these professions at all levels and across the organisation. This ambition was achieved through a collaborative approach, which involved engaging with, listening to, and responding to what people identified as important to them.

Setting this pathway for delivery ensures a clear direction and focus for nursing and midwifery, which is centred with the Scottish Government's ambition for NHS renewal, and is core to NHSGGC's reform and renewal ambitions. This will ensure that nursing and midwifery leaders will be central in all aspects of decision making and delivery.

There was an overwhelming ambition to increase the “***Voice of Nursing and Midwifery in and across Greater Glasgow and Clyde.***”

This strategy and its priorities are intentional to achieve this ambition and building this work sets NHSGGC ahead of the recent Scottish Government Ministerial Nursing and Midwifery Taskforce recommendations.

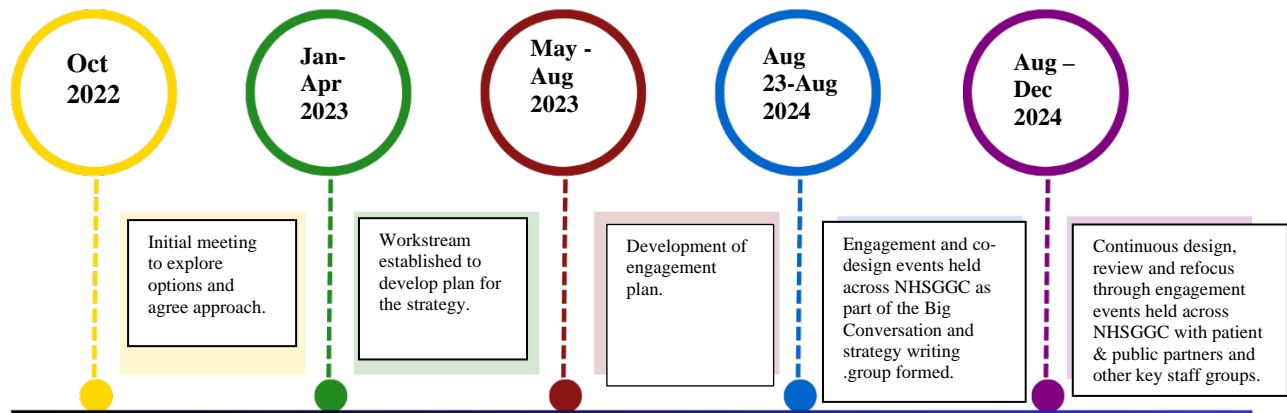
‘Leading the Way’ recognises and builds on our strengths. To demonstrate this we have captured some of our recent achievements. ‘The Road Travelled 2020–2023’ is a milestone report that celebrates the unwavering commitment, dedication, and innovation of our nursing and midwifery teams over the past three years and can be found at Appendix 2.

2. Background

2.1 Development of the Nursing and Midwifery Strategy

Development of the first NHSGGC Nursing and Midwifery Strategy commenced in January 2023, using a values-led co-production and co-design approach with our nurses and midwives. This was not only about creating a strategy, but about coming together as a community of professionals to shape our collective future.

The process involved continuous design, review and refocus, spanning over a year and engaging thousands of voices across our services. The key phases of the development of the strategy are set out in Figure 1 below.

Figure 1: Key phases of strategy development

2.2 Vision and Aims

The development of the strategy was founded on the key principles of inclusion and collaboration, underpinned by proactive engagement with a wide range of stakeholders including patients and carers, nursing and midwifery staff and those who work with us, including students.

During this development phase, nurses and midwives chose the title ‘Leading the Way’ to capture our aspiration to be innovative, ambitious, and influential in transforming quality of care, professional practice, and people’s experiences - **our teams have told us that they aspire to ‘lead the way’ through the following key actions:**

- Through inclusive, approachable, compassionate and visible leadership
- By assuring safe, effective, efficient, high-quality care
- By creating an inclusive culture of collaboration and caring for each other and for those we care for
- Through education, innovation, research, transformation and reform

At the heart of the strategy, we also created and developed a shared vision with our nurses and midwives:

‘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.’

The strategy seeks to build relationships, networks, and connections at a system-wide level, encouraging local ownership and accountability at team level and at the point of care. This will flow into the refreshed nursing and midwifery governance framework ensuring senior professional oversight, leadership, and assurance.

2.2 Approach to Listening, Engagement and Shared Design

2.2.1 The 'Big Conversation'

We created the 'Big Conversation', an innovative approach to engagement with the aim of co-producing and co-designing a future vision and strategy for nursing and midwifery across the whole organisation. The approach facilitated engagement with a broad range of nursing and midwifery staff across all areas of Acute Services and HSCPs. It was underpinned by principles of active listening, openness, and inclusion. This was a groundbreaking approach within the Board, which was welcomed by our teams and has been since replicated nationally and by other Boards. Opportunities to take part in the conversations were both face to face and virtual with road shows held across the breadth of acute, community, and prison healthcare settings. This multi-level and dynamic approach is illustrated in Figure 2 below.

Figure 2: The 'Big Conversation' – a multi-level approach to engagement



Feedback mechanisms such as virtual sessions, polling, feedback postcards, and e-surveys were made available to facilitate interaction with staff who were unable to attend roadshows in person. Engagement also took place through a range of mechanisms such as:

- Focus groups with patients and service-users
- Facilitated conversations led by HSCP and Acute Chief Nurses locally
- Our `Big Conversation` Champions and network
- Presentation of the developing strategy at meetings with partnership colleagues
- Through online questionnaires circulated to the NHSGGC Virtual Users Network with support from the NHSGGC Patient Experience and Public Involvement (PEPI) Team

The 'Big Conversation' engagement approach will continue beyond the development phase of the strategy and will form an integral part of the implementation plan and evaluation process providing a continuous listening and improvement cycle linked to our vision and aims moving forward.

Thousands of pieces of individual feedback were collated and analysed as part of the 'Big Conversation' consultation process and an overview of this initial activity is presented in Figure 3 below:

Figure 3: The 'Big Conversation' - engagement activity and outcomes



The 'Big Conversation' roadshows and events took place across NHSGGC between August 2023 and August 2024, and to ensure that interpretation of the responses was considered from a range of perspectives further 'Key Themes Forums' were established which were inclusive of a range of colleagues from across our systems and networks.

From this work, five key themes emerged:

- Patient Care & Quality
- Workforce
- Well-being
- Professional Identity
- Culture

These key themes capture what matters to our nursing and midwifery workforce across NHSGGC and provide the foundation for the development of our vision, priorities and approach to implementation.

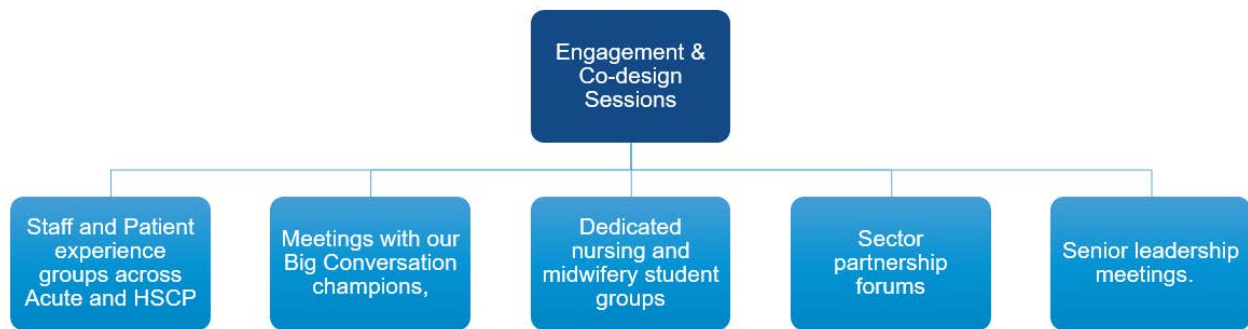
Figure 4: The 'Big Conversation' – key themes from participant responses



2.2.2 Second phase engagement with patient and staff groups

The views of patients and the continued engagement with our staff is at the heart of our strategy and following the 'Big Conversation', we continued to engage widely to shape, redesign and strengthen the strategy. From August 2024 to April 2025, we held a series of focused sessions with a wide range of

people including nurses, midwives, students, patients, carers, public partners, and professional colleagues.



