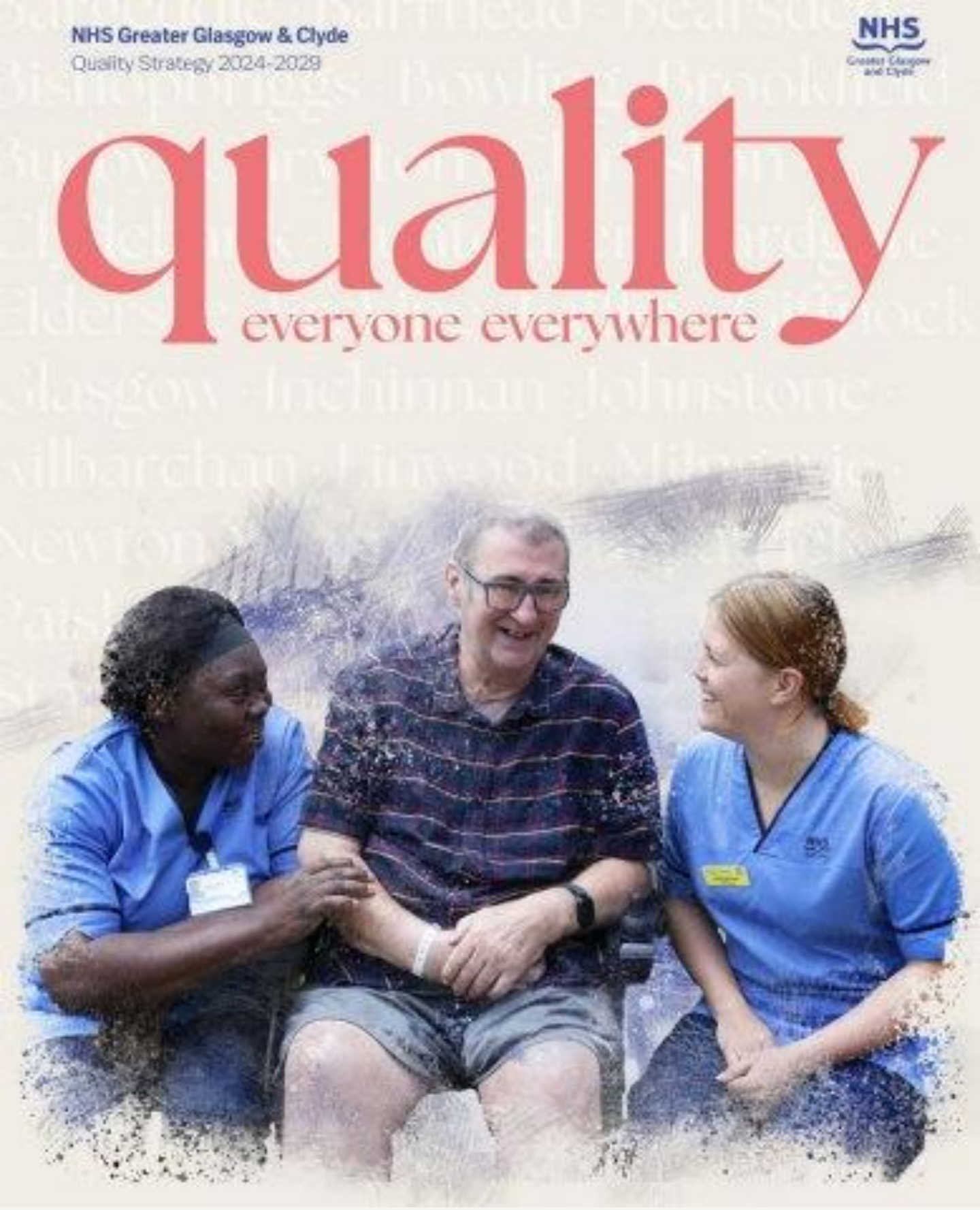


Quality Everyone Everywhere

2025/2026 Impact Report

NHSGGC Quality Strategy: Quality Everyone Everywhere

quality
everyone everywhere

Contents

Executive Summary 3

Introduction 7

Priority 1: Quality Everyone Everywhere 9

Priority 2: Person-Centred 12

Priority 3: Co-production 15

Priority 4: Listening, Learning and Improving 18

Priority 5: Effective and Efficient 21

NHSGGC Learning System 24

Quality In Action 27

Key Learning From Year 2 32

Year 3: Moving from Progress to Performance 36

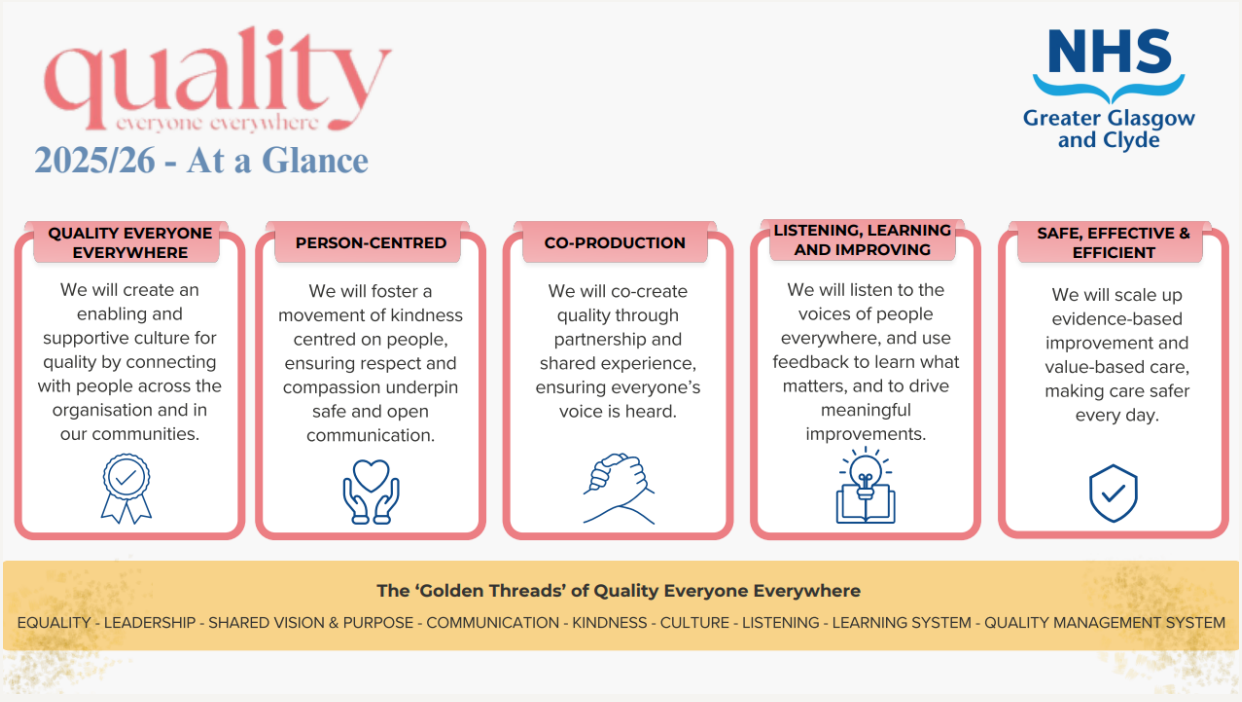
Appendix and Further Reading 40

Executive Summary

From Strategy to Implementation

Year 2 has marked a significant shift from strategy development to implementation, creating the foundations for sustainable, system-wide improvement across NHSGGC. Despite continued operational pressures, considerable progress has been made across all five priorities of *Quality Everyone Everywhere*, strengthening the organisation's ability to deliver high-quality, person-centred, evidence-informed care.

