

NHS Greater Glasgow and Clyde	Paper No. 25/128
Meeting:	NHSGGC Board Meeting
Meeting Date:	30 October 2025
Title:	Transforming Together - GGC Way Forward Portfolio Report
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1. Purpose

The purpose of this paper is to provide an update on the implementation of the Transforming Together & GGC Way Forward Portfolio. This paper is for assurance.

2. Executive Summary

The paper can be summarised as follows:

This is the first “Transforming Together” Portfolio Report for NHSGGC and covers progress from 1st August to 18th September 2025 across our six transformation programmes:

1. GGC Way Forward
2. Interface & Urgent Care
3. Primary Care
4. Mental Health
5. Cancer & Planned Care
6. Women’s and Children’s.

Governance and Oversight:

The Transforming Together Executive Oversight Group and GGC Way Forward Executive Oversight Group have now been integrated to form a single Executive Oversight Group.

The PMO is rolling out a consistent monitoring and reporting framework, focusing on 100-day cycles to track achievements and upcoming milestones. This approach ensures robust oversight, risk management, and clear measurement of impact.

Portfolio Status:

The Transforming Together Portfolio remains on track across all Programmes. The overall portfolio is on a continued trend – the pace of delivery is as expected, there are no new significant risk or issues and all milestones are proceeding as planned.

The report sets out a summary of the key achievements across each programme:

- **GGC Way Forward:** the programme remains on track across both the wider whole system and sector-based action plans with 70% of planned actions implemented.
- **Interface & Urgent Care:** The Interface & Urgent Care Programme remains on track, with co-ordinated and accelerated progress across all five core projects. Interface & Urgent Care Transformation is supported by c.£20.9m additional Scottish Government funding.
- **Wider Programmes:** Our wider programmes of Women & Children's, Primary Care, Mental Health and Cancer & Planned Care are all on track

The next reporting period will see full reporting established for all programmes, ahead of the November Portfolio Board. In addition, milestones will be discussed & agreed for all projects.

3. Recommendations

The NHS Board is asked to note the report and progress update

4. Response Required

This paper is presented for assurance.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|------------------------|
| • 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>Neutral</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:

This report has been developed with input from senior system leaders with the in GGC, key services and executive leads via the Transforming Together and GGC Way Forward Programme.

7. Governance Route

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

The Portfolio and Programme updates outlined in this paper have previously been presented and considered at:

Transforming Together Portfolio Board – 16 September 2025

Transforming Together & GGC Way Forward Executive Oversight Group – 26 September 2025

Corporate Management Team – 6 October 2025

8. Date Prepared & Issued

Prepared on: 15 October 2025

Issued on: 22 October 2025

Transforming Together - GGC Way Forward Portfolio Report

Reporting Period 1st August – 18th Sept 2025

Board Report

Thursday, 30th October 2025

“Listening, Learning and Transforming Together”

1. Introduction

This report sets out the progress made within our Transforming Together Portfolio which incorporates the following programmes:

- The GGC Way Forward Programme
- Interface & Urgent Care Programme
- Primary Care Programme
- Mental Health Programme
- Cancer & Planned Care
- Women's and Children Programme

This is the first 'Transforming Together' Portfolio Report, it covers the period of 1st August to 18th September 2025.

2. Portfolio Governance Framework Update

2.1 Portfolio Governance

The Transforming Together Executive Oversight Group and GGC Way Forward Executive Oversight Group have now been integrated to form a single Executive Oversight Group. Their first monthly meeting took place on Friday 26th September 2025 the revised integrated Terms of Reference was discussed and agreed.

Our framework continues to support regular dialogue between SROs, project and sector teams and the Executive Oversight Group members as follows:

- **GGC Way Forward Programme** – sector teams continue to attend the TTEOG on a rotational basis to discuss progress
- **All other Transforming Together Programmes** - each of the Transforming Together Senior Responsible Officers (SROs) and their teams share a deep dive at the Executive oversight Group on their progress on a rotational basis, with the Interface and Urgent Care programme providing an update on a monthly basis

2.2 Programme Management Office (PMO) Framework & Monitoring

Our newly established PMO team are rolling out a consistent framework of monitoring and reporting for all programmes and their projects within the transformation portfolio. Our new framework will enable us to closely monitor and ensure each programmes milestones are implemented at pace, with their impact can be clearly measured.