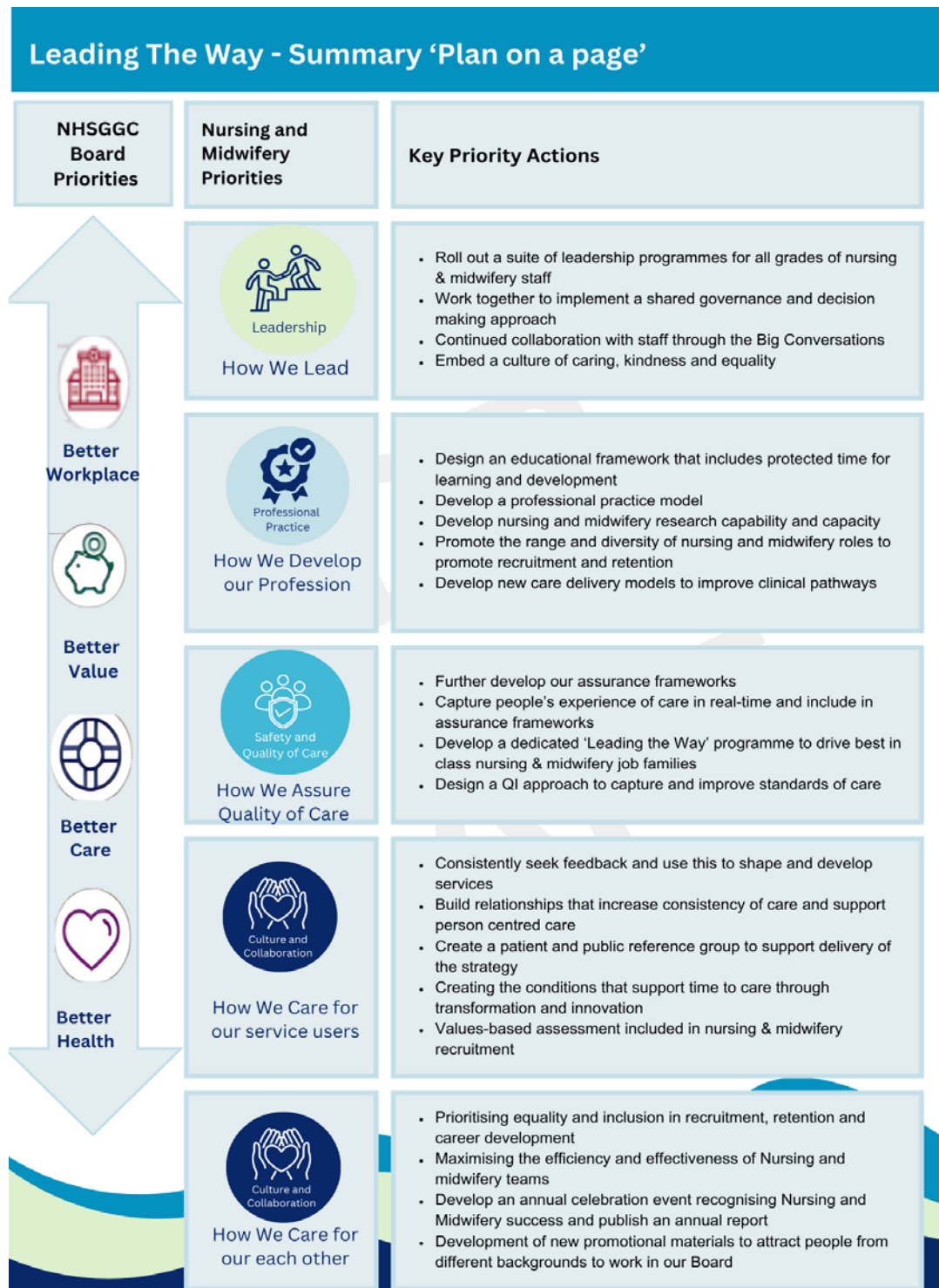
The full schedule of engagement is shared in Appendix 3.

Just like the ‘Big Conversation’, the feedback from these sessions was carefully analysed, themed, and mapped directly back to the strategy. This process ensured the strategy remained current, meaningful, and co-owned at every stage.

Alongside these conversations, we also drew on insights from 198 responses received via the NHSGGC Virtual Users Network.

The inputs informed the development of four overarching strategic priorities, each underpinned by a set of specific and actionable commitments. These are summarised in Figure 5: our 'Plan on a Page'.

Figure 5: NHSGGC Nursing & Midwifery strategy – an overview of our four key strategic priorities and actions



3. Evaluation

'Leading the Way' belongs to all nurses, midwives, healthcare support workers, and students across NHSGGC, and to the people, families, and communities we serve.

The strategic priorities are purposely designed to be aspirational and challenging and will support us to transform how we work together to deliver services, building on current best practice and achievements to make effective and sustainable improvements to the quality of care that nurses and midwives provide.

The experience of people, both staff and service users, will be at the heart of the evaluation process and a key measure of the impact of improvements in the quality of care delivered and the successful implementation of the strategy.

Ongoing review on the outcomes from our evaluation activity will help us to:

- Evaluate the effectiveness and appropriateness of our implementation plan and associated actions
- Identify at an early stage where we need to adapt or change our approaches or actions
- Ensure that we are targeting and prioritising our resources effectively
- Identify and minimise any risks emerging and take corrective action early on
- Inform and shape future decision making before moving further into the implementation and evaluation process

Evaluation methods will be proportionate, practical and inclusive, and will build on existing quality improvement frameworks, professional standards and workforce reporting

4. Equality Impact Assessment

An Equality Impact Assessment (EQIA) has been completed for the strategy to ensure that our approach reflects our commitment to equity, fairness, and inclusion at every stage. The full EQIA is available at Appendix 4.

5. Recommendations

Members of the NHSGGC Board are asked to:

- Approve the Nursing and Midwifery 'Leading the Way' Strategy and the key actions aligned to each of the four strategic priorities.
- Note the Road Travelled annual report and appreciate the contribution of nursing and midwifery professionals over the past 3 years.
- Note the extensive work and co-design of the development of the priorities for delivery.

6. Appendices

Appendices	Links to Documents
1. NHSGGC Nursing & Midwifery Strategy – 'Leading the Way'	Attached
2. Nursing & Midwifery Report - the Road Travelled (2020-2023)	Attached
3. N&M Strategy – schedule of meetings Aug 24 – April 25	Attached
4. EQIA – Nursing & Midwifery Strategy	https://www.nhsggc.scot/downloads/nhsggc-nursing-and-midwifery-strategy-24th-feb-2025/
5. NHSGGC Nursing & Midwifery Strategy Video	https://youtu.be/eDaVfXzP3Gw



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**



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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

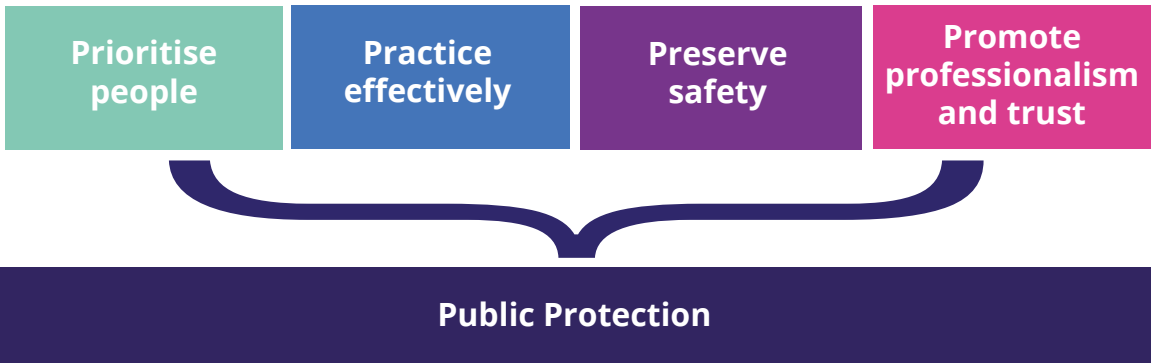
“I want to put on record the amazing care my mum received from the nursing and healthcare support team. They were so kind and compassionate, and nothing was too much trouble. They also made her laugh and supported her when she cried. Truly, this is what good care is”
(Feedback from family August 2024).

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.

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.