Over the past year, NHSGGC has focused on building the infrastructure, capability, partnerships and learning systems required to embed quality improvement into everyday practice. As a result, 80% of planned strategic deliverables have been completed or remain on schedule, demonstrating strong progress against an ambitious programme of work.



Building Quality Improvement Capability at Scale

A growing culture of quality is emerging across the organisation. More than 1,400 staff are now connected through the Quality Improvement Network, increasing access to improvement expertise, shared learning and

collaborative problem-solving. Investments in leadership development, quality improvement capability and the creation of a Board-wide Quality Community are helping establish a stronger foundation for continuous improvement at every level of the organisation.

Strengthening Person-Centred Care

Significant progress has also been made in strengthening person-centred care. The co-design and testing of a Board-wide Person-Centred Care Standard and Measurement Framework across more than 25 clinical areas provides NHSGGC with, for the first time, a consistent and measurable approach to understanding and improving what matters most to patients, families and carers. Concurrently, increased investment in Shared Decision Making is supporting a culture where people are active partners in decisions about their care.

Growing Partnership and Co-Production

Partnership working and co-production have continued to grow in both scale and maturity. Through partnerships with 26 community and third-sector organisations and the delivery of three large-scale Accelerated Design Events involving over 350 participants, more people are influencing how services are designed, improved and delivered. This is strengthening inclusivity, ensuring lived experience informs decision-making, and helping create services that better reflect the needs of local communities.

Listening, Learning and Responding in Real Time

NHSGGC has strengthened its ability to listen, learn and respond. During Year 2, 729 patient, family and carer experiences were captured through real-time and near real-time approaches, including one of the largest listening exercises undertaken across three Emergency Departments. These insights are enabling services to identify priorities more quickly, respond faster to emerging issues and use patient experience as a driver of improvement.

Creating a Board-Wide Learning System

Alongside this, the foundations of a Board-wide Learning System have been established, creating new opportunities to capture, share and apply learning from incidents, complaints, reviews and improvement activity. This work is supporting a more transparent and connected approach to organisational learning, enabling insights to be translated into tangible improvements in patient safety, service reliability and quality of care.

Quality Everyone Everywhere – Year 2 At A Glance

3 Accelerated Design Events with 350+ Participants
Bringing together staff, patients, carers and partners to co-design future services and priorities.

40,000+ Volunteer Hours Contributed
Enhancing patient experience, reducing social isolation and generating £1.2m social value.

82 Values-Based Reflective Practice Sessions Delivered
Supporting staff wellbeing, psychological safety and a culture of learning and improvement.

14 Improvement Capability Cohorts Delivered
Strengthening workforce capability to lead and sustain improvement across NHSGGC.

Board-Wide Learning System Established
Creating the foundations for organisation-wide learning, safer care and continuous improvement

80% Deliverables Completed or On Schedule
Creating the infrastructure and momentum needed to accelerate delivery in Year 3.

1,414 Staff Connected Through the NHSGGC QI Network
Building a growing movement of improvement leaders, learners and change agents.

729 Patient, Family and Carer Voices Heard
Providing real-time insight into what matters and informing local and system-wide improvement.

25+ Clinical Areas Testing the Person-Centred Care Standard
Creating NHSGGC's first consistent approach to measuring and improving person-centred care.

26 Community and Third Sector Partnerships
Strengthening co-production and ensuring services are designed with people, not for people.

Key Learning from Year 2

Year 2 showed that sustainable improvement depends on people, partnerships and learning. Key lessons included connecting staff through quality networks, using patient feedback to drive change, involving communities in service design, and sharing learning at scale. Above all, it reinforced that lasting improvement comes from embedding quality improvement into everyday practice, providing a strong foundation for greater impact and measurable results in Year 3.

Year 3: Moving From Progress to Performance – Key Deliverables

Year 3 will focus on converting the progress, learning and investment of the past two years into visible and measurable improvements for patients, families, carers, communities and staff. Success will be measured not only by what we deliver, but by the difference it makes to the quality, safety and experience of care across NHSGGC.

Quality Everyone Everywhere

- Scale and embed the NHSGGC Quality Community model.
- Implement the Change Management Scope of Work for Quality.
- Progress the Quality Management System approach.
- Expand improvement capability, leadership development and communication programmes.
- Launch the Careful and Kind Communication Programme

Person-Centred

- Implement the Person-Centred Care Standard and Measurement Framework at scale.
- Develop digital approaches for real-time experience measurement and reporting.
- Progress implementation of the Palliative Care and Care Around Dying Strategy.
- Continue strengthening Shared Decision Making and Value Based Health and Care approaches.

Co-Production

- Strengthen partnerships with communities, volunteers and the third sector.
- Expand opportunities for lived experience to influence service design and improvement.
- Further develop volunteering infrastructure and widen participation.
- Continue using Accelerated Design and Rapid Insight methodologies to support service redesign and strategic decision-making.

Listening, Learning and Improving

- Scale real-time feedback and care experience conversations across services.
- Strengthen digital infrastructure to support collection, analysis and reporting of experience data.
- Expand reflective practice approaches to support wellbeing and learning.
- Use evaluation and insight to evidence impact and inform improvement priorities.