Our new status reports focus on 100 days – looking back at what has been achieved in the last 30 days and looking forward to what is expected to be achieved in the next 70 days. Over the next reporting period the newly established PMO team continue to roll out the framework and work with each of the SROs and their teams to:

- Develop & agree the key milestones over the next 1-2 years
- Establish a change control process to manage changes to scope and milestones
- Establish risk and issue reporting processes for each programme and a portfolio level risk and issue log

- Commence the iterative process of dependency mapping and management across projects and programmes

Figures 1 & 2 outline the overall governance and reporting structure and the key projects within each programme of transformation and the 'golden threads' underpinning how we deliver change throughout our transformation portfolio.

Figure 1: Governance & Reporting Structure

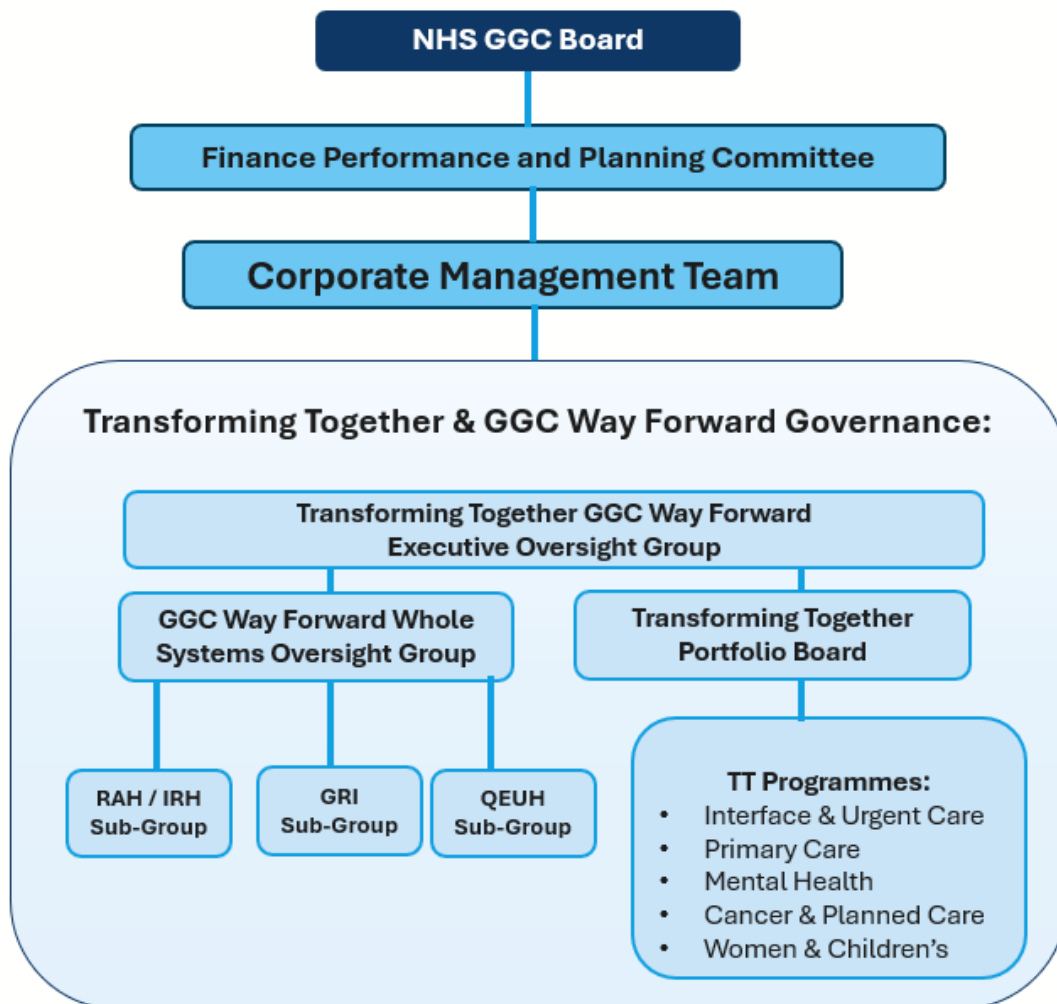
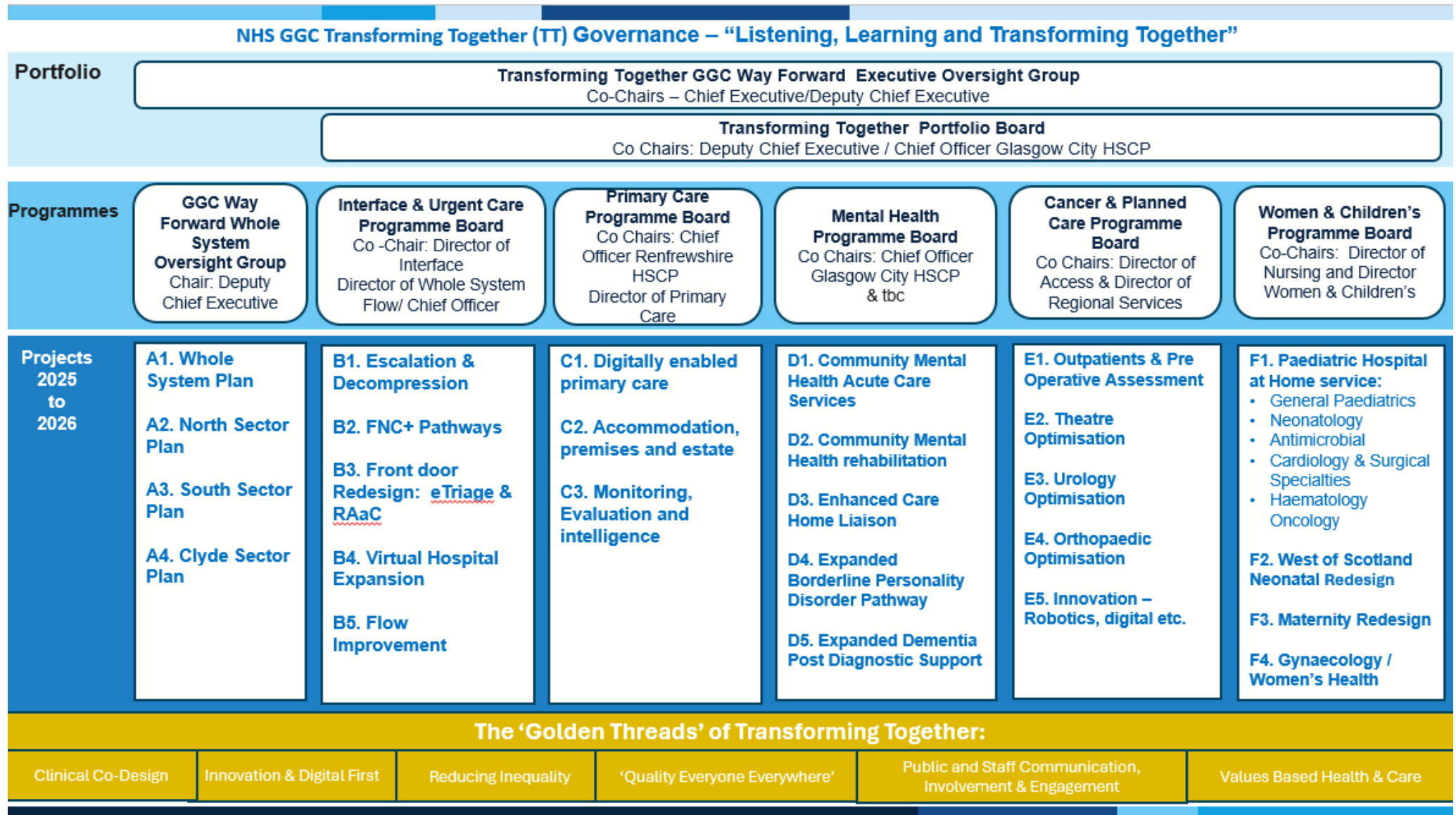


Figure 2: Transforming Together – GGC Way Forward: Portfolio, Programme and Projects



3. Transforming Together Portfolio Status Overview

The Transforming Together Portfolio remains on track across all Programmes. The overall portfolio is on a continued trend – the pace of delivery is as expected, there are no new significant risk or issues and all milestones are proceeding as planned.