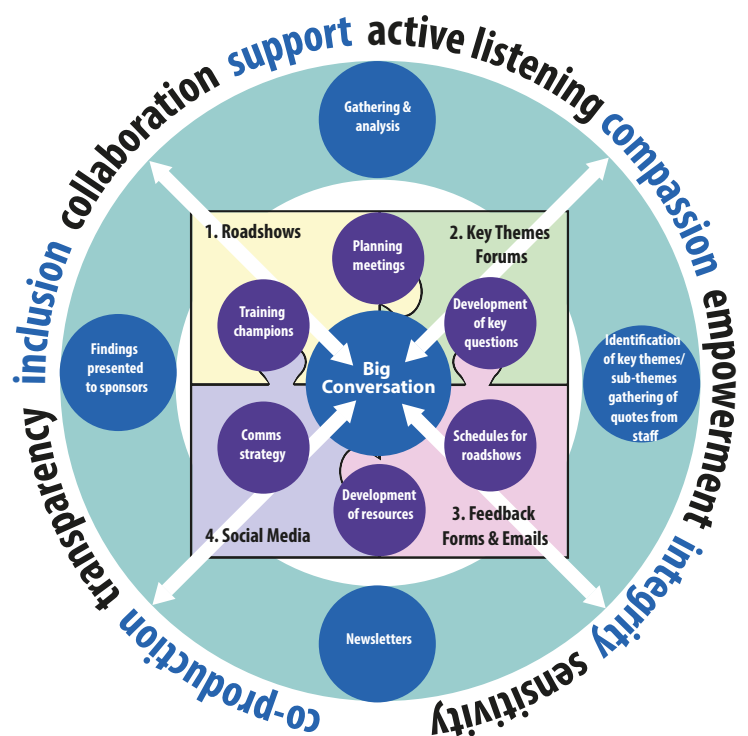
Listened

- 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

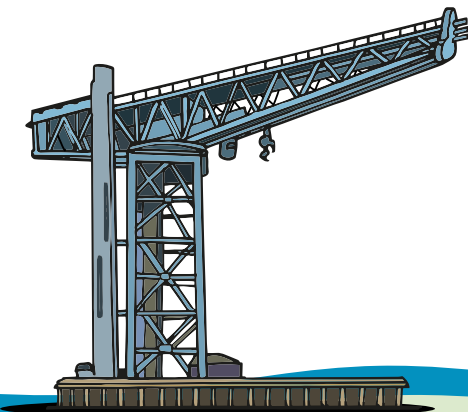
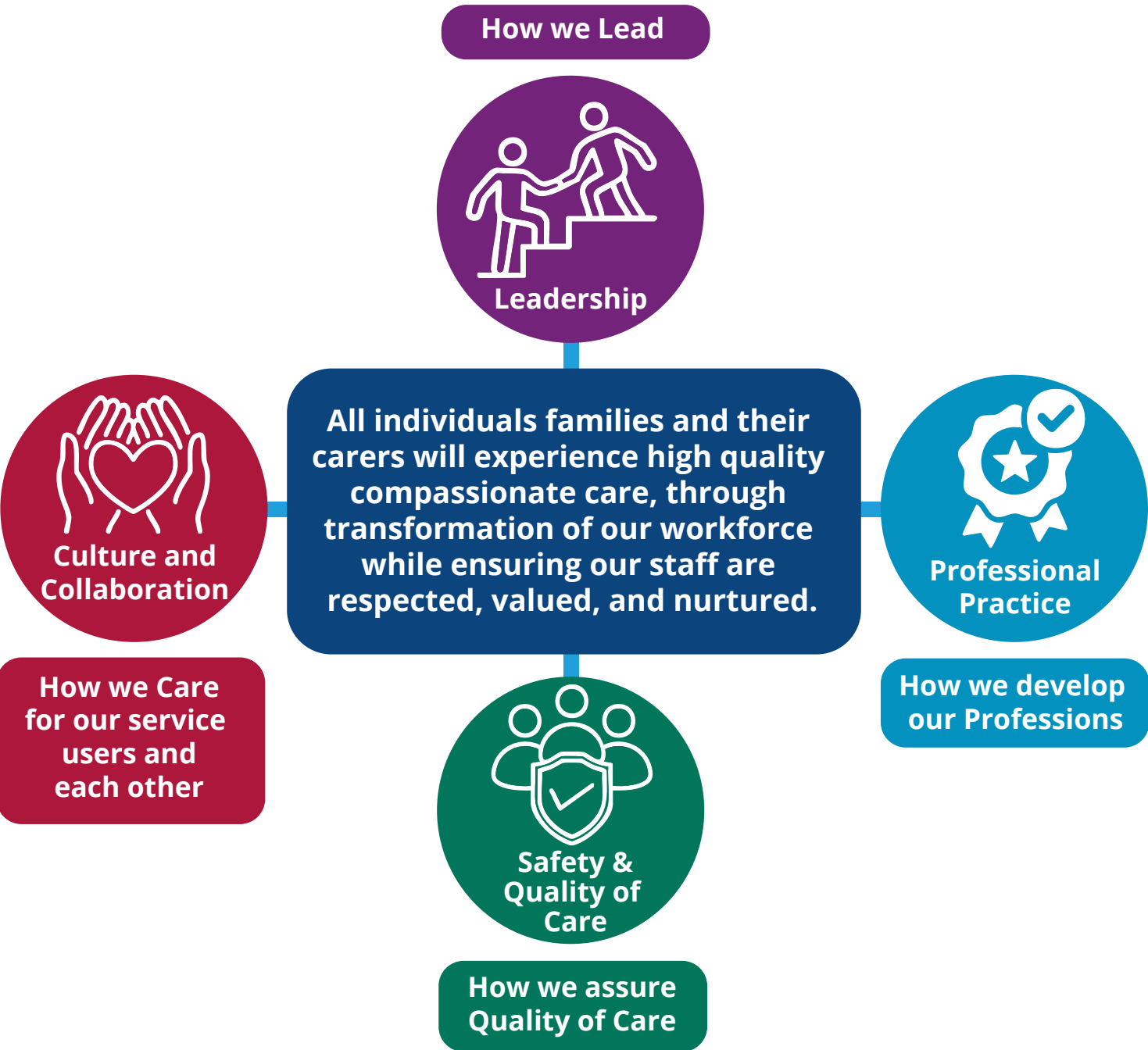
Learned

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.

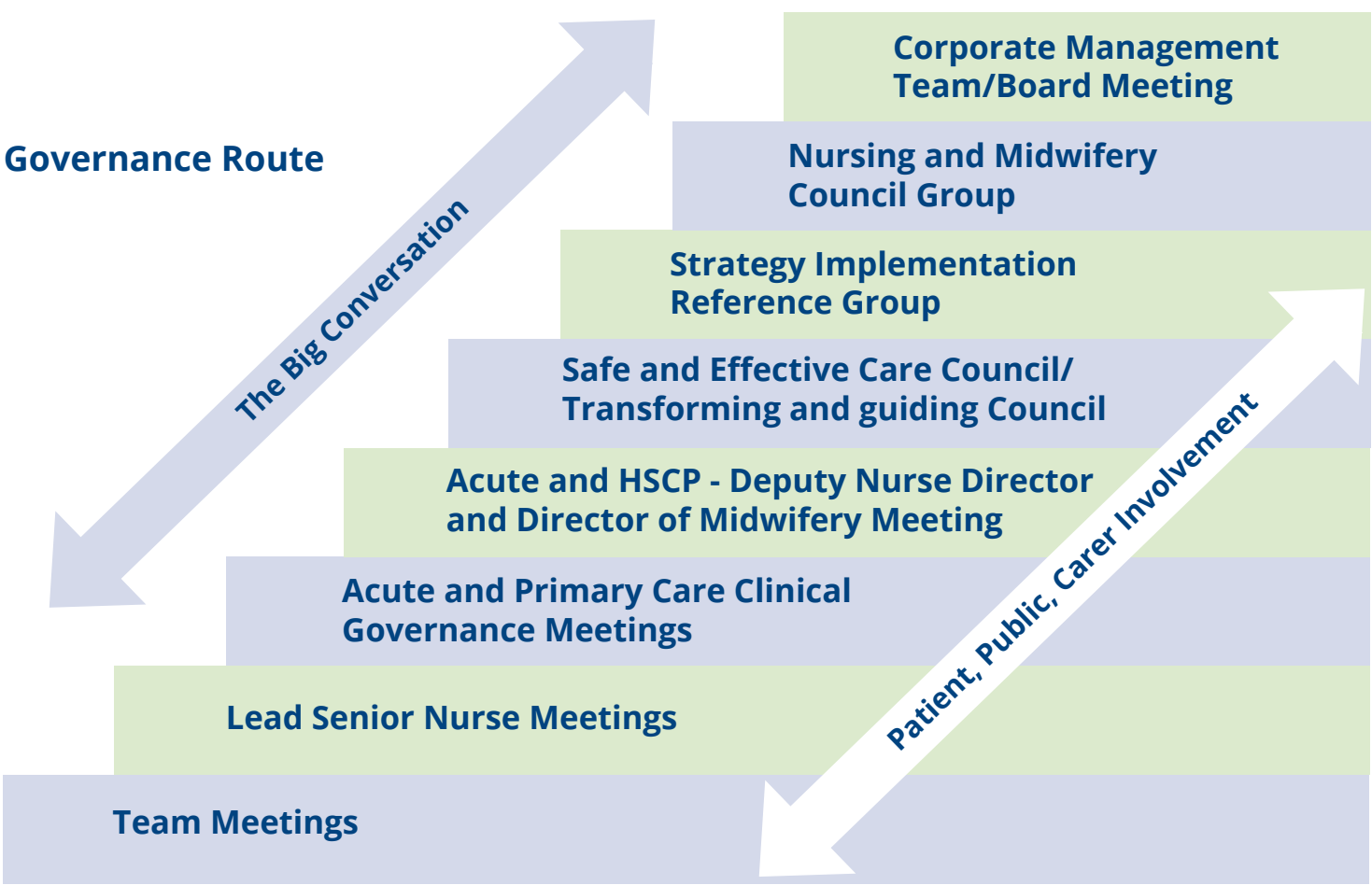
Making it Happen - Implementation and Governance