Safe, Effective and Efficient

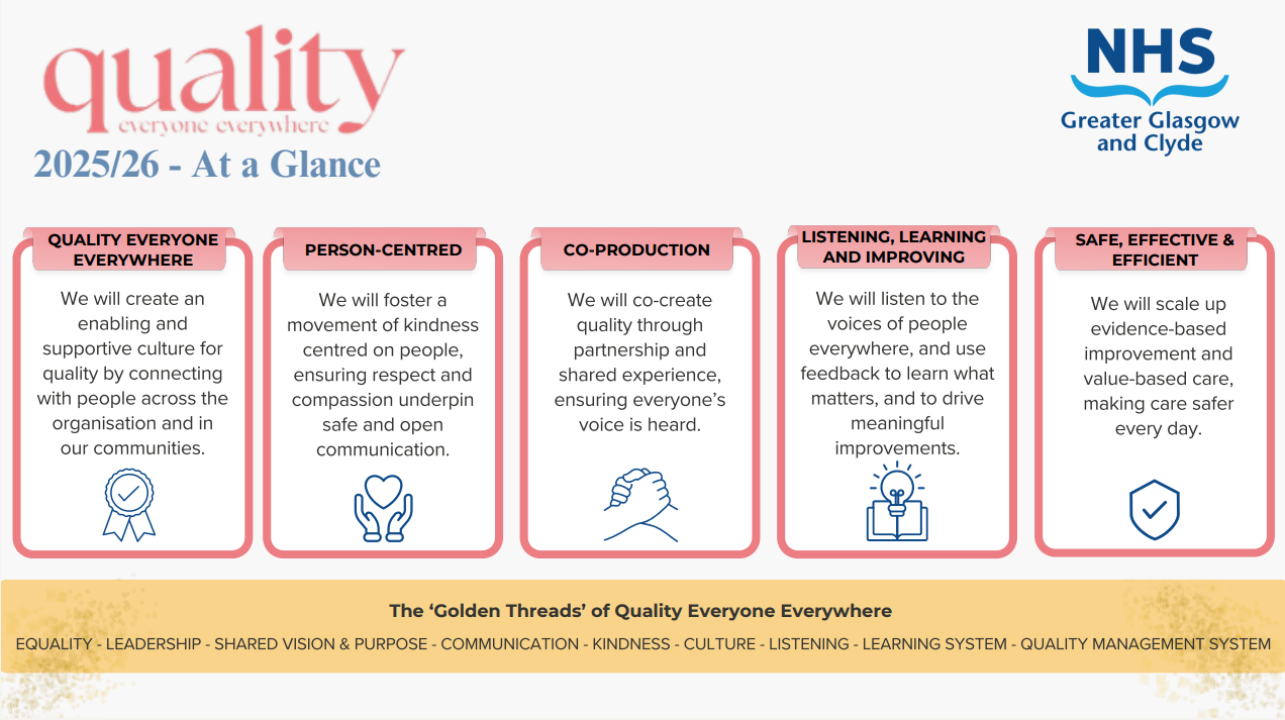
- Launch and embed the NHSGGC Learning System Hub.
- Develop the Learning Champions Network to support local learning and improvement.
- Progress implementation of the Infection Prevention and Control Strategy.
- Increase the use of organisational learning to improve safety, reliability and quality across services.

Introduction

From Priorities to Impact

Year 2 has strengthened capability, partnerships, person-centred care and organisational learning to improve quality, experience and outcomes across NHSGGC.

Across all five priorities, NHSGGC has strengthened its ability to listen, learn, improve and work in partnership with people and communities. Investment in quality improvement capability, person-centred care, co-production and organisational learning is creating the conditions for more consistent, evidence-informed improvement and better outcomes for patients, families, carers and staff.



Quality in Every Interaction

Quality is not delivered through individual projects or programmes alone. It is created through thousands of everyday interactions, decisions and improvements that shape the experiences of patients, families, carers, communities and staff. *Quality Everyone Everywhere* was developed to create the conditions where quality improvement becomes part of how NHSGGC works, learns and improves every day.

Building the Conditions for Improvement

This Year 2 Impact Report demonstrates the progress made in turning that ambition into action. Despite operational pressures and a complex healthcare environment, NHSGGC has continued to invest in the people, partnerships, capability and infrastructure needed to deliver sustainable improvement. Across all five strategic priorities, important foundations have been established that are strengthening our ability to listen, learn, improve and respond to what matters most.

Over the past year, more staff have been connected through quality improvement networks, more patient and carer voices have informed decision-making, stronger partnerships have been built with communities and the third sector, and new approaches to organisational learning have begun to take shape. Together, these achievements are creating a stronger culture of quality, where improvement is increasingly everyone's responsibility and where learning is translated into action more consistently across the system.

Showing the Difference Being Made

Importantly, this report is not simply a record of activity. It tells the story of how investment in quality improvement is beginning to make a difference. From developing a Board-wide Person-Centred Care Standard, to capturing hundreds of real-time care experiences, strengthening co-production, expanding improvement capability and establishing the foundations of a Board-wide Learning System, each achievement contributes to a wider ambition: delivering safer, more effective, more person-centred care and better outcomes for the people of NHSGGC.

Communicating the Strategy

A structured communications programme has supported the spread of *Quality Everyone Everywhere* across NHSGGC through newsletters, TeamTalk, the Quality Strategy webpage and the Quality Improvement Network. By sharing learning, celebrating success and highlighting quality in action, communication has helped strengthen engagement, increase visibility and build a growing movement for improvement across the organisation.



Priority 1: Quality Everyone Everywhere

A stronger organisation-wide quality movement is emerging across NHSGGC, connecting staff across professional groups and services around a shared purpose of continuous improvement. With more staff connected, more opportunities for learning and collaboration, and growing capability to lead improvement at every level, quality improvement is increasingly becoming part of everyday practice rather than a standalone activity.

What We Achieved

During Year 2, we focused on strengthening the conditions needed for quality to flourish across NHSGGC. Through investment in capability, leadership, communication and collaboration, we have expanded opportunities for staff to connect, learn and lead improvement.

Connected over **1,400 staff** through the NHSGGC Quality Improvement Network, creating greater opportunities for collaboration and shared learning.

Expanded quality improvement capability through **13 SIFS cohorts and a Nursing & Midwifery SCLIP cohort**.

Established the foundations of a new **NHSGGC Quality Community** to support system-wide improvement and leadership.

Increased visibility and engagement with Quality Everyone Everywhere through newsletters, TeamTalk and organisation-wide communications.

Developed a strategic proposal for a Board-wide **Careful and Kind Communication Programme** to strengthen culture and leadership.

What Difference This Is Making

These investments are contributing to a stronger culture of quality, where improvement is increasingly viewed as part of everyday practice. More staff are connected through improvement networks, learning is being shared more effectively, and successful approaches are beginning to spread across services.

More staff are equipped and connected to lead improvement, creating greater consistency in how quality is understood and delivered across NHSGGC.

Investment in capability and leadership is helping build a sustainable culture where quality improvement becomes part of everyday practice rather than a standalone activity.

A stronger Quality Community is increasing opportunities for collaboration, shared learning and the spread of successful improvement approaches.

Increased visibility of quality initiatives is strengthening engagement and creating a shared sense of purpose around improving care and outcomes.

What Matters

The voices of staff highlight the importance of connection, shared purpose and creating the conditions where people feel empowered to improve care. Their experiences reinforce that quality improvement is most successful when it is supported by culture, collaboration and leadership.

"Today is culture in action. Quality is our highest priority."

"Being part of the Quality Community reminded me that improvement isn't something we do separately from our work, it's how we make things better every day."

"I now feel connected to colleagues across the organisation who are facing similar challenges and working towards the same goal."

What's Next

In Year 3, the focus will be on scaling the Quality Community, embedding quality management approaches and strengthening capability so that improvement becomes increasingly embedded across all services and professional groups.

Scale	Embed	Expand	Increase
Scale the Quality Community model to strengthen collaboration, shared learning and local ownership of improvement across NHSGGC.	Embed a consistent Quality Management System approach to support how improvement is planned, delivered and sustained.	Expand opportunities for leadership, improvement and communication capability development across all professional groups.	Increase the visibility of quality improvement successes to accelerate learning and spread effective practice across the system.

Why This Matters

Year 2 has strengthened the culture, capability and connections needed to support quality improvement across NHSGGC. Through growing improvement networks, leadership development and the establishment of the Quality Community, a stronger foundation has been created for quality to become embedded in everyday practice. The progress made this year positions NHSGGC to move from building capability to scaling improvement, ensuring that quality is increasingly owned, delivered and sustained by staff at every level of the organisation.