Transforming Together Portfolio			Overall Portfolio Status:			On Track
Overall Portfolio Trend	No in Portfolio	Not Started	Complete	On Track	At Risk	Delayed
➔	6/6	0	0	6/6	0	0

Portfolio Executive Summary

The Transforming Together Portfolio is on track with actions progressing against each of the six programmes:

1. GGC Way Forward Whole Systems Programme
2. Interface & Urgent Care Programme
3. Primary Care Programme
4. Mental Health Programme
5. Cancer & Planned Care
6. Women's and Children Programme

A summary of each programmes key achievements and next steps are outlined in section 4. In this first report in depth programme reports have been provided for GGC Way Forward and Urgent and Unscheduled Care. Summary highlights include:

1. GGC Way Forward Programme
 - 70% of actions in our plan have now been implemented (136/193 actions now complete)
 - Significant additional recruitment ongoing across nursing and medical staff to expand ED teams
 - Training needs for nursing and medical staff assessed and training resource now in place
2. Interface & Urgent Care Programme
 - Significant clinical and operational recruitment is underway to support the expansion of the FNC+ and Virtual hospital

4. Programme Update

4.1 GGC Way Forward Programme

The GGC Way Forward programme remains on track across both the wider whole system and sector-based action plans. A summary of key achievements across the programme are set out below:

GGC Way Forward Programme		Programme Status	On Track	Direction	↑
GGC WF Theme	Key Achievements since 1st August 2025				
Patient Safety & Care	<ul style="list-style-type: none"> • ED live screens in place in all EDs • ED risk registers in place and reviewed regularly in all sectors 				
Staffing Concerns	<ul style="list-style-type: none"> • Significant additional ED Nursing posts being recruited to. Interviews held in all sectors and staff coming into post • 6 additional new Clinical Fellows posts recruited South sector • Real time staffing SOPs implemented 				
Staff Wellbeing	<ul style="list-style-type: none"> • Training needs for nursing and medical staff assessed and training resource in place to support staff • Review of ED CD and Clinical Lead job plans & ED Consultant job plan reviews progressing well in all sectors • Further staff wellbeing support in place for staff 				
Trust & Communications	<ul style="list-style-type: none"> • Communications requirements and approach for Sector/ Whole System including sector newsletter drafted and agreed • Patient feedback surveys in place in all EDs • Whistleblowing Champion programme of meetings held with services 				
Management Support	<ul style="list-style-type: none"> • Peer support in place for senior teams 				
Infrastructure	<ul style="list-style-type: none"> • ED capital works funding agreed for Clyde and North sectors; minor works programmes in place in all sectors and progressing according to timescale 				
ED Flow	<ul style="list-style-type: none"> • ED Pathways revised with specialties in each sector: tests of change in place 				
Wider Whole System Operational Improvement Plan	<ul style="list-style-type: none"> • 30 Complex Discharge beds are open in Hawthorn and Meadowbank units • 32 Intermediate Care beds are open across all HSCPs • Recruitment and development of 7-day AHP working in downstream wards in GRI RAH and QEUH is progressing this will support additional weekend discharges – where possible bank hours are being used to support patient assessments, supporting ~60% of those assessed being discharged home • Planning of the new Outpatient Parenteral Antimicrobial Therapy (OPAT) service within the GRI is nearing completion, the first patients will be treated in November, supporting significant number of patients avoid admission to hospital. The service will initially open 5 days per week moving to a 7-day service as soon as recruitment is complete • Further roll out of Criteria Led Discharge (CLD) has commenced across QEUH, GRI, RAH, IRH to increase pre noon and weekend discharges to support improved patient experience and improved flow across sites 				

Key Activities Planned in next 70-day Period

- Recruitment to remaining additional nursing and medical posts anticipated to be concluded
- Complete the significant expansion of OPAT Service across NHS GGC: RAH 5 days per week, extend QEUEH service from 5 days to 7 days per week and establishment of new service in GRI in early November (see above)

Frailty service expansion:

- IRH – additional AHPs will work with existing teams to provide intensive rehabilitation to enable a home first approach to be achieved and admission avoidance
- RAH - Extension of the RAH Orthopaedics trauma assessment unit hours this will support GP referrals and all urgent patients to improve service accessibility and support frail elderly patients. Patients will be taken direct to the unit, this will significantly reduce patient waiting times for assessment as well as improving ED flow
- Expansion of the Home First Response Service (HFRS) in QEUEH and RAH at weekends to assess frail patients and support admission avoidance and support to be discharged home. Establishment of the HFRS in GRI.