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'

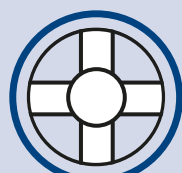
NHSGGC Board Priorities

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.

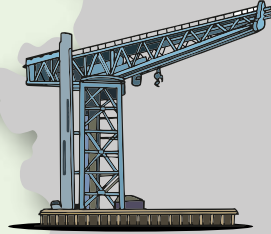


“If we want people to fully show up, to bring their whole selves including their unarmored, whole hearts—so that we can innovate, solve problems, and serve people—we have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected.”

Brené Brown – Dare to Lead



West Dunbartonshire



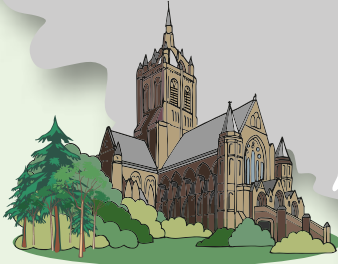
East Dunbartonshire



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”



The Road Travelled

NHS Greater Glasgow and Clyde Nursing and Midwifery: 2020 - 2023

A milestone report that reflects the dedication, innovation, and unwavering commitment of our nursing and midwifery professionals over the past three years.



Foreword

We are delighted to present the NHS Greater Glasgow and Clyde Nursing and Midwifery Services: The Road Travelled. This is a milestone report that reflects the dedication, innovation, and unwavering commitment of our nursing and midwifery professionals. Over the past three years, our healthcare landscape has evolved significantly, presenting both opportunities and challenges that have fundamentally shaped the practice of nursing and midwifery.

During this period, the nursing and midwifery community has faced an array of complex challenges. The Covid-19 pandemic redefined healthcare delivery, demanding rapid adaptation to new protocols and treatment paradigms. Our nurses and midwives stood at the forefront, demonstrating remarkable resilience in the face of uncertainty, and showcasing their ability to provide compassionate care amidst adversity.

Beyond the pandemic, workforce challenges, resource constraints, and shifting patient demographics have all contributed to the evolving landscape of healthcare in our region. These challenges have pushed our nursing and midwifery professionals to innovate, collaborate, and reimagine the how we care for individuals and communities, often leading to transformative advancements in practice and outcomes for the people that use our services.

This report serves as a testament to the exceptional efforts of our nurses and midwives, highlighting their achievements, sharing best practices, and outlining our collective vision for the future of healthcare delivery in NHS Greater Glasgow and Clyde. As we navigate the dynamic healthcare environment, we remain steadfast in our commitment to supporting and empowering our nursing and midwifery workforce, ensuring that they continue to deliver care that is safe, effective, and person-centred.

**Professor Angela Wallace,
Executive Nurse Director**



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Care & Compassion	Page 5
Dignity & Respect	Page 8
Openness, Honesty & Responsibility	Page 16
Quality & Teamwork	Page 17
In Closing	Page 19



Methodology

A short life working group was established to collate exemplars of best practice, innovation and excellence from across all care settings within the board.

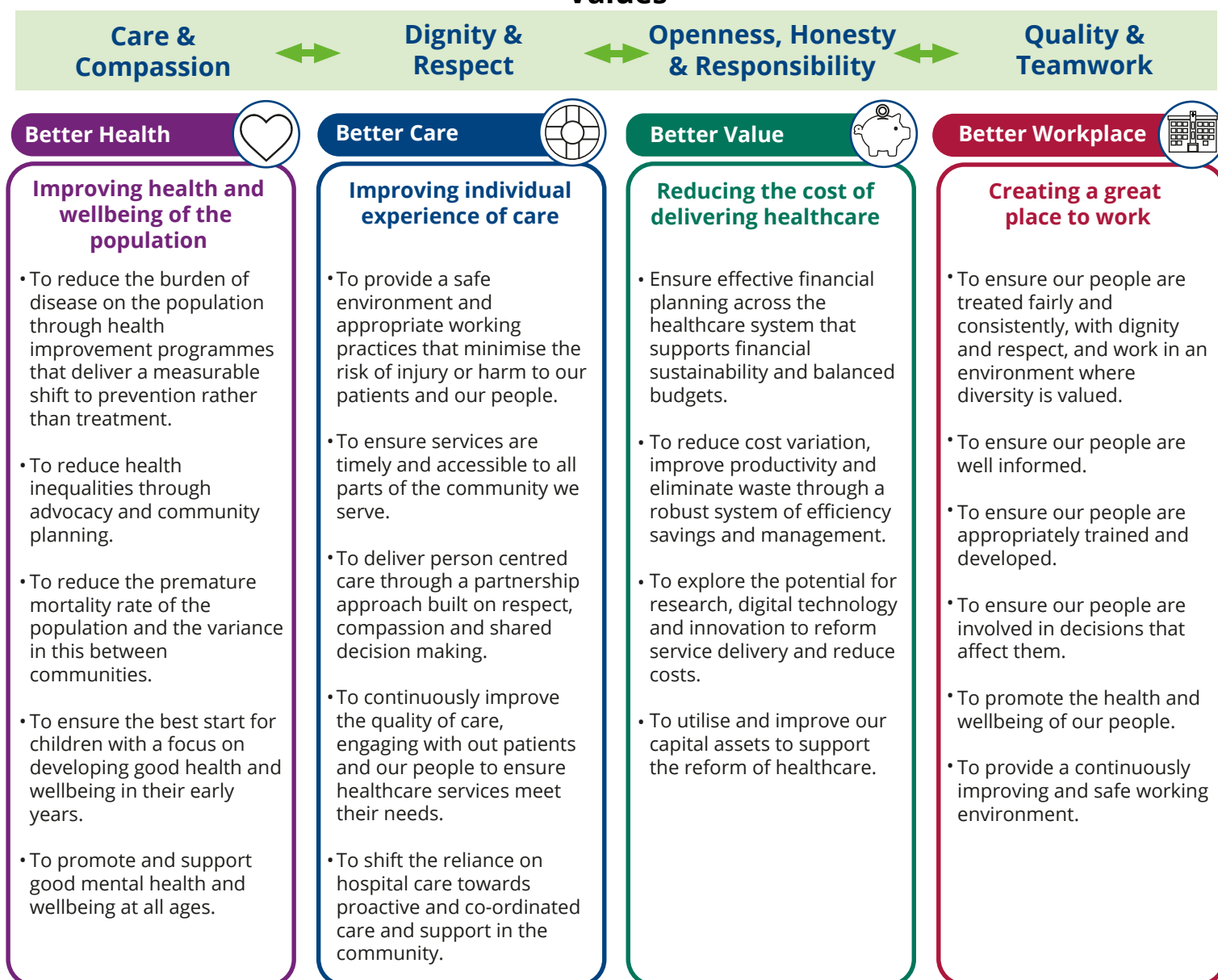
Communications were disseminated via the Chief Nurses to their respective local teams inviting them to share their examples and successes over the past three years. We received a wide range of submissions from services from across the Acute setting and the respective Health and Social Care Partnerships (HSCPs).