Priority 2: Person-Centred

Year 2 has strengthened NHSGGC's ability to understand, measure and improve what matters most to patients, families and carers. By developing a Board-wide Person-Centred Care Standard and expanding shared decision-making approaches, the organisation is creating a more consistent and measurable approach to delivering compassionate, personalised care.

What We Achieved

Year 2 focused on building a consistent and measurable approach to understanding and improving what matters most to patients, families and carers. This included developing and testing a Board-wide Person-Centred Care Standard and strengthening shared decision-making approaches.

Co-designed and tested a **Board-wide Person-Centred Care Standard and Measurement Framework** across more than 25 clinical areas.

Engaged staff, patients, families and carers to create a **consistent approach to measuring and improving person-centred care**.

Increased workforce capability in **Shared Decision Making and Value-Based Health and Care.**

Advanced development of a co-produced **Palliative Care and Care Around Dying Strategy.**

Created a **live communications programme** demonstrating how quality improvement is improving care and experience across NHSGGC.

What Difference This Is Making

For the first time, NHSGGC has a consistent framework for measuring and improving person-centred care. This is enabling services to better understand care experiences and use those insights to inform improvement and assurance.

NHSGGC now has a consistent and measurable approach to understanding and improving person-centred care across services.

Staff are increasingly able to use meaningful patient feedback and shared decision-making approaches to personalise care and improve experiences.

The Person-Centred Care Standard is creating stronger links between patient experience, improvement activity and assurance processes.

Work underway will help ensure that what matters most to patients, families and carers is routinely reflected in care planning, delivery and evaluation.

What Matters

Patients, families and staff more consistently highlight the importance of being listened to, involved in decisions and treated as partners in care. Their experiences demonstrate that person-centred care improves both experience and outcomes.

"For the first time, I felt listened to and involved in decisions about my care rather than decisions being made for me.“ (Patient quote)

"The conversations helped us see beyond the treatment and focus on what really mattered to the person and their family.“ (Staff quote)

"Having the option to treat our baby at home for jaundice was absolutely life changing … avoiding readmission meant less disruption and distress." (Parent quote)

What's Next

Year 3 will focus on implementing the Person-Centred Care Standard at scale, expanding digital experience measurement and strengthening approaches that support people to be active partners in their care.

Implement	Develop	Progress	Continue
Implement the Person-Centred Care Standard and Measurement Framework at scale across Nursing, Midwifery and multi-disciplinary teams.	Develop digital solutions to support real-time capture and reporting of experience data.	Progress implementation of the Palliative Care and Care Around Dying Strategy following approval.	Continue embedding shared decision-making approaches so that people are active partners in decisions about their care.

Why This Matters

Year 2 has brought NHSGGC significantly closer to delivering a more consistent, measurable and improvement-focused approach to person-centred care. The development and testing of the Person-Centred Care Standard, alongside advances in shared decision making and strategic planning, provide a strong platform for ensuring that what matters most to patients, families and carers is routinely reflected in care delivery, improvement activity and decision-making across the organisation.

Priority 3: Coproduction

More people with lived experience are now helping to shape services across NHSGGC, supported by stronger partnerships with communities, volunteers and third-sector organisations. This is ensuring improvement is designed with people rather than for people, so decisions better reflect local needs, priorities and lived experience.

What We Achieved

Throughout Year 2, we strengthened partnerships with communities, volunteers and third-sector organisations, creating more opportunities for people with lived experience to influence service design, decision-making and improvement.

Strengthened partnerships with **26 community and third-sector organisations** to inform service improvement and decision-making.

Delivered three **Accelerated Design Events**, engaging more than 350 participants in shaping future services and priorities.

Developed practical tools and resources to **build co-production capability** across NHSGGC.

Expanded volunteering contributions to more than **40,000 hours of support**, generating significant social value and enhanced patient experience.

Strengthened governance and infrastructure to support **sustainable community and third-sector involvement**.

What Difference This Is Making

Co-production is increasingly becoming a core way of working across NHSGGC. More diverse voices are helping shape services, leading to decisions that better reflect local needs, priorities and lived experience.

More people and communities are influencing how services are designed, delivered and improved, ensuring decisions better reflect lived experience and local needs.

Co-design approaches are improving the quality of decision-making by bringing together professional expertise an d lived experience.

Volunteers are enhancing patient experience, reducing social isolation and providing significant additional value to services across NHSGGC.

Stronger relationships with community and third-sector partners are helping create more inclusive, equitable and responsive services.

What Matters

People want to know that their experiences, ideas and perspectives genuinely influence decisions. Feedback from participants highlights the value of bringing people together to create solutions that would not be achieved through traditional approaches alone.

"I find these events often reinvigorate/inspire me and make me want to be more involved."

"For the first time I felt that my experience wasn't just being heard, it was genuinely influencing decisions." (Public contributor quote)

"Working together brought different perspectives into the room and helped us find solutions we wouldn't have reached alone." (Stakeholder quote)

What's Next

Moving into Year 3, we will expand opportunities for meaningful involvement, strengthen co-production capability and continue using accelerated design and insight approaches to support strategic decision-making and service redesign.

Expand	Strengthen	Develop	Continue
Expand opportunities for people, communities and partners to influence service design and improvement.	Strengthen co-production capability and resources to support meaningful involvement across all services.	Further develop volunteering infrastructure and widen participation opportunities.	Continue using Accelerated Design and Rapid Insight methodologies to support strategic decision-making and service redesign.

Why This Matters

Year 2 has strengthened NHSGGC's commitment to designing services with people rather than for people. Through expanded partnerships, volunteering, Accelerated Design Events and increased opportunities for involvement, lived experience is increasingly shaping decisions and informing improvement. This work is helping create more inclusive, responsive and sustainable services while strengthening relationships with the communities we serve.

Priority 4: Listening, Learning and Improving

NHSGGC is developing a more responsive and evidence-informed improvement system by listening to the experiences of patients, families, carers and staff in real time. This is enabling services to identify priorities more quickly, respond to emerging issues sooner and use insight to drive meaningful improvement.

What We Achieved

Year 2 focused on strengthening NHSGGC's ability to listen and respond to the experiences of patients, families, carers and staff. Through real-time feedback, reflective practice and evaluation, we have established stronger systems for understanding experience and learning from it.

Captured **729 patient, family and carer experiences** to inform improvement and service development.

Delivered one of NHSGGC's largest real-time listening exercises, capturing over **600 experiences across three Emergency Departments**.

Expanded **Values-Based Reflective Practice**, delivering 82 sessions and engaging 289 staff.

Established **a Quality Strategy evaluation framework** to strengthen measurement, accountability and organisational learning.

Created the foundations for a **system-wide approach to real-time feedback** and continuous improvement.

What Difference This Is Making

Real-time insight is helping services identify priorities more quickly and respond to issues sooner. At the same time, reflective practice and evaluation are supporting a stronger culture of learning, improvement and evidence-informed decision-making.



More patient, family and carer voices are directly informing improvement priorities, strengthening person-centred care and service responsiveness.