Supporting hospital flow and reducing patient delay:

- Opening of further social care bed capacity - 19 additional intermediate care beds will open within Inverclyde and West Dunbartonshire
- Additional legal support to reduce delays for interim orders and additional patient support to enable AWI patients be discharged home is planned for go live in October
- Recruitment is underway for additional social work capacity to support extended discharge huddles within GRI, RAH and QEUEH
- Further minor capital works within RAH ED will be concluded

4.2 Interface & Urgent Care Programme

The Interface & Urgent Care Programme remains on track, with co-ordinated and accelerated progress across all five core projects. Interface & Urgent Care Transformation is supported by c.£20.9m additional Scottish Government funding. A summary of key achievements since the start of August 2025 across the programme and key activities in the next 70 days are set out overleaf.

BOARD OFFICIAL

Programme: Interface and Urgent Care			
Project	Status	Summary of Progress	Direction
Escalation and De-compression	On Track	<ul style="list-style-type: none"> The Escalation & Decompression Group is now meeting weekly with representation from across whole system Development of whole system escalation levels now underway with key metrics established and agreed across Acute, HSCP and Whole System. The key focus is on how FNC Plus + and Interface can support the Whole System to prevent escalation and enable decompression 	↑
FNC+ & Pathways	On Track	<ul style="list-style-type: none"> Medical model has been agreed, and actions are underway to recruit to sessions for SCDM progressing. Locum vacancies for acute physicians are live and expressions of interest are also open for internal acute physicians and ED consultants. SAS Call Before You Convey (CBYC) pathway operational and being actively managed with SAS colleagues to support FNC+ expansion – engaging with senior management staff to review and formalise role of Advanced Practitioners in FNC+ 	↑
Front door Redesign: Digital Triage & Rapid Assessment & Care (RAaC)	On Track	<ul style="list-style-type: none"> Proposed RAaC model and implementation plan being finalised Diagnostic Imaging Demand & Capacity data and dashboard developed to support understanding of front door demand Procurement of an Electronic Triage system is underway with contract award expected during October 2025 Approach for frequent attenders being developed to support further reduction of potentially preventable admissions 	↑
Virtual Hospital Expansion	On Track	<ul style="list-style-type: none"> The Hospital at Home (H@H) Service Framework is in final draft Initial test of additional H@H beds, supported through FNC+Plus, will aim to launch in East Dunbartonshire, Renfrewshire and East Renfrewshire ahead of winter. Learning from this early implementation will directly inform and shape the further/ wider scale-up of the service 	↑
Flow Improvement	On Track	<ul style="list-style-type: none"> Step up of Discharge Multi Agency Planning (MAP) between Acute & Social work to investigate patients medically fit for discharge with daily MDT follow up action meetings in place Continuation of priority bed day reduction actions – utilisation of Hawthorn House (319 bed days saved in September) and Meadowbank Unit (394 bed days saved in September), enhanced legal support for family and carers set to go-live mid October Pilot of Integrated Discharge Team at QEUH set for rollout in October 2025. 	↑

Key Activities Planned in next 70-day Period

- Recruitment process will continue to enable the full implementation of Interface Division Medical Model
- Recruitment of wider Nursing & Medical workforce to support the move towards provision of a 24/7 FNC+ service
- Full roll out of the daily escalation & decompression huddles across our system
- 1st Phase Virtual hospital pathways go-live follows:
 - Mental Health Clozapine initiation and titration Pathway – go live early October
 - Heart Failure Pathway - go live November
 - Discharge to Scan Pathway – go live November
- Continue the development of further virtual Hospital pathways to go live before the end of 2025
- Establishment of Integrated Discharge teams in QEUH RAH and GRI to support further reduction in Length of Stay.

4.3 Wider Programmes

A summary update for the Women and Children's, Primary Care, Mental Health & Cancer and Planned Care programmes is outlined below.

