Dear Ms Jann Gardner

Chief Executive
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Feedback from the Sharing Intelligence for Health & Care Group – Golden Jubilee National Hospital

The Sharing Intelligence for Health & Care Group (referred to as ‘the Group’) considered the Golden Jubilee National Hospital at our meeting on 19 October 2020, as part of our routine annual programme of work. We are writing now to summarise the main points we discussed collectively as seven national organisations.¹

First we wish to acknowledge, and show our appreciation for, the great efforts of staff from the Golden Jubilee National Hospital in response to the COVID-19 pandemic, eg expanding some specialties to six day working. In our annual report for 2018-19, we highlighted the committed workforce in Scotland that has continued to deliver high-quality care. Colleagues’ expertise, professionalism, commitment and compassion is needed now more than ever. We also understand that local health and care systems are currently in the process of restarting many services, and the COVID-19 pandemic will continue to impact on front line services for a considerable time to come.

The seven national organisations on the Group have also made changes to our work programmes, with the ultimate aim of supporting front line services during the COVID-19 pandemic. This is having some impact on the intelligence that is readily available to us. We are, however, continuing to share

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¹ The Sharing Intelligence for Health & Care Group is a partnership involving: Audit Scotland; Care Inspectorate; Healthcare Improvement Scotland; Mental Welfare Commission for Scotland; NHS Education for Scotland; Public Health Scotland, and: Scottish Public Services Ombudsman.
and consider intelligence regularly throughout the current pandemic – as we have a duty to make the best use possible of existing data, knowledge and intelligence. One of our main objectives is to ensure that, when any of the seven agencies on the Group have a potentially serious concern about a care system, then this is shared and responded to as necessary. Sharing concerns at the right time can help identify emerging problems which can then be acted upon.

The intelligence considered by the Group on 19 October should already be known to the Golden Jubilee National Hospital, including a range of information which is already in the public domain. This is somewhat different to the information we look at for territorial NHS boards, reflecting the hospital’s unique position in Scotland. It is important to note that we only consider data/information that is held by the seven agencies represented on the Group. This sort of intelligence helps us identify things that are working well, as well as emerging problems. It does not, however, allow us to make a comprehensive assessment of the quality of care – nor is it the role of the Group to do this. Furthermore, we are prioritising the points that we feed back to individual NHS boards during 2020-21, with the aim of drawing attention to points that continue to be relevant at the time of the current pandemic.

**Golden Jubilee National Hospital**

When we considered the Golden Jubilee National Hospital on 19 October 2020, the partner agencies on the Group found it helpful to learn from each other about various aspects of the care system in the hospital. This will help inform the work we carry out as national organisations. As described below, we were pleased to note aspects of your local system that are working well. We also discussed some risks to the quality of care delivered by the Golden Jubilee National Hospital. We acknowledge that work is already being carried out locally to respond to these issues, sometimes with input from one or more of the partner agencies on the Group.

As a Group, we have previously acknowledged the environment of extreme pressure that the leaders of today’s health and social care systems are working within – together with the significant level of change across Scotland within the senior leadership of NHS boards. When we considered the Golden Jubilee National Hospital in 2019, we noted that there had recently been some changes to your senior leadership team – and there had been positive feedback from staff about your senior leadership team. At our meeting in October 2020, we were informed that the Golden Jubilee National Hospital has stable leadership.

As a Group, we previously highlighted the significant financial pressures being experienced by care systems across the country. Audit Scotland informed the Group that the Golden Jubilee National Hospital met all your key financial targets in 2019-20. When we considered the Golden Jubilee National Hospital in 2019, we learned that the Scottish Government planned to invest over £87 million over five years as part of a major expansion of services. Spend on phase one of the expansion programme (ophthalmology elective care capacity) had commenced – and we note that building work proceeded within timescales and financial budgets during 2019-20. This was paused due to COVID-19, and subsequently restarted. Phase two of the expansion programme is the creation of an orthopaedic and other elective surgery unit. We also note that, as for NHS boards across the country, the Golden Jubilee National Hospital is assessing the financial impact of COVID-19.

NHS Education for Scotland explained that the Golden Jubilee National Hospital engages well about postgraduate medical education and training, and currently there are no concerns in this area. NHS Education for Scotland also reported that the consultant vacancy rate for the Golden Jubilee National Hospital is markedly lower than the Scottish average (1% versus 8%, respectively), and your vacancy rate for nursing is 8% compared with the national average of 6%.
Our meeting on 19 October 2020 provided an opportunity for the partner agencies on the Group to share information with each other about the quality of other front line services at the hospital. For example, Healthcare Improvement Scotland explained that a safe and clean inspection was carried out to wards and theatres at the Golden Jubilee National Hospital in December 2019. Environmental cleanliness was very good on the wards, and there were some requirements for theatre areas focusing mostly on decontamination. Staff knowledge of standard infection control precautions and transmission-based precautions was good (wards and theatre department).

We learned that the Golden Jubilee National Hospital is engaged in some nationally-led quality improvement activities. Successes (pre-COVID-19) include a low rate of cardiac arrest – and in January 2020 the hospital reported three months with no cardiac arrests. The rate of falls is relatively low, although this has deteriorated – and there has been no improvement in reducing the rate of pressure ulcers (there was a clear plan for improvement work on this).

Healthcare Improvement Scotland also informed the Group that the Golden Jubilee National Hospital is good with the engagement, recruitment and retention of volunteers. It is important to engage with the public as part of the expansion programme for the hospital.

The Group agreed that, at this time, there are no actions beyond any already planned that any of the seven national agencies need to take.

We hope you find this summary of our consideration of collectively shared intelligence helpful. As a Group, we will continue to share intelligence in order to inform the work we carry out as seven national agencies. If you have any suggestions for how our Group can better support your work to deliver high quality care at the Golden Jubilee National Hospital then please don’t hesitate to let us know.

Yours sincerely

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