A Logic Model approach was used to undertake a review and analyse the information received. This enabled key themes to be identified which were aligned with NHSGGC's Corporate Objectives and the NMC 4 Pillars of Practice.

Purpose

To protect and improve population health and wellbeing while providing a safe, accessible, affordable, integrated, person centred and high quality health service

Values



Corporate Objectives



Better Health is about utilising health programmes to reduce the burden of disease on the population by focusing on preventative initiatives rather than treatment. By delivering a world-class health service, NHSGGC aims to reduce health inequalities across communities, as well as promoting and supporting good mental health and wellbeing for people of all ages. The section below highlights examples of work that our nursing and midwifery teams have been undertaking to achieve these aims.

External Inspection

In 2022-2023, Healthcare Improvement Scotland (HIS) undertook two unaccounted inspections within Acute Services. These inspections took place at the Queen Elizabeth University Hospital in June and October 2022, and another took place at Gartnavel General Hospital in May 2023. In addition, Community Services have also received several inspections from various external bodies (including HIS, the Mental Welfare Commission, HM Constabulary, and the Care Inspectorate) at several locations including:

- HMP Low Moss
- HMP Greenock
- Gartnavel Royal Hospital
- Children at Risk of Harm (CARH) Services East Dunbartonshire HSCP
- Children at Risk of Harm (CARH) Services East Renfrewshire HSCP
- Mental Health Wards at the Inverclyde Royal Hospital
- Armadale and Broadford Wards at Stobhill Hospital
- Adult Services, Inverclyde
- Adult Support and Protection, East Renfrewshire HSCP

These inspections highlighted some of the excellent work and significant contribution that nursing and midwifery staff from across Acute and Community Services have made in addressing the health needs of our population.

Some of the most frequently reported feedback included:

- The people who use our services being treated with kindness and provided with efficient care to meet their health needs.
- Staff demonstrating that person-centred care is at the heart of their practice.
- Good examples of team-working and communication across clinical teams – there will be examples within Partnerships of excellent examples of multidisciplinary and multiagency working – could include some quotes from inspection feedback.
- Strong visibility and support from senior managers to staff.

We want to take this opportunity to thank all staff who were involved in these inspections for their hard work and support for the people who use our services. Where inspections highlighted areas for improvement, plans have /are being implemented to make the necessary changes in practice to support the delivery of improved outcomes for our population.





Unscheduled Care

A new Unscheduled Care (UCC) action plan that covers Acute and framework was developed and distributed across Acute Services for implementation. Activities which have been undertaken to support this include:

- Established a new UCC Steering Group to provide direction and support in relation to UCC activity.
- A discharge lounge and mapping session took place on the 9th of February to help plan for the timely discharge of patients.
- Releasing capacity, where possible, across Acute sites to support a whole-system approach to the delivery of UCC.

In addition to the above, NMAHP senior managers and team leaders worked closely with colleagues in Planning Teams across NHSGGC to ensure there were sufficient staff in place and enabled access to winter wards to ensure the flow of patients during the winter periods. We want to thank all our staff who work on frontline services and assure you that NMAHP leaders will continue to work collaboratively with colleagues across the board to support the delivery of Unscheduled Care Services.



Reduction of Avoidable Pressure Ulcers

The reduction of people experiencing pressure ulcers in Acute and Community settings is a priority for NHSGGC. Over the last two years, Acute and Community Services have been working collaboratively as part of the board-wide Pressure Ulcer Prevention Steering Group.

The key objective of the group is to develop quality improvement processes to prevent our population developing care-acquired pressure damage. The group is supported by two subgroups, an Acute Pressure Ulcer Prevention Operational Group with responsibility for driving this work forward across Acute Services and a Partnership Pressure Ulcer Prevention Group supporting work across the six HSCPs.

This work has resulted in improved outcomes for our service users. For example, within Acute Services there was a 20% reduction in the number of hospital-acquired pressure ulcers from April 2022 to March 2023. Progress has continued steadily since then. In the community, target improvement work resulted in a reduction in the number of avoidable caseload-acquired pressure ulcers by 37% in 2023 compared to 2022.

The Pressure Ulcer Prevention Steering Group will continue to work with staff across Acute and Community Services to help reduce the number of care-acquire pressure ulcers.





Falls Reduction Programme

Falls remain a common cause of harm to patients in acute hospitals, accounting for approximately 1/3 of all reported safety incident. Many factors contribute to the risk of falls. However, falls are not inevitable and there are many things that we can do across the health and social care system to reduce the risk of people falling and enable them to continue to live well.

Reducing harm from falls is one of the top priorities for NHS GGC. The Falls Reduction and Management Steering Group aims to achieve the following objectives:

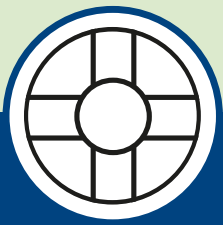
- Ensuring evidence-based practice for falls prevention and management is promoted across all services within the organisation.
- Promoting a quality improvement approach to falls prevention and management activities.
- Encouraging information sharing, collaborative working and spread of good practice across all sectors and beyond.
- Promoting a "falls are everyone's business" approach across service.

To progress with these objective 2 key documents have been published:

- Staying Safe, Strong and Steady – Our Falls Prevention and Management Strategy which contains a 5-year whole system approach to improving some key aspects of falls prevention.
- Prevention and Management of In Patient Falls, Adults Aged 16 and Over which contains evidence- based guidance on reducing the risk factors associated with falls.

These documents emphasise the multi-disciplinary ethos which is essential for the reduction of fall risk.





Our ability to provide the best possible care for patients hinges on providing a safe environment and appropriate working practices which minimise the risk of injury or harm to staff and people who use our services. A key aim for the board is to shift the reliance on hospital-based care to anticipatory and community-focused care whilst ensuring a person-centred approach is taken to always deliver the best levels of care. Below are some highlights which showcase the excellent work that our nursing and midwifery staff have been undertaking to deliver better care for the people of Greater Glasgow and Clyde.

Person-Centred Care

A priority for all NHSGGC staff is to ensure that care is delivered in a person-centred way. This means that care delivered should be responsive to individual personal preferences, needs and values. The Person-Centred Care Steering Group (PCCSG) works to support key stakeholder engagement for each of the person-centred sub-groups and work-streams and provides advice and support to the Executive Nurse Director, and Board staff, in consistently implementing person-centred care approaches and methods.

As part of this work, a multidisciplinary team of nurses and Clinical Governance staff attended the Institute for Healthcare Improvement (IHI) Conference in Copenhagen in May 2023. At this conference, the team had the chance to present five posters which showcase the innovative and exciting work that staff in NHSGGC are undertaking to improve experiences for the people who use our services.

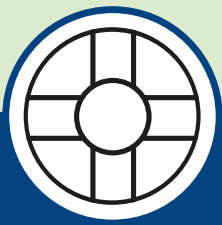
1. Board Patient Story – Listening and learning from people's lived experience of healthcare.
2. Developing a Digital Solution for Nursing Documentation.
3. NHSGGC Person-Centred Care Planning – Engagement and Testing.
4. NHSGGC Person-Centred Visiting Evaluation – Phase 1
5. NHSGGC What Matters To You Day 2022 - Planning Group Planning Group

Palliative Care - Knitted Hearts

A legacy of the pandemic has been the introduction of knitted hearts. This initiative to give one heart to someone who is at the end of their life and a matching heart to their loved ones has now been embedded into our care of people who are dying, and those who matter to them. Families and friends are grateful for this gesture and our local communities have worked together to provide an abundance of knitted hearts.

The programme which began during the pandemic, offers a small but meaningful way to maintain a sense of connection and comfort between patients and their loved ones.





What Matters to You Day

As a board, we are committed the principles of 'What matters to you?' and are keen to take every opportunity to engage with the people who use our services and staff to find out what matters to them.

In 2022, What Matters to You (WMTY) Day was held on Thursday 9th of June with the focus in NHSGGC to gain a deeper understanding of people's experiences of having meaningful conversations; what worked for them, what made it difficult, and what impact it had on care. A multi- disciplinary cross Board 'What Matters to You' Planning Group was set up with key stakeholder enthusiasts to plan WMTY Day 2022.

