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Lewis Macdonald MSP
Convener
Health and Sport Committee

By Email

24 January 2020

Dear Lewis,

NHS Greater Glasgow and Clyde

I am writing to inform you of the action I am taking in respect of NHS Greater Glasgow and Clyde to address emerging performance issues.

In November 2019, I moved NHS Greater Glasgow and Clyde to stage 4 of the NHS Board Performance Framework specifically for on-going issues related to infection prevention, management and control at the Queen Elizabeth University Hospital (QEUH) and the Royal Hospital for Children (RHC), and the associated communication and public engagement issues. This decision put support arrangements in place, and had the requirement for a transformation plan to correct these issues – all of which is being overseen by a Performance Oversight Board established under the Chair of the Chief Nursing Officer (CNO). In addition, I asked Professor Marion Bain, the former medical director of NHS National Services Scotland, to take over responsibility for infection prevention and control within NHS Greater Glasgow and Clyde to begin to restore public confidence in the service.

On-going monitoring of performance since November has highlighted further performance issues across a number of key areas, including performance on scheduled and unscheduled care, challenges with the primary care out of hours service, and highlighted a need to strengthen management capability and capacity within the organisation.

I have decided that urgent action is required to address these emerging issues while protecting the on-going work on infection prevention, management and control at the QEUH and RHC which is being overseen by the CNO. The Director General for Health and Social Care will be writing to the Chief Executive to inform her of my decision to move the whole of NHS GG&C to Stage 4 on the Escalation Framework, with immediate effect.

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This action will provide NHS GG&C with an increased level of support but also increased scrutiny and intervention, primarily through the introduction of Calum Campbell, Chief Executive of NHS Lanarkshire, who I have asked to take on the role of Turnaround Director in NHS GG&C to directly manage operational delivery. I will also establish a Performance Oversight Group chaired by NHS Scotland's Chief Performance Officer, with a focus on recovery planning. The aim of this intervention is to move the board to an improved position on performance and other issues as quickly as is practicable.

The Turnaround Director will report to the Chief Executive of NHS GG&C from a governance perspective with the current Chief Executive of NHS GG&C remaining as accountable officer, but also report to the Director General for Health and Social Care (through the NHS National Performance Oversight Group) on all matters pertaining to the recovery plan.

These arrangements are intended to allow the Chief Executive of NHS GG&C to focus on the strategic direction of the Board and provide the visible leadership required to address the infection control at the QEUH and RHC and related issues. This approach will not involve the exercise of any statutory power by Ministers and the Board of NHS GG&C will retain oversight of all the business of the Health Board, as it does currently.

I hope that the Committee finds the attached information helpful but, if there are any questions, my officials or I would be happy to assist.

I am copying this letter to each of the Party Spokespeople on Health given their particular interest in this matter.

JEANE FREEMAN

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