Status	Summary of Progress	Direction
Women & Children's Programme		
On Track	<p>The projects defined within this programme are as follows:</p> <ul style="list-style-type: none"> • Establishing a new Paediatric hospital at home service • West of Scotland Neonatal Redesign • Maternity Redesign • Gynaecology Optimisation & Women's Health Plan Implementation <p>Key achievements:</p> <ul style="list-style-type: none"> • High-level milestones have been defined; these will be reviewed and approved at the next programme Board • SROs confirmed and engaged for each of the projects • Meetings held with public health regarding the women's health plan and the interconnectivity between this programme and the wider women's health plan • Plan to establish our new paediatric & neonatal hospital at home service is being implemented 	↑
Primary Care Programme		
On Track	<p>Following a refresh session the programme has been refocussed and organised into 3 key proposed projects as follows:</p> <ul style="list-style-type: none"> • Digitally enabled primary care – New GP IT system, AI and asynchronous consulting • Accommodation, premises and estate • Monitoring, evaluation and intelligence – focussed on determining primary care current activity and capacity 	↑

	<p>A summary of key achievements and next steps are set out below:</p> <ul style="list-style-type: none"> • Revised suite of projects confirmed - milestones in development • Preparation work undertaken to enable a smooth transition of GP practices to the new Vision IT system • Refresh of the strategy completed, prioritisation of key projects to support sustainability of primary care and the ambitions of transforming together will now be undertaken • Agreement to progress with the primary care information dashboard with the GP sub committee • The teams are now developing the key milestones for each project for discussion and agreement at the next primary care programme board. 	
Mental Health Programme		
On Track	<p>The mental health programme team have undertaken two refresh sessions with input from across the 6 HSCPs and NHSGGC teams. The key focus of their work going forwards will be the implementation of the reprovision of the mental health inpatient beds in line with the approved mental health strategy. In support of this there are a number of enabling projects being shaped as follows:</p> <ul style="list-style-type: none"> • Community Mental Health Acute Care Provision • Community Mental Health Rehabilitation • Enhanced Care Home Liaison • Expanded pathways for Borderline Personality Disorder (BPD) • Expanded pathways Dementia Post Diagnostic Support <p>The teams are now developing the key milestones for each project for discussion and agreement at the next mental health programme board.</p>	↑
Cancer & Planned Care Programme		
On Track	<p>The Cancer and Planned Care programme will bring together the current significant programme of transformation to support delivery of our elective programme for our patients aligned to our ADP commitment and via the targeted Scottish Government investment.</p> <p>A summary of key achievements and next steps are set out below:</p> <ul style="list-style-type: none"> • Urology redesign work continues to focus on the following areas: <ul style="list-style-type: none"> ○ Prostrate and cancer bladder pathways ○ Penile cancer and andrology service redesign ○ Unscheduled care pathway redesign ○ Elective care pathway redesign ○ Diagnostics ○ Workforce planning / engagement activities <p>Significant milestones for cancer and planned care as set out in or ADP are already being progressed, these will be complemented by the development of further, more medium-term milestones to support the further transformation and optimisation of cancer and planned care services across NHSGGC.</p>	↑

Over the next month full reporting for all programmes will be fully established ahead of the November Portfolio Board, in addition milestones will be discussed & agreed for all projects.

4. Recommendations

The Board are asked to note the progress outlined in this first portfolio status report. This portfolio status report is presented for assurance.

Appendix 1: Status Report Keys

Risks / Issues Status Rating	
R	<ul style="list-style-type: none"> Risk / issue affecting the ability to achieve plan, delays already experienced. Either no agreed plan to achieve or no confidence in mitigation/resolution.
O	<ul style="list-style-type: none"> Risk / issue has the potential to affect the ability to achieve plan, not delayed as yet. Higher likelihood of experiencing impact and impact more significant than yellow. Low confidence in mitigation/resolution and ability to maintain plan.
Y	<ul style="list-style-type: none"> Risk / issue has the potential to slightly affect the ability to achieve plan, not delayed as yet. Lower likelihood of experiencing impact and impact less than that of orange. Agreed plan to achieve and greater degree of confidence in mitigation/resolution.
G	<ul style="list-style-type: none"> Risk or issue identified and reported for awareness but likelihood and or impact low and deemed manageable to achieve plan.

Action / project / Programme and milestone status	
R	Delayed
O	At Risk
B	On Track
G	Complete

Trajectory	
↑	Upwards Trend Acceleration of pace due to new resource being added and or key milestones <u>achieved</u> or risks/issues addressed enabling greater degree of progress than previous period.
→	Continued Trend Pace of delivery continued as previous reporting period. No new significant risks/ issues and all milestones proceeding as planned.
↓	Downwards Trend Pace of delivery slower than anticipated due to risks/issues affecting the progression of milestones as per plan. Reporting should highlight the risks/issues affecting delivery and identify clear mitigating and resolutions with a revised forecast date for the milestones not achieved and dates of resolution.