



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



NHSGGC Scope and Scale

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

Our Strategic Aims



Better Health



Better Care



Better Value



Better Workplace

Board Values

Our Corporate Values



Care and Compassion



Dignity and Respect



Openness, Honesty and Responsibility



Quality and Teamwork

Board Strategies closely aligned with the Nursing Strategy

Primary Care Strategies

Digital Strategy

Public Protection Strategy

Clinical Strategy

Public Health Strategy

Quality Strategy

Workforce Strategy

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

“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 NHS GGC, 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)).

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



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

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

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

Leading the Way together

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

Registration fields - Nursing and Midwifery



Adult



Children's



Mental Health



Midwifery



Learning Disability

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

Infection Prevention Control

Specialist Children Services

Older People & Stroke

Clinical Nurse Educators

Practice Development

Treatment Room Nurses

Clinical Nurse Specialist

Learning Disability

Health Visiting

Mental-Health

Emergency Care

Research Nurses

Critical Care

Theatre Nursing

District Nursing

Practice Education

Addictions Nurse

Paediatric

Prison Nursing

Adult Acute

Neonatal



NHSGGC Nursing and Midwifery Job Families



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

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

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



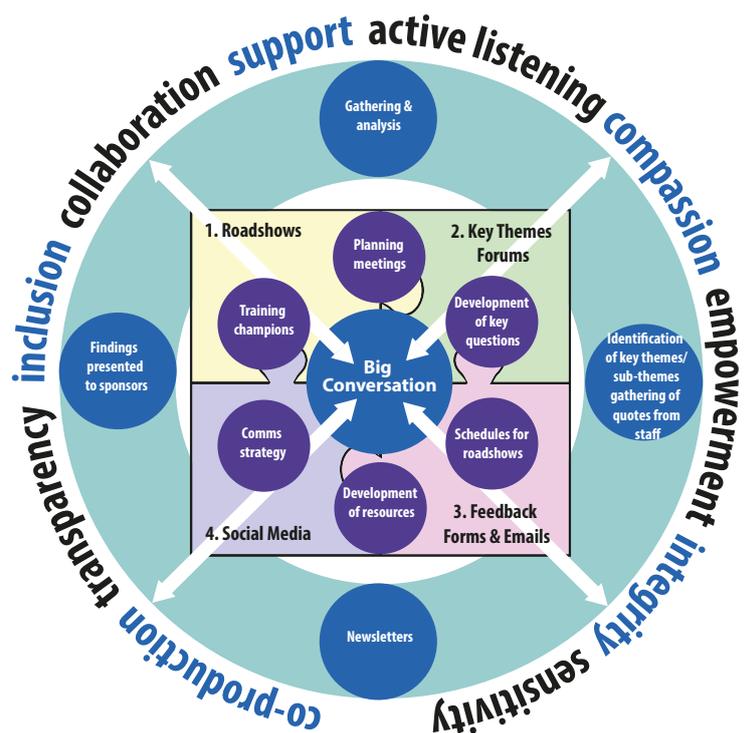
Listened

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

Learned

From our engagement 5 key themes emerged:

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



How we Lead



All 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.

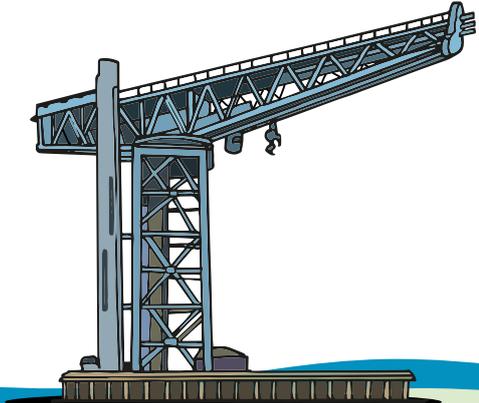


How we Care for our service users and each other

How we develop our Professions



How we assure Quality of Care





Leadership

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.



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.

