

Core brief

Report from April Board meeting

The Board of NHS Greater Glasgow and Clyde met today (Tuesday 27 April). All the papers are [available on our website](#).

The Chairman welcomed Professor Iain McInnes to his first meeting. Professor McInnes has become NHSGGC's new stakeholder member from the University of Glasgow, replacing Professor Dame Anna Dominiczak DBE who has stepped down from this post. Professor Brown recorded his thanks to Dame Anna for her extensive contribution and commitment to NHSGGC in recent years.

QEUH and RHC – Oversight Board and Case Note Review

The Board received an update on the issues surrounding the Queen Elizabeth University Hospital and Royal Hospital for Children including:

- The Oversight Board Final Report and Case Note Review Oversight Report
- Progress with the Independent Review
- The Scottish Hospitals Public Inquiry
- HSE Investigation
- Legal case

The Chief Executive reiterated her apology for the distress and concern that these issues have brought to our patients, their families and our staff. The Board has taken these issues extremely seriously and significant action has already been taken to address them. The Oversight Board and the Case Note Report both recognise the extent of this work.

Five of the recommendations within the Oversight Board report, have been fully or partially completed, with the remainder underway. Similarly, within the Case Note Review recommendations, 10 are complete, with the remainder underway or about to commence. This work will be monitored carefully within internal management processes as described in the paper. Regular progress reports will also be provided to the Scottish Government.

At present, NHSGGC will remain at Level 4 of the escalation framework and discussions have taken place with Scottish Government colleagues to establish an ongoing monitoring process to ensure clarity on their requirements and that continued progress is made.

[Click here to read the Board paper.](#)

COVID Update

The Director of Public Health presented the latest report on the Board's response to the pandemic. She noted the reducing numbers of cases within the community and in hospital. Despite the reduction of cases, Dr Linda de Caestecker stressed the need for continued vigilance. Key points from the presentation included: the situation within care homes has significantly improved with isolated positive cases not extending to significant clusters in care homes; from this week, the public are able to access universal lateral flow testing; vaccination programmes continues at pace with 40-49 year olds now being invited for their first vaccine; work has commenced on planning for next year's extended flu campaign and a potential COVID booster vaccine.

Professor McInnes paid tribute to the work of the NHSGGC research teams, led by Professor Julie Brittenden. NHSGGC was the first Board to establish its clinical research programme into vaccination effectiveness in partnership with the University of Glasgow and partners and recruited its first volunteers within five weeks.

On behalf of the Board, the Chairman recorded his thanks to all staff for their tremendous response to the pandemic. The Board also paid tribute to Dr de Caestecker for her personal leadership and guidance over the past year.

[Click here to read the Board paper.](#)

Workforce Strategy – Growing our Great Community

NHSGGC aims to be an organisation which is renowned for modern high-quality care and progressive medicine. To do this we need to retain, attract and nurture the most talented staff. With this in mind, the Board approved a new Workforce Strategy for 2021 – 2025 which sets out our ambitions on what we need to do to achieve this.

The strategy has been developed in partnership and formed through extensive staff, management and trade union/professional organisations engagement and consultation. There are four key pillars in the strategy which reflect the ambitions of NHSGGC as an employer, as well as capturing the key themes identified through engagement and staff feedback.

A growing area of focus within the Workforce Strategy is clear emphasis on Employee Experience and Employee Voice. This includes the development of a new Employee Engagement Strategy with Corporate Communications and the Area Partnership Forum, which includes a series of core work streams, all designed to enhance the overall employee experience and journey.

[Click here to read the Board paper.](#)

Stakeholder Communications and Engagement Action Plan 2021-22

The Board approved its three year [Stakeholder Communications and Engagement Strategy](#) at its meeting in December 2020 to be delivered through a series of annual action plans.

The draft action plan for 2021-22 was approved by the Board. The priorities for the year include actions to:

- Develop organisational capabilities in regard to involving stakeholders and capacity to listen and involve people in service development/improvement
- Meet the communications recommendations of the QEUH/RHC reports
- Implement Planning with People national guidance to further community engagement and participation
- Develop further our external communications channels, including our digital and social channels
- Enhance and strengthen the reputation of our services and people.

[Click here to read the Board paper.](#)

Whistleblowing Review and Standards

The launch of the National Whistleblowing Standards in April 2021 provided NHS Greater Glasgow and Clyde with an opportunity to update and further develop the Whistleblowing Policy.

To support this, the Board asked our non-Executive Whistleblowing Champion, Charles Vincent, to undertake a review of our policy in practice looking at learning from the experience of those involved in whistleblowing to improve our process and support to all staff involved.

The Board welcomed the findings of the review and accepted its recommendations, some of which have already been implemented. Whistleblowers, managers and those involved in investigating cases were also thanked for taking part in the review and sharing their experiences.

The Board heard that support is now automatically offered as part of the Whistleblowing process when an individual raises concerns. We also have Confidential Contacts, staff who are independent of normal management structures that whistleblowers can speak to and express concerns. We have developed education materials to inform staff on how to raise a concern and are adopting national training to support those involved in the process.

The HR Connect site has also been updated to include a standalone section on Whistleblowing and access to the national standards, training, internal communications and support and details of confidential contacts – more details can be found here [NHSGGC: Whistleblowing Policy](#)

[Click here to read the Board paper.](#)

Active Governance

While the existing corporate governance arrangements have served the Board well in recent years, it is important that we continue to learn from our own and others experience and develop and flex our systems and approaches to ensure that not only is our governance system fit for purpose but also that they are continuously improving.

If NHSGGC is to address the challenges we face, the Board also needs to ensure that robust, accountable and transparent corporate governance arrangements are in place. The importance of adopting an ‘active approach’ to corporate governance to achieve that level of good governance is critical. Active corporate governance requires the Board to have not only a clear and accurate picture of what is happening within the organisation in relation to the remobilisation and delivery of services, but also to have regard to the wider strategic and policy context in which the Board operates. The Board’s approach to active governance was approved, including a number of specific recommendations:

- the NHSGGC Operational Priorities for the first quarter of 2021/22
- the reinstatement of the NHSGGC Standing Committees from May 2021
- the membership and meeting dates of the NHSGGC Board Standing Committees and Integration Joint Boards for 2021/22
- the establishment and Terms of Reference for the NHSGGC Moving Forward Together Advisory Group
- the proposed Active Governance programme for 2021/22.

[Click here to read the Board paper.](#)

To view all papers presented to the Board visit: www.nhsggc.org.uk/boardpapers
To view news releases issued on behalf of the Board visit: www.nhsggc.org.uk/mediacentre

It is important to share Core Brief with colleagues who do not have access to a computer.
A full archive of printable PDFs are available on [StaffNet](#)