2022 saw an unprecedented amount of WMTY Day - related activity across NHSGGC. Some highlights include:

- Once again, Glasgow was the world's best performing location for #WMTY22 on Twitter, receiving the most tweets in the UK and the world.
- In total, 8,791 people interacted with WMTY content on NHSGGC social media channels
- Videos produced to promote the importance of WMTY conversations have been viewed over 24,000 times.
- There was a 30% increase in the average engagement rate (per impression) for all social channels for WMTY22, compared to WMTY21.

We continued to build on the success of WMTY Day 2022 and, on the 8th of June 2023, (MM1) we celebrated WMTY Day. This day was marked with a series of WMTY mini seminars which featured a range of speakers and numerous individual and team events across Greater Glasgow and Clyde. Social media engagement on NHSGGC's Facebook and Twitter channels generated 52,282 impressions, 15,813 video views and 1,466 engagements, helping to spread the word of what matters most to our staff and the people who use our services.

You can read more about the 2022 and 2023WMTY Day Celebrations by clicking the links below:

[What Matters to You Day Annual Report 2022 - NHSGGC](#)

[What Matters to You Day Annual Report 2023 - NHSGGC](#)

If you would like to find out more about WMTY or would like to get involved in future events, please contact person.centred@ggc.scot.nhs.uk





Care Homes

Following the onset of Covid-19 pandemic, local care home nursing teams across HSCPs undertook a momentous effort to support care homes across Greater Glasgow and Clyde. The care home nursing teams worked with staff in care homes to help them maintain the best standard of care possible for care home residents in those difficult times. These teams also provided invaluable support in the planning and delivery of the covid vaccination programme when it became available in January 2021 and continue to work hard to deliver the covid and flu vaccinations to care home staff and residents to ensure they are protected as much as possible over the winter period.

In May 2020, the Scottish Government issued a letter which outlined the joint responsibilities of the Executive Nurse Directors (END), HSCP Chief Officers, and Chief Social Workers have for supporting the care home sector and its residents. This letter stipulated that ENDs were to be delegated accountability from the Scottish Government to lead on professional and infection control nursing quality of care within care home settings. As a response to this letter, the Care Home Collaborative (CHC) was developed to work with local HSCP Teams to provide support for care home residents and staff in ways that matter to them.





Care Homes

Officially launched in July 2022, the CHC is a multidisciplinary team comprised of three 'hubs': one to cover Glasgow City HSCP, the other hosted by Inverclyde HSCP on behalf of the remaining partnerships.

It contains one central multidisciplinary team with shared resources and expertise spanning both local hubs. Figure 1 summarises the breadth of the specialist expertise across the CHC.

In addition to the work undertaken in collaboration with local HSCP teams, the CHC Team provide support assurance on the quality of care in care homes on behalf of the Executive Nurse Director. To do this, the team undertake supportive visits to each care home across NHSGGC and work with care home staff to celebrate areas of good practice and provide support to work on areas which are identified for development.

The list below highlights some of the key achievements of the CHC Team in 2023:

- 93% of Care Homes minimum one visit
- Delivered training and education sessions, on the 5 key work streams, to over 1,000 care home staff across the 6 HSCP areas.
- Reduction of avoidable pressure ulcers in care home residents with 249 days with no recorded pressure ulcers between March-August 2023.



Hub & Nursing Team

- Nurse Team Led.
- Practice Development Nurse.
- Registered Nurses.
- Care Home Support Workers.

Central Hub

- Lead Nurse.
- Infection Prevention and Control.
- Tissue Viability.
- Food, Fluid and Nutrition.
- Dementia.
- Palliative Care.
- Advanced Practice.
- Caring about Physical Activity.
- Quality Improvement.
- Person Centred Care and Engagement.

Glasgow City Centre Home Nursing Team

- Lead Nurse.
- Nurse Team Lead.
- Practice Development Nurses.
- Registered Nurses.
- Care Home Support Workers.

- Tissue Viability (TV);
- Food, Fluid and Nutrition (FFN);
- Infection Prevention and Control (IPC);
- Right Care, Right Place (RCRP); and
- Person-Centred Care (PCC).



Children and Families Services

Since its introduction, NHSGGC has committed to the implementation of the Scottish Government's Health Visitor Universal Pathway. However, over the past few years, the board's Health Visiting (HV) Services have faced challenges, particularly in staffing, which has impacted the delivery of all aspects of the universal pathway.

Despite these obstacles, our dedicated health visiting staff have worked tirelessly to ensure that all children, their families, and carers continue to receive a safe and effective service with the support they need.

Some of the excellent work includes the following:

- All 6 HSCPs have received a gold accreditation for promotion of breastfeeding.
- Services have worked in partnership with Public Health to develop monitoring of breastfeeding uptake across all HSCP.
- All areas are on track to meet their targets by 2025.
- Reports have been developed, via Public Health, to monitor Financial Inclusion and Smoking rates and the associated impact on children's health.

The modelling of an ambitious learning and development plan which reflects service priorities with implementation and evaluation reports have also been created:

- Undertaking a range quality assurance and improvement initiatives.
- Improving update of the 4-5-year assessment.
- Reducing exposure to environmental tobacco.

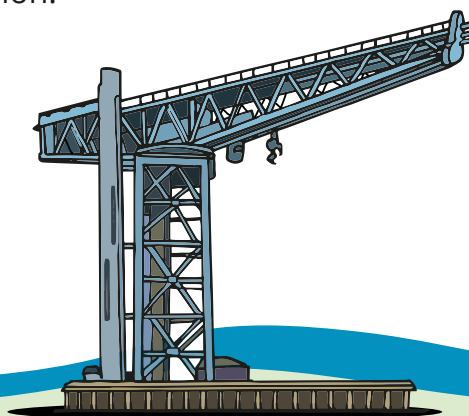
- Working with Safer Staffing Team to develop local champions to improve the quality of the national workload tool runs.
- Developed a new dashboard to show performance over time of the delivery of all 11 HV visits within the universal pathway.

Call Before Convey

The national My Health, My Care, My Home, Framework provides a series of recommendations that aims to transform the healthcare for people living in care homes. This framework made a number of recommendations regarding Care Home residents accessing urgent and emergency care promoting that people living in care homes should receive the right care, in the right place, at the right time.

Data from 2021 until July 2023 showed that an average of 53% of those Care Home residents who are conveyed to ED are not admitted. This presented an improvement opportunity to provide unscheduled care response to this population within community settings and helping to avoid the need for hospital admission.

A 'Call Before Convey' test of change for Care Homes was commissioned in October 23 with the aim of reducing the numbers of care home residents conveyed. Each HSCP has designed a model of senior decision maker direct access to support identified care homes maintain residents safely within the care home avoiding unnecessary conveyance and potential acute admission.





The models are all based on HSCP senior staff providing timely clinical advice, assessment and intervention. The models are variant across the HSCPs to fit with their staffing and services, and dependent on available clinical capacity. Most HSCPs have developed a virtual ward round model with a cohort of their local care homes.

1,000 residents were identified during a 3-month test of change as being at risk of deterioration and conveyance, half of which were deemed as likely for acute admission; however, thanks to this work, less than 8% were conveyed during this test. In addition, there were large numbers who were provided with significant pro-active care including Future Care Planning, supporting residents with best outcomes, enabling families to feel confident in the best care being received, and developing care home staff confidence in supporting this resident group. Initial feedback from care home staff has been positive.

Respiratory Ambulatory Care Project

Since December 2022, Renfrewshire HSCP have been running a Respiratory Ambulatory Project to reduce admissions to hospital for patients with COPD exacerbation. Local GPs were informed of the project and the referral process. The project was then introduced incrementally, starting with 3 GP practices with the highest COPD admissions and expanding to cover all local 128 practices in July 2023.

The project has reported the following achievements so far:

- Enables patients to be treated in their home/a homely environment which can enhance their recovery.
- From December 2022-February 2023, 89.4% of referrals led to admission avoidance, which represents 42 admissions being avoided, and approx. £156,800 of savings in terms of hospital bed days saved.
- Patients and families better understand self-management and the anxiety associated with hospital admission is reduced.
- The use of Future Care Plans has also increased, leading to a more comprehensive understanding of patient's wishes regarding future management.
- Following full implementation, the estimated number of annual COPD admissions avoided is 210.

As a result of these achievements, the project has now been implemented on a permanent basis.





Hospital Paediatrics and Neonates

The Royal Hospital for Children Glasgow is the largest paediatric centre in Scotland. It provides family integrated care for newborns, infants, children and young people. Our mission statement is to deliver effective, high-quality services to improve the health of all our patients.