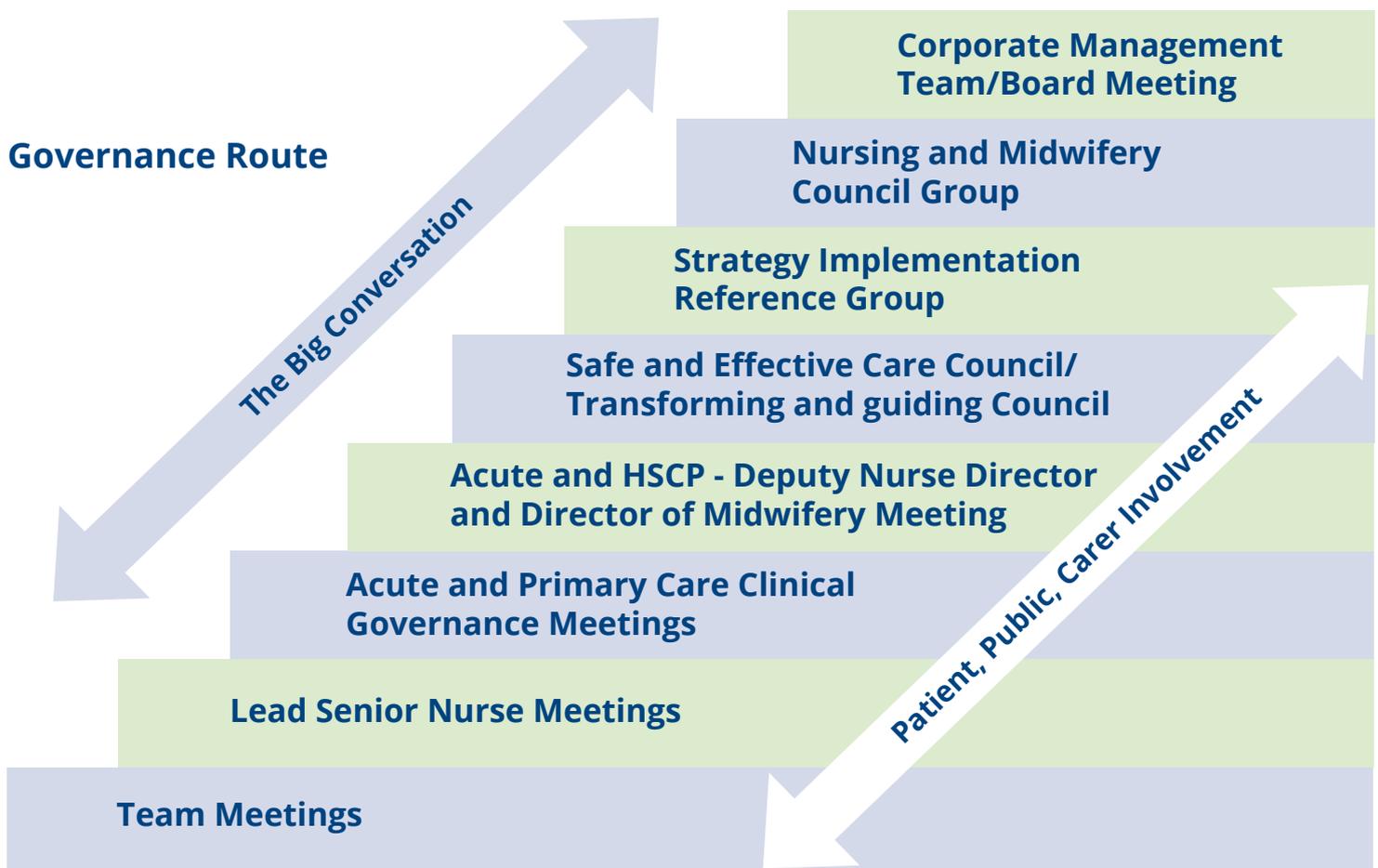
Making it Happen - Implementation and Governance