Real-time feedback is enabling teams to identify issues earlier and take improvement action more quickly.



Greater use of reflective practice is supporting staff wellbeing, psychological safety and a culture of continuous learning.



A stronger evaluation approach is improving understanding of what works, helping resources and effort be focused where they will have the greatest impact.

What Matters

Patients and staff consistently tell us that feedback only has value when it leads to action. Creating opportunities to listen, reflect and learn together is helping ensure experiences are translated into meaningful and timely improvements.

"It's reassuring to know that our feedback is not only collected but used to make changes that will improve care for others." (Patient quote)

"The real-time insights helped us understand what mattered most to patients and act on it much sooner than we could before." (Staff quote)

"Reflective practice gave our team the space to stop, think and learn together in a way we rarely have time to do." (Staff quote)

What's Next

Year 3 will focus on scaling real-time listening approaches, strengthening digital capabilities and using evaluation and insight to demonstrate impact and inform improvement priorities across NHSGGC.

Scale	Strengthen	Expand	Continue
Scale real-time feedback approaches across a wider range of clinical and community settings.	Strengthen digital infrastructure to support systematic collection, analysis and reporting of experience data.	Expand reflective practice opportunities to support staff wellbeing, learning and culture change.	Continue using evaluation and insight to demonstrate impact and inform quality improvement priorities.

Why This Matters

Year 2 has established the foundations for a more responsive organisation that actively listens, learns and acts upon what matters most to patients, families, carers and staff. The expansion of real-time feedback, reflective practice and evaluation has strengthened the organisation's ability to identify priorities earlier, respond more quickly and use insight to drive meaningful improvement. Together, these developments are helping embed a culture of continuous listening, learning and improvement across NHSGGC.

Priority 5: Safe, Effective and Efficient

Year 2 has laid the foundations for a more connected learning organisation, where knowledge, insight and learning can be shared more consistently across services. This is strengthening patient safety, reducing variation and creating greater opportunities to turn learning into practical improvements in care.

What We Achieved

Throughout Year 2, we focused on strengthening organisational learning and creating the foundations for a more connected approach to safety, improvement and evidence-based practice. This included development of the Learning System, Learning Hub and supporting infrastructure.

Established the foundations for a Board-wide **Learning System** to support organisation-wide sharing of learning and improvement.

Developed the NHSGGC **Learning System Hub** and standardised learning processes to improve access to organisational learning.

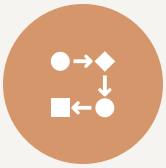
Learning from incidents, reviews and safety events used to inform **improvements in patient safety, medicines management and care systems**.

Progressed development of a Board-wide **Infection Prevention and Control Strategy** aligned to emerging national direction.

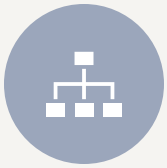
Established the foundations of a **Learning Champions Network** to support a culture of reflective learning and continuous improvement.

What Difference This Is Making

Learning from incidents, reviews and improvement activity is becoming more visible, accessible and actionable. Emerging examples already demonstrate how organisational learning can improve safety, strengthen reliability and reduce variation in care.



Learning from incidents, complaints, reviews an d improvement activity is becoming more visible, accessible and actionable across NHSGGC.



The foundations of a Board-wide Learning System are helping move knowledge from isolated events to organisation-wide improvement opportunities.



Sharing learning more systematically is strengthening patient safety, reducing variation and improving the reliability of care processes.



New infrastructure and learning networks are creating the conditions for NHSGGC to become a more responsive, evidence-informed and continuously improving organisation.

What Matters

The experiences shared through the Learning System reinforce that meaningful learning is not simply about identifying problems but about understanding what can be improved and applying that learning consistently across services.

"Sharing learning across teams means that one incident can prevent harm for many more people."

"The Learning System is helping us move from asking 'what happened?' to understanding 'what can we learn and improve?"

"Having access to learning from across the organisation means we don't have to start from scratch every time we face a challenge."

What's Next

The focus for Year 3 will be on launching and embedding the Learning System Hub, developing the Learning Champions Network and increasing the use of organisational learning to improve patient safety, service reliability and quality outcomes.

Launch and embed	Develop and grow	Progress	Increase
Launch and embed the NHSGGC Learning System Hub to support organisation-wide learning and improvement.	Develop and grow the Learning Champions Network to strengthen local ownership of learning and improvement.	Progress implementation of the Infection Prevention and Control Strategy aligned with national direction.	Increase the use of organisational learning to identify key themes, reduce variation and improve patient safety.

Why this Matters

Year 2 has laid the foundations for NHSGGC to become a more connected learning organisation. Through the development of the Learning System, Learning Hub and supporting infrastructure, organisational learning is becoming more accessible, actionable and focused on improvement. Early examples already demonstrate how learning can be translated into practical changes that strengthen safety, reduce variation and improve quality, creating a strong platform for implementation and impact in Year 3.

NHSGGC Learning System

Year 2 Progress: Built the foundations of a Board-wide Learning System, enabling more consistent sharing of learning and stronger links between quality planning, improvement and assurance.

> "A learning health system is a way of describing a systematic approach to iterative, data-driven improvement. Learning health systems are able to learn from the routine care they deliver and improve it as a result – as part of business as usual."
>
> *- The Health Foundation*

NHSGGC has established the foundations for a Board-wide Learning System, creating a more consistent and transparent approach to capturing, sharing and applying learning from across the organisation. This is supporting the ambition set out *in Quality Everyone Everywhere* to strengthen listening, learning and improvement as a routine part of how care is delivered and improved.



Historically, valuable learning arising from adverse events, complaints, claims and reviews has often remained within individual reports, teams or services, limiting opportunities for wider organisational learning and improvement.

In response, NHSGGC has developed the core infrastructure required to move from isolated learning activities towards a connected learning system that enables insights to be shared, accessed and translated into action across the Board.

Creating a Shared System for Learning and Improvement

During Year 2, considerable progress has been made to design the **NHSGGC Learning System Hub**, a new digital platform that will provide staff with easy access to organisational learning, learning summaries, case studies, improvement resources and emerging themes from across NHSGGC.

The Hub brings together learning from incidents, adverse events, complaints, legal claims and improvement activity into a single accessible space, making it easier for staff to learn from experience and apply learning in practice.



Alongside development of the Hub, standardised Learning Summary templates have been developed to improve the quality, consistency and transferability of organisational learning. These templates encourage services to move beyond documenting actions alone and instead focus on identifying meaningful insights, good practice, contributory factors and opportunities for improvement that can benefit others across the system.

NHSGGC Learning System

Turning Organisational Learning into Actionable Insight



- Structured approach to identifying and sharing learning, themes and risks across NHSGGC.
- Learning reviews highlight recurring issues and opportunities for improvement.
- A single Learning System increases visibility, supports shared learning and accelerates improvement.