Separation of Mothers and their babies can have considerable negative impact on the emotional and psychological wellbeing of a family. The neonatal unit at the RHC introduced the warm baby bundle which won a BLISS Excellence Award as Project of the Year in Feb 2023. The aim of the project was to keep Mothers and babies together by regulating the thermal environment immediately following delivery. The project included development of a warm chain, staff education programme and promotion of skin to skin to maintain normal body temperature. The result was a 66% reduction in babies admitted to the neonatal unit with hypothermia, following birth. It also heralded an 80% reduction in the number of admissions for rewarming. Improved bed capacity and reduced infant maternal separation.

In May 2023, two of the units have received a gold standard award in sustainability for embedding this high-quality care longer term. This involved developing a leadership team who upheld the baby friendly standards, which fostered a culture within the organisation that protects these. They evidenced robust monitoring of the compliance of these standards and demonstrated development of continued improvement.

The neonatal units at Princess Royal Maternity, Royal Alexandra Hospital, and the Royal Hospital for Children have successfully achieved Stage 3 accreditation in the UNICEF Baby Friendly initiative, which is recognised and recommended by government policies, including NICE. This staged programme supports families in building close, loving relationships with their babies. Stage 1 focuses on implementing policies that highlight the importance of early relationships for child development, Stage 2 trains staff with the skills to support parent-infant bonding, and Stage 3 involves directly supporting parents in nurturing relationships and promoting breastfeeding where possible.

A Consultant Paediatric Cardiac Anaesthetist embarked upon a journey about improving the patient experience in the theatre suites. This consultant aimed to transform the landscape of paediatric surgery within the Royal Hospital for Children. The result was creation of an environment that reduced anxiety and stress by promoting a compassionate and empathetic culture. This was a five-year vision that was implemented successfully in 2023 and was published at national level; it is poised to influence the design of children's theatres across the world.





Evidence demonstrates that early rehabilitation improves outcomes, it is essential that implementation of early intervention is appropriate and timely. The concept of this began immediately and was fully launched in February 2022 at the Paediatric Intensive Care Unit (PICU) Royal Hospital for Children Glasgow. MoVE (Move on Ventilation Early) was the first of its kind and its success then inspired the curiosity of other units across the country which then emulated similar imagination.

Patients are categorised as Egg, Chick or Penguin to recognise fragility. A daily physio assessment identifies appropriate activities to support rehabilitation, some examples are positive touch, reading stories, listening to music or sitting in a chair. The MoVE project was supported by the Glasgow Children's Hospital Charity and in 2022 Scottish Government published a report that demonstrated collaboration between public and third-party sectors.

Local Achievements

As we received a significant amount of feedback on the work that has been happening across our Nursing and Midwifery Services, we wanted to take the opportunity to highlight some excellent examples of how our teams are working to improve the care and experiences of the people who use our services:

- West Dunbartonshire HSCP have introduced a new self-referral system for their Treatment Room Service, making this process more efficient and accessible for people who use this service.

Local Achievements

- In the Inverclyde Sector, a new Surgical Same Day Admissions Unit has been opened to help reduce elective waiting times.
- Following a successful test of change, East Dunbartonshire HSCP's District Nursing Service have extended their core hours to 08.30am – 22.00pm to provide support to those who need it.
- East Renfrewshire HSCP's District Nursing team has launched a pilot project in collaboration with Carers Centres to enhance the creation of Anticipatory Care Plans (ACPs) for individuals who request them. This initiative ensures that vital ACP information is recorded on the Clinical Portal, allowing seamless sharing across healthcare services. By improving access to this essential information, the project aims to deliver more coordinated and effective care for those who need it most.
- The CAMHS Unscheduled Care Team has been re-aligned to be based within a Mental Health Assessment Unit to ensure timely assessment of young people and reduce pressure on the Emergency Department.
- In the North Sector, new Stoma Care Hot Clinics to ensure community patients are seen within 24-48 hours and improve on the person-centred experience; in addition, a monthly support group for patients with clinical nurse specialist to review and discuss products with stoma care companies to improve choice experience.





Ensuring better value is essential to improve productivity, reduce cost variation, and eliminate waste. A key part of achieving this is to explore and utilise the potential for research, digital technology, and innovation wherever possible. By doing this, we will be able to deliver effective service change and redesign to reduce costs whilst ensuring the possible care for the people who use our services at all times.

Digital Clinical Notes and Person-Centred Care

NHSGGC's Nursing and Midwifery Services are committed to enable the people who use our services to share their personal preferences, needs and wishes about their care and treatment. We want to ensure that this information is captured in care plans, care delivery, and in our interactions with the people who use our services and involve the people who matter to them in a way that they wish to do so.



To achieve this, an engagement process was undertaken in 2021 to listen to people's experience of care planning to inform our person-centred care approach. From this, 5 core principles for Person Centred Care Planning (PCCP) were developed and these are shown below.

As part of the test of the PCCP, this work has been aligned to the development and implementation of the Digital Clinical Notes (DCN). DCN Digital Clinical Notes (DCN) work-stream is a multi-professional approach to digitalise clinical documentation onto the TrakCare ® platform and aligns with national and strategy initiatives such as Excellence in Care (EiC) and NHSGGC Digital on Demand.

The Digital Clinical Notes Person-Centred Care Plan is currently live in three Early Adopter clinical areas – Edenhall and Phillipshill in the Spinal Injuries Unit and Ward 65 in the Institute of Neurological Science. Work continues with all three clinical teams to embed and refine the Assessment, Planning, Implementation, and Evaluation approach (APIE) into practice.

It is our ambition to roll Digital Clinical Notes out to all Acute in-patient sites and a detailed business plan and an implementation plan has been in development over the last few years.





Quality & Teamwork

Better Workforce

Our workforce is our most valuable asset, and none of the board's objectives will be achieved if we do not have the best possible workforce in place. Better Workforce is about ensuring that all staff are treated fairly and consistently, ensuring that all working environments are safe, and the wellbeing of staff is of paramount importance. In addition, a key feature of this statement is to strive toward having a well-informed and well-educated and developed workforce. Nursing and midwifery staff account for around 40% workforce in NHS Greater Glasgow & Clyde – the largest of any staff group.

We know that staff who feel valued, supported, and who work in positive working environments provide high-quality care to those who need it. The pandemic presented us with many challenges, however, despite this, our nursing and midwifery staff remained resilient and found new ways of working and to support each, their colleagues in other professions, and the students who joined us to learn in what was a truly exceptional time for the profession.

While the end of the pandemic has brought with it new challenges, it has been great to see how our staff continue to support one other and our students as the future of nursing and midwifery.

Through the QMPLE system, we have gathered valuable feedback from our nursing and midwifery students, and we are pleased to share some of their insights:

"All members of the team were excellent. They were all very knowledgeable, professional and helpful during my placement learning experience. They were able to help me meet my required competencies and proficiencies during my placement and helped me develop my skills and confidence in my learning"

"Overall this placement has supported me significantly in my independent care ability, giving more lead and responsibility, while offering a multitude of additional learning experiences, which have only benefited my learning. Everyone on this team were fantastic role models and always allowed the time and space for discussions or any questions I may have had - I always felt listened to, supported, and valued within this team"

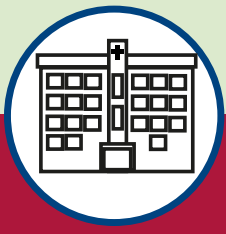
"As a third-year mental health nurse student, my practice learning experience was exceptionally rewarding and beneficial. The opportunity to work with such a skilled and supportive team was a highlight. Their expertise in provided me with invaluable insights and a deeper understanding of the complexities in this field"

We are also excited to highlight some of the outstanding work undertaken to ensure NHSGGC continues to build the best possible nursing and midwifery workforce.



Quality Management of the
Practice Learning Environment





Newly Qualified Practitioner Campaigns

Between November 2022 and July 2023, the Nursing and Midwifery Practice Education Team collaborated with colleagues across NHSGGC in a campaign to recruit newly qualified nurses. Through a series of recruitment events, we successfully welcomed 720 newly qualified nurses to the board. We are grateful to these new staff members for choosing NHSGGC and wish them every success as they provide excellent care to the Greater Glasgow and Clyde population.

This campaign has run annually, and our Practice Education Team actively worked with universities to attract nursing and midwifery staff to join NHSGGC, the UK's largest health board.