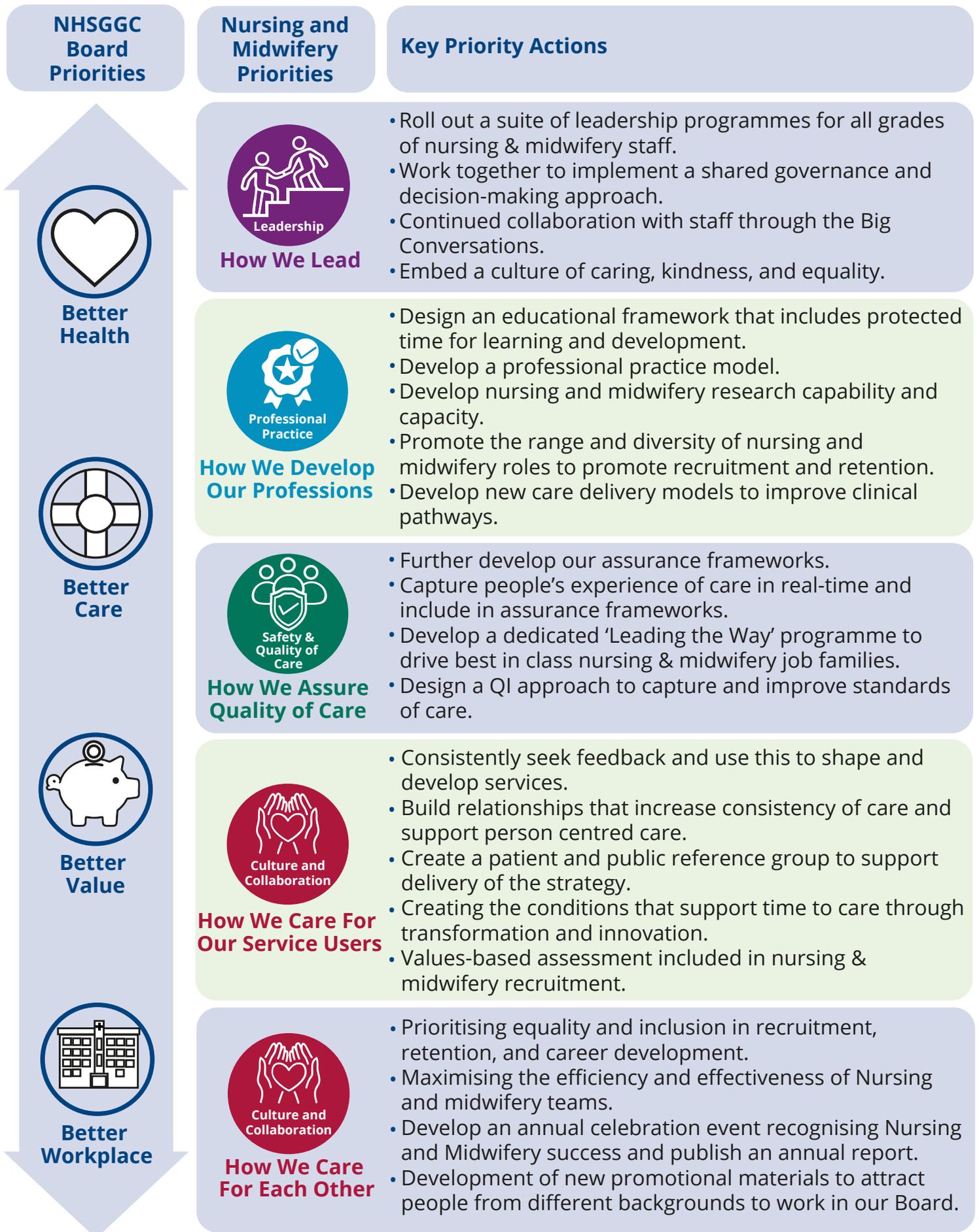
We engaged with all Nursing and Midwifery staff to build this strategy and we will support and work with them to deliver it. NHSGGC colleagues, people who use our services, the people that matter to them, and the public have engaged with the development of this strategy and will also be key to monitoring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





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.

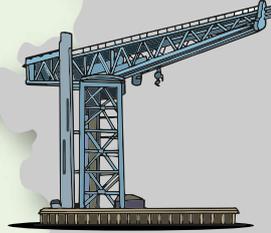
We will lead the way together; we will deliver together, and we will strive for recognition of excellence in our nursing and midwifery services as we transform to meet the future needs of our population.



“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”



Leading the Way

Nursing and Midwifery Strategy 2025-2029