Learning in Action Example 1

Learning from a failure of an automated patient recall system highlighted vulnerabilities associated with reliance on digital processes alone and triggered a series of improvements, including enhanced system monitoring, strengthened manual safety-netting arrangements and escalation of the learning through the national NaSH network. As a result, NHSGGC has increased assurance around patient follow-up, reduced the risk of missed care and strengthened the reliability of recall processes locally. Importantly, the learning has also informed wider national awareness and improvement activity, ensuring that insights gained from a local event have the potential to improve patient safety and reduce similar risks across other NHS Boards. **This demonstrates how the Learning System can transform a single incident into meaningful organisational and national learning, supporting safer, more reliable and person-centred care.**

Learning in Action Example 2

Learning from reviews involving parental mental health highlighted the importance of adopting a holistic family systems approach when assessing and supporting adults with mental health needs. The resulting improvements reinforced expectations around routinely identifying children and caring responsibilities, strengthening multi-agency information sharing, enhancing risk assessment and ensuring children's needs are actively considered as part of adult mental health care. This learning has increased awareness of the potential impact of parental mental health on children, improved opportunities for earlier identification of risk, and strengthened collaboration between health, social care and partner agencies across NHSGGC. **By sharing clear, practical guidance through a cross-partnership quality improvement approach, NHSGGC is supporting more consistent, proactive and family-centred practice, helping to improve safety, wellbeing and outcomes for children and families.**

NHSGGC Learning System

Learning in Action Example 3

Learning arising from patient safety concerns associated with alfentanil prompted a system-wide review of prescribing, supply and administration processes across Acute Services. The review identified opportunities to strengthen controls around a high-risk medication and resulted in the introduction of enhanced safety measures, including restriction of high-strength formulations, clearer specialist prescribing requirements, strengthened clinical communication and robust independent checking processes. These improvements have increased organisational assurance, reduced the potential for medication-related harm and strengthened workforce awareness of high-risk medicines. **By translating learning into practical safety controls across medical, nursing and pharmacy teams, NHSGGC has improved the reliability of medicines management systems and reinforced its commitment to safer, more consistent and high-quality care.**

Building Capability for a Culture of Reflective Learning

A Learning Champions Network is being established to support reflective practice, share learning and help teams translate insight into improvement. This distributed approach will strengthen local ownership while building a more connected learning culture across NHSGGC.



The Learning System is underpinned by a shared understanding that meaningful learning is not simply the completion of actions following an event, but the ability to reflect, understand why events occur, identify opportunities for improvement and apply that learning consistently across the organisation.

The Difference this is Making

The Learning System is creating the foundations for a more responsive and improvement-focused organisation. By making learning easier to share and apply, NHSGGC is strengthening organisational learning, reducing variation and supporting safer, more effective and person-centred care. With the Learning System Hub launching in Year 3, the organisation is building the infrastructure, capability and culture needed to turn learning into action at scale.

Quality In Action

Quality improvement becomes most meaningful when it translates into real benefits for people. These examples demonstrate how the priorities within *Quality Everyone Everywhere* are improving experiences, outcomes and wellbeing across NHSGGC.

Improving Care Closer to Home



Neonatal Hospital at Home – keeping babies with their families while maintaining safe, specialist care

- Implemented across all 3 NHSGGC Neonatal Units
- Reduced avoidable admissions and length of stay
- Improved family experience and continuity of care

"Having the option to treat our baby at home for jaundice was absolutely life changing."

Looking After Yourself and Others



Supporting staff wellbeing at scale – 6000+ staff reached

- 88% would recommend
- 63% increased confidence in managing stress
- 84% increased intention to practise self-care
- 84% increased intention to support colleagues

"It helped me keep coming to work every day. It helped immensely with things going on in and out of work."

Levelling Up Care: Gaming for Wellbeing in RHC



Reducing isolation and anxiety for children in hospital

- Gaming volunteers are helping young people stay connected, maintain social interaction and improve their hospital experience.

"The gaming volunteers couldn't do enough for my son… always had time for a chat, a few games, and cheering him up when he was poorly. I can't thank them enough for their time, they do a great job and really do make a massive difference to the kids during their hospital stay."

Quality In Action

Creating a Board-Wide Movement for Quality

Building the NHSGGC Quality Community

50 quality leaders. One shared ambition.

In November 2025 colleagues from across NHSGGC came together to co-design the future Quality Community.

> *"Today is culture in action, quality is our highest priority."*

What emerged?

- Strong commitment to quality improvement
- Existing innovation ready to spread
- Greater collaboration across services
- Shared ownership of improvement
- Clear opportunities to strengthen leadership support, capability and protected time









The Difference This Is Making

The Quality Community is creating stronger connections across services, supporting shared learning and building the foundations for a more coordinated approach to quality improvement.

Quality In Action

Co-Producing Better Services Together

26 Community and Third Sector Partnerships

People and communities are increasingly shaping how services are designed, improved and delivered.



Impact

- More diverse voices influencing decision-making
- Greater inclusion of lived experience in service redesign
- Stronger partnerships with local communities
- Improved co-production capability across NHSGGC



Why This Matters

Co-production is becoming a core way of working, ensuring services are designed with people, not for people.

Volunteers Making a Difference Every Day

The contribution of volunteers continues to deliver meaningful impact across the organisation.

Impact

- 232 volunteers contributing more than 40,000+ hours
- Represents an estimated added £1.2 million social and economic value
- Improving wellbeing, reducing social isolation and enhancing the experience of patients, families and carers

Looking Forward

New infrastructure and improved equality monitoring will support a more diverse and representative volunteer workforce across NHSGGC.





Quality In Action

Accelerated Design – Bringing People Together to Shape the Future

350+ participants engaged across 3 Accelerated Design Events

NHSGGC Quality Community

Creating a shared vision for strengthening quality improvement leadership, capability and collaboration across NHSGGC.





"I find these events often reinvigorate/ inspire me and make me want to be more involved."

A Bold, Future Focused Vision for District Nursing

Co-produced a bold five-year vision and eight strategic priorities to support:

- Home-first care
- Better patient experience
- Greater continuity of care
- Sustainable service delivery



Celebrating One Year of Leading the Way



200+ Nurses and Midwives together in the one space, shaping the future. The event brought colleagues together from across the board to reflect on achievements, share learning and identify priorities for the next phase of delivery

Quality In Action

Celebrating One Year of Leading the Way

Key Learning

The challenge is not a lack of leadership capability. The challenge is creating the organisational conditions that allow people to consistently perform at their best.

What This Means

Year 2 priorities for Leading the Way include:

- Workforce capacity
- Protected time
- Supportive culture
- System enablement
- Sustainable leadership



"We've spent a lot of time creating new roles and posts… people want to come and work and stay in Greater Glasgow and Clyde."

Improving care begins by creating the conditions that enable staff to thrive.

Infection Prevention and Control – Building the Foundations for Safer Care

A Board-wide Infection Prevention and Control Strategy is being developed to align with emerging national direction and support a coordinated approach to patient safety.