Children and Families Workforce

As part of the Transforming Nurse Roles agenda, which aims to build a skilled and adaptable workforce, Child and Adolescent Mental Health Services (CAMHS) continue to expand Advanced Nursing Practice (ANP) and Clinical Nurse Specialist (CNS) roles within community teams. The following positions have now been established across NHS Greater Glasgow & Clyde (NHSGGC):

The following staff are now in place across NHSGGC as of June 2023:

- 4 trainee ANP
- 9 CNS, specialising in either Neurodevelopmental Disorders or Psychological Therapies.
- 8 qualified nurse prescribers (NMP).
- 5 trainee nurse prescribers.

These roles are instrumental in delivering efficient, person-centred care for young people accessing CAMHS.

Healthcare Support Worker Programme

To implement the national Career Pathway for Health and Care Support Workers (HCSWs) Framework, a HCSW Development Group has been set up to help enhance the knowledge and skills across of HCSWs across the board. Some of the key achievements of this group are as follows:

- Development of an assistant practitioner job description
- A service needs analysis has been developed and will be/has been distributed to support governance of introducing posts across the board
- Commissioning of Personal Development Award (PDA) courses and Recognition of Prior Learning (RPL)

Better Workforce is not only about building a skilled and well-supported team but also about fostering a culture of development, collaboration, and care. From expanding roles in CAMHS to providing clear career pathways for HCSWs, these efforts reflect NHSGGC's commitment to creating a positive and nurturing work environment. Our aim is to ensure that all staff, across all roles, are empowered to thrive, enabling them to provide the highest standard of care.



In Closing

This report captures a synopsis of the incredible amount of work and contributions that Nurses and Midwives have made in supporting the organisations priorities over the past three years. From 2025 onwards, an annual impact report will be developed that captures the delivery of the priorities within leading the way and will be developed in conjunction with our staff, patients and public and those who use our services. Essentially ensuring that we deliver on the promises made within the strategy.

Acknowledgements

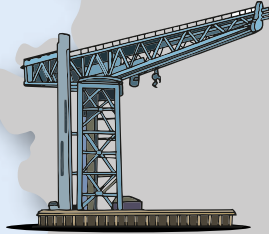
I would like to thank the following individuals who developed this report to help highlight and celebrate the fantastic work of our nursing and midwifery teams.

- Deirdre McCormick, Chief Nurse/Service Manager (Public Protection)
- Kevin Mcauley, Interim Chief Nurse (North Sector)
- Mandy Meechan, Chief Nurse (Women & Children's Services)
- Julie Fitzpatrick, Professional Nurse Lead (LD Services)
- Jordan Livingstone, Business Manager (NMAHP Directorate)
- Mhairi Stirrat, Senior Charge Nurse (Woman & Children's Services)
- Joanne Byrne (Children's Services Manager, Renfrewshire)
- Beth Sinclair, Administrator (Nurse Director)
- Aisha Ramjan, PA (AHP Director, END Support)
- Mark Cooper, Business Manager, (Deputy Nurse Director, Acute Services)





West Dunbartonshire



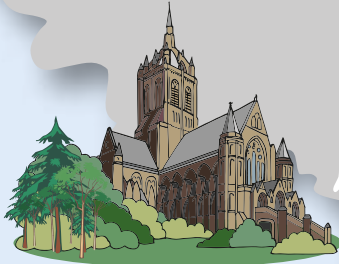
East Dunbartonshire



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”

N&M Strategy Engagement Events: August 2024 – April 2025

Key

	Patient groups
	Nursing groups
	Board corporate groups
	Champions groups

August 2024

Event Title	Date	Time	Attending
Patient/Public Engagement Events & focus groups primarily this month			
'Your Voice' – patient experience group Inverclyde HSCP	14 th August	11am-12 noon in person	L Moore and M Magennis
Patient Engagement Group – E Renfrewshire	14 th August	1pm-2pm MS Teams	L Moore and M Magennis
NW Glasgow Engagement Team	20 th August	10am – 11am MS Teams	L Connell and M Magennis
Healthcare Advisory Group – Inverclyde HSCP	29 th August	11.30am – 12.30pm	L Moore and M Magennis

August 2024

Meeting Title	Date	Time	Attending	
DND/DOM/CN Strategic	28 th August	1.30pm – 2pm	Leanne/Laura – Michelle	Completed

September 2024

Meeting Title	Date	Time	Attending	
END-SMT Meeting	6 th Sept	9am - 11am	Leanne/Michelle	Completed
UWS N&M Student Group	9 th Sept	Morning session	Morag/Beth	Completed
ANMAC	20 th Sept	10am	Leanne/Michelle	Completed
Champions Group 1	25 th Sept	10.30am – 11.30am	Leanne/Laura/Michelle	Completed

October 2024

Meeting Title	Date	Time	Attending	
Champions Group 2	2 nd October	4pm – 5pm	Leanne/Laura/Michelle	Completed
Champions Group 3	4 th October	12 noon – 1pm	Leanne/Laura/Michelle	Completed
Board APF Secretariat	7 th October	2pm	Angela/Leanne/Michelle	Completed
Acute Partnership Forum	22 nd October	2pm – 3.30pm – not included	Laura/Geraldine Marsh	Completed
APF Workforce	23 rd October	10am	Leanne/Michelle	Completed
NMAHP Partnership Meeting	30 th October	4.30pm	Laura/Leanne/Michelle	Completed
Acute Senior Management Group (SMG)	31 st October	1.30pm – 4pm	Morag Gardner	Completed

November 2024

Meeting Title	Date	Time	Attending	
Acute APF	19 th November	2pm	Laura/Morag	
N&M Council Meeting	20 th November	1.30pm - 3.30pm	Leanne – Michelle	Focus on key themes from engagement
Acute Nursing Leadership Meeting	26 th November	Whole day event at T&L Centre	Laura Moore/Leanne Connell	Completed

January 2025

Meeting Title	Date	Time	Attending	
Informal Directors	6 th January	10am - 12 noon	Angela	Completed
Corporate Management Team	9 th January	1pm-4pm	Angela/Leanne/Morag	Completed

February 2025

Meeting Title	Date	Time	Attending	
Board Clinical Governance Forum	10 th February	2pm	Laura/ Leanne Morag	Completed

March 2025

Meeting Title	Date	Time	Attending	
Clinical & Care Governance Committee	4 th March	2pm	Laura/ Leanne Morag	

April 2025

Meeting Title	Date	Time	Attending	
NHSGGC Board Meeting	28 th April	9am -2pm	Laura/ Leanne Morag/Angela	

HSCP Chief Nurse (Engagement) Meetings

HSCP	Meetings
East Dunbartonshire	SPF – 25/09/2024 SMT – 02/10/2024 All N&M Staff Meeting – 08/10/2024
Glasgow City	Senior Nurse Team Meeting – 24/09/2024 Executive Team Meeting – 21/10/2024 SMT – 16/10/2024
Inverclyde	SMT – 04/09/2024 SPF – sent out virtually with response due by 14/10/2024
Renfrewshire	SMT – 09/10/2024 HV Development Day – 30/10/2024 SPF – 29 th November 2024
East Renfrewshire	E Ren Senior Nurse Meeting – 08/08/2024 GGC LD Senior Nurse Meeting – 21/08/2024 E Ren HR Subgroup – 23/08/2024 E Ren SMT Meeting – 09/10/2024
West Dunbartonshire	Chief Nurse Meeting – 07/10/2024 WD SMT – 08/10/2024 WD Nurse Team Meeting – 09/10/2024 WD JSF – 10/10/2024

ACUTE/ Chief Nurse (Engagement) Meetings

ACUTE	Meetings
Partnership meetings	Acute Partnership Forum: - 22nd October Area Partnership Forum: - 13 th November
South sector	Senior Charge Nurse Forum (South): - 10th September South Sector Partnership Forum: - 29th October Lead Nurse Forum (South): - 5th November
North Sector	North Sector Lead Nurse: - 3rd October Ad-hoc drop-in sessions for SCNs (North): - Throughout October North Partnership Forum: - 29th October
Regional	Regional SMT: - 24th October Regional Staff Governance: - 4th December
Clyde Sector	Clyde Partnership Forum: - 23rd October Lead Nurse Meetings (Clyde): - Throughout October
W&C	W&C Governance Meeting (W&C): - 21st October Lead Nurse Meeting (W&C): - 22nd October SCN Meeting (W&C): - 31st October