Progress So Far

- Strategic framework developed
- Strong staff engagement
- Shared vision established
- Organisation-wide priorities identified
- Future implementation programme defined

The Difference This Is Making

- The work is strengthening:
- Consistency of IPC practice
- Collective ownership of infection prevention
- Staff engagement in service improvement
- Alignment between quality, safety and improvement

Looking Ahead

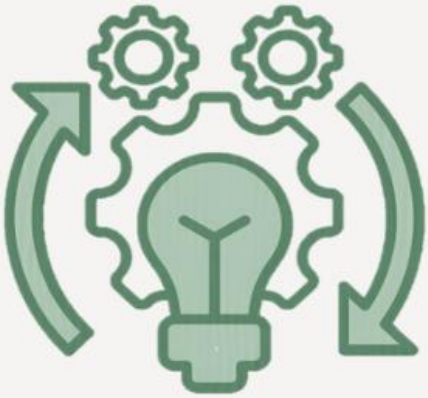
The foundations are in place for a coordinated, evidence-informed IPC Strategy, with implementation progressing following publication of the national strategy to ensure full alignment with Scottish Government direction.

Key Learning From Year 2

Year 2 has been a year of learning, testing and discovery. As implementation of *Quality Everyone Everywhere* has progressed, valuable insights have emerged about what helps improvement succeed and what is required to create sustainable change at scale. While each priority has delivered important achievements, several common themes have emerged that will help shape the next phase of delivery.

People Drive Improvement

One of the strongest lessons from Year 2 is that sustainable improvement depends on people. Investment in quality improvement capability, leadership development, networks and collaboration has demonstrated that improvement accelerates when staff are connected, supported and empowered to lead change. The growth of the Quality Improvement Network, Quality Community and improvement capability programmes has highlighted the value of creating opportunities for staff to learn from one another, share innovation and develop solutions collaboratively.



Engagement through the Quality Community also reinforced the importance of creating the right conditions for improvement, including leadership support, protected time, access to learning and a culture that enables staff to contribute ideas and influence change.

What This Means for Year 3

The focus will shift from building capability to scaling and sustaining it through the Quality Community, leadership development and implementation of the Quality Management System approach.

Listening Creates Better Improvement

Year 2 reinforced the importance of listening to patients, families, carers and staff in real time. The capture of more than 700 care experience conversations, including one of NHSGGC's largest Emergency Department listening exercises, demonstrated that feedback is most valuable when it can be translated quickly into action.

Real-time insight enabled services to identify priorities earlier, understand emerging issues and respond more effectively to what matters most to people. Importantly, participants consistently highlighted that collecting feedback alone is not enough. People want to see that their experiences influence decisions and contribute to visible improvement.



What This Means for Year 3

The next phase will focus on strengthening real-time listening infrastructure, developing digital solutions and embedding patient voice more systematically within governance, improvement and assurance processes.

Co-production Leads To Better Decisions

The expansion of partnerships with communities, volunteers and third-sector organisations reinforced the value of involving people with lived experience in service design and improvement. Accelerated Design Events, partnership working and volunteering initiatives demonstrated that bringing diverse perspectives together results in richer insight, stronger ownership and more sustainable solutions.



The learning from Year 2 suggests that people are more likely to engage when they can see a clear connection between their contribution and subsequent decisions. Meaningful involvement strengthens trust, improves the quality of decision-making and helps ensure services reflect local needs and priorities.

What This Means for Year 3

Further work will focus on strengthening co-production capability, widening participation and ensuring lived experience continues to shape strategic priorities and service redesign.

Measurement Supports Improvement



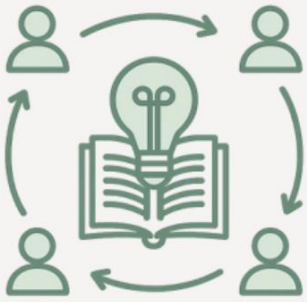
The development and testing of the Person-Centred Care Standard and Measurement Framework demonstrated that person-centred care can be measured consistently and used to drive improvement. Testing across more than 25 clinical areas highlighted the importance of combining meaningful measurement with staff engagement, patient feedback and practical improvement tools.

Learning from implementation also reinforced that measurement alone does not create improvement. The greatest value comes when data is used to support reflection, identify variation, inform decision-making and drive meaningful change.

What This Means for Year 3

Year 3 will focus on scaling implementation of the Person-Centred Care Standard and strengthening digital approaches that enable real-time measurement, reporting and improvement at scale.

Sharing Organisational Learning



The greatest value from learning comes when it is accessible, shared and translated into action. Development of the Learning System demonstrated that learning from incidents, complaints, reviews and improvement activity can be brought together to identify common themes, reduce duplication and support improvement across services.

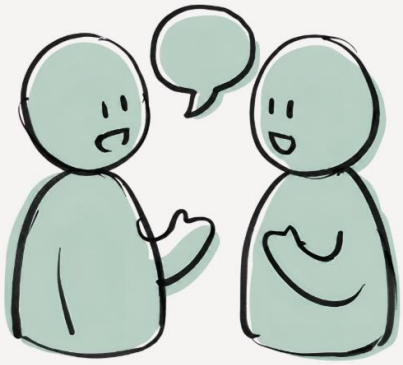
Examples emerging from the Learning System show how individual events can generate improvements that benefit multiple teams and services. This approach moves organisational learning beyond local action planning towards a more connected system where knowledge is routinely applied to improve safety, reliability and quality of care.

What This Means for Year 3

The launch of the Learning System Hub and development of the Learning Champions Network will support a more connected learning culture, enabling knowledge and improvement to spread more effectively across NHSGGC.

Culture Matters

Perhaps the most significant learning from Year 2 is that sustainable improvement is not delivered through projects alone. Across all five priorities, the strongest progress has been achieved where there are supportive relationships, collaborative leadership, a willingness to learn and a shared commitment to improving care.



Year 2 has demonstrated that quality improvement becomes sustainable when it is embedded within organisational culture and becomes part of everyday practice.

What This Means for Year 3

Year 3 will focus on embedding quality improvement as part of everyday practice rather than as a series of individual programmes or projects. Building on the progress made in Year 2, the emphasis will be on creating the conditions that enable staff, patients, families, carers and communities to contribute to improvement as a routine part of how services are designed, delivered and evaluated. Through continued investment in leadership, capability, collaboration, learning systems and person-centred approaches, NHSGGC will work to ensure that quality becomes increasingly visible, owned and sustained across every level of the organisation.

Year 3: Moving From Progress to Performance – Key Deliverables

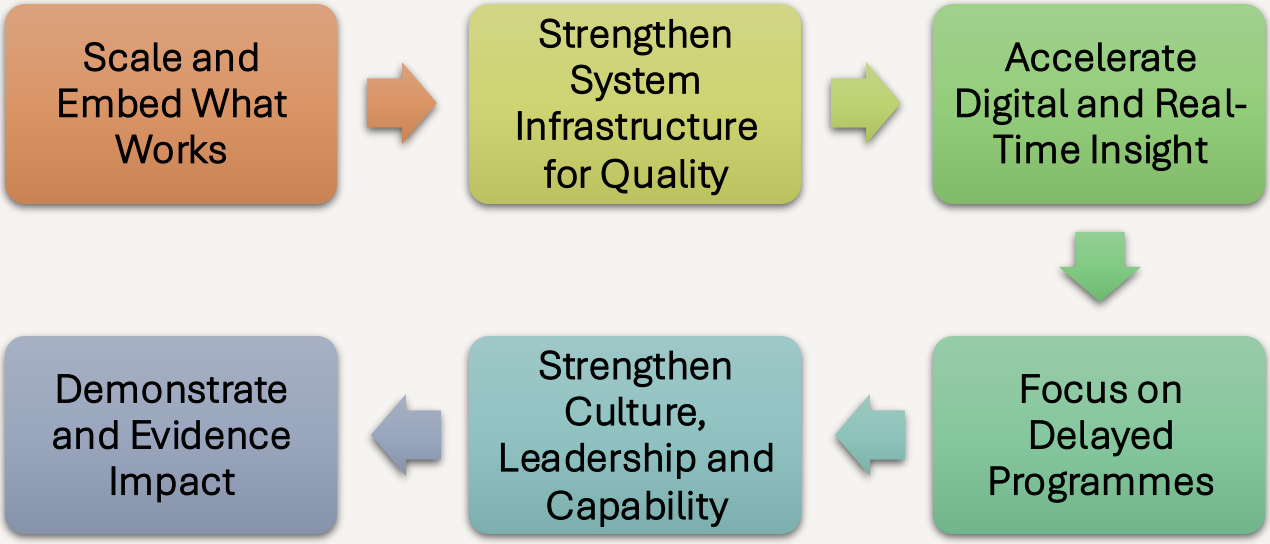
Turning Strong Foundations Into Measurable Impact

Year 3 represents a pivotal stage in the delivery of *Quality Everyone Everywhere*.

Over the past two years, NHSGGC has invested significantly in developing the capability, infrastructure, partnerships, measurement approaches and learning systems required to support sustainable improvement. As a result, strong foundations are now in place across all five strategic priorities.

The focus for Year 3 will be on translating this progress into visible and measurable improvements in quality, experience, safety and outcomes for patients, families, carers, communities and staff.

The learning from Year 2 has reinforced that sustainable improvement is built through people, partnerships and learning. It has demonstrated the value of listening in real time, involving people and communities in shaping services, investing in improvement capability and creating systems that enable knowledge to be shared and applied at scale. These lessons now provide a clear direction for the next phase of delivery.



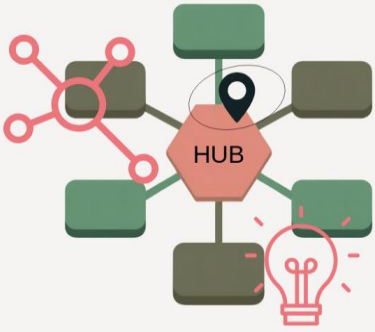
Scale and Embed What Works



A key priority for Year 3 will be accelerating the implementation of approaches that have been developed, tested and refined during Years 1 and 2. This includes scaling the Quality Community, implementing the Person-Centred Care Standard and Measurement Framework, expanding real-time listening approaches and embedding organisational learning through the Learning System

The emphasis will shift from design and testing towards sustainability, spread and consistency, ensuring successful approaches become part of routine practice across NHSGGC.

Strengthen System Infrastructure for Quality



The infrastructure established during Year 2 provides an opportunity to create a more coordinated and systematic approach to quality improvement. Year 3 will focus on embedding governance arrangements, progressing the Quality Management System approach and launching the Learning System Hub.

Together, these developments will strengthen organisational oversight, improve access to learning and create greater consistency in how quality improvement is planned, delivered and sustained across services.

Accelerate Digital and Real-Time Insight



Real-time feedback and experience measurement have proven to be powerful tools for understanding what matters most to people and identifying opportunities for improvement.

Building on the success of Year 2, Year 3 will accelerate the use of digital solutions to support the systematic collection, analysis and reporting of experience data. This will strengthen decision-making, improve responsiveness and provide greater visibility of the impact of improvement activity at service, programme and Board level.

Progress High-Impact Strategic Programmes



While considerable progress has been achieved, a number of strategic programmes remain in development due to national dependencies, governance processes and operational pressures.

Year 3 will prioritise completion and implementation of these programmes, including the Palliative Care and Care Around Dying Strategy, the Infection Prevention and Control Strategy, Careful and Kind Communication Programme, volunteering infrastructure developments and wider implementation of the Person-Centred Care Standard. This will ensure the preparatory work completed during Year 2 translates into meaningful improvements in care, experience and outcomes.

Strengthen Culture, Leadership and Capability



The most important challenge for Year 3 is to continue building a culture where quality improvement becomes part of everyday practice. Experience from Year 2 demonstrated that improvement is most successful when staff are supported through strong leadership, collaboration, protected time, learning opportunities and a shared sense of purpose.

Continued investment in leadership development, improvement capability, reflective practice and staff engagement will help ensure quality remains embedded within the culture of the organisation rather than being viewed as a separate initiative.

Demonstrate and Evidence Impact



Year 3 will place a stronger emphasis on measuring and evidencing outcomes. Success will not be defined solely by the completion of deliverables, but by the difference those deliverables make to the experiences of patients, families, carers, communities and staff.

Evaluation, measurement and reporting arrangements developed during Year 2 will be used to demonstrate progress, identify areas requiring further improvement and provide assurance that investment in quality improvement is delivering meaningful benefit across NHSGGC.

Year 3 Key Deliverables At A Glance

Quality Everyone Everywhere

- Scale and embed the NHSGGC Quality Community model.
- Implement the Change Management Scope of Work for Quality.
- Progress the Quality Management System approach.
- Expand improvement capability, leadership development and communication programmes.
- Launch the Careful and Kind Communication Programme

Person-Centred

- Implement the Person-Centred Care Standard and Measurement Framework at scale.
- Develop digital approaches for real-time experience measurement and reporting.
- Progress implementation of the Palliative Care and Care Around Dying Strategy.
- Continue strengthening Shared Decision Making and Value Based Health and Care approaches.

Co-Production

- Strengthen partnerships with communities, volunteers and the third sector.
- Expand opportunities for lived experience to influence service design and improvement.
- Further develop volunteering infrastructure and widen participation.
- Continue using Accelerated Design and Rapid Insight methodologies to support service redesign and strategic decision-making.

Listening, Learning and Improving

- Scale real-time feedback and care experience conversations across services.
- Strengthen digital infrastructure to support collection, analysis and reporting of experience data.
- Expand reflective practice approaches to support wellbeing and learning.
- Use evaluation and insight to evidence impact and inform improvement priorities.

Safe, Effective and Efficient

- Launch and embed the NHSGGC Learning System Hub.
- Develop the Learning Champions Network to support local learning and improvement.
- Progress implementation of the Infection Prevention and Control Strategy.
- Increase the use of organisational learning to improve safety, reliability and quality across services.

Looking Ahead

Year 3 is about moving from implementation to impact, ensuring established programmes and infrastructure deliver consistent, measurable improvements. By scaling successful approaches, strengthening quality systems, using insight more effectively, and continuing to invest in people, partnerships and learning, NHSGGC can advance the ambition of *Quality Everyone Everywhere*.

The foundations have been built. The focus is now on translating strong foundations into visible improvements in care, experience and outcomes across every team and service.

Appendix and Further Reading

The following links are accessible for further reading:

Mini-ADE Insight Output - Co-Creating our NHSGGC Quality Community

Quality Newsletter - October 2025

Quality Newsletter - December 2025

Quality Newsletter - April 2026

