



Healthcare  
Improvement  
Scotland

Inspections  
and reviews  
To drive improvement

# NHS Greater Glasgow & Clyde Emergency Department Review

**External Reference Group Terms of Reference**

## Introduction

This review has been initiated in response to concerns raised regarding the Emergency Department at the Queen Elizabeth University Hospital but, in carrying out the review, will take account of relevant considerations in relation to safety and quality of care across the other main receiving Emergency Departments in NHS Greater Glasgow & Clyde.

The review will also consider and report on the national context and relevant comparable data from other Emergency Departments as appropriate to the issues highlighted in NHS Greater Glasgow & Clyde and identify any wider learning for Emergency Departments and NHS Boards across NHS Scotland.

The background, aims, and scope of the review are outlined within the Terms of Reference for the review which are available on the Healthcare Improvement Scotland website [here](#).

An independent review of Healthcare Improvement Scotland's Responding to Concerns process (the mechanism by which the original concerns were raised) is ongoing and is separate to, and outwith the scope of the NHS Greater Glasgow & Clyde Emergency Department Review.

## Structure to Deliver the Review

The Executive Sponsor of the review is Robbie Pearson, Chief Executive, Healthcare Improvement Scotland (HIS). The Senior Responsible Owner is Lynsey Cleland, Director of Quality Assurance and Regulation, HIS, who is accountable for the overall delivery of this work. Jane Byrne, Head of Multiagency Inspections, Quality Assurance and Regulation, HIS, is the Review Programme Director responsible for operational delivery within HIS.

The review will be conducted by a Core Review Group (CRG) comprised of relevant HIS senior staff, external subject matter experts and HIS public partners. The CRG, supported by a dedicated HIS review programme director and programme management staff, will be responsible for the effective and efficient conduct of the review and the achievement of its aims within the agreed scope.

The CRG is co-chaired by Dr Pamela Johnston, formerly Executive Medical Director, NHS Tayside and Professor Hazel Borland, formerly Executive Nurse Director and Deputy Chief Executive, NHS Ayrshire & Arran. The CRG will report progress on a monthly basis to the HIS Executive Team and regular updates will be provided to the HIS Quality and Performance Committee and HIS Board for oversight and governance.

Any matters that the CRG requires to escalate formally during the course of the review will be taken forward through [established processes](#). The External Reference Group will be informed of such any formal escalations.

20240523 GGC ED review ERG ToR 1.0	Version 1.0	Document as agreed on 02 July 2024
Produced by: NHS GGC ED Review Programme Team	Page 2 of 6	

The review will include three broad phases of activity:

- establishment and scoping
- discovery, and
- analysis and reporting.

## **External Governance and Assurance for the Review**

An External Reference Group (ERG) has been established to provide advice, appropriate scrutiny, and validation of the work of the CRG. The group will be independently chaired by Professor Sir Lewis Ritchie OBE FRSE, James Mackenzie Professor of General Practice, University of Aberdeen.

## **Role and Remit of the External Reference Group**

The CRG is responsible for delivering the review. The ERG will operate as a consultative body and will work closely with, and support the work of, the CRG through constructive challenge and provision of expert advice, sharing of specialist knowledge, expertise, and national or operational perspective. This input will help assure that the review meets its stated objectives and is delivered to quality in respect of both the:

- methodology and approach to how the review will be conducted, and
- the findings and outputs of the review.

The ERG has a key role to play, particularly within the discovery and analysis and reporting phases of the review. Details of this are outlined below.

During the discovery and analysis phase to:

- provide necessary specialist knowledge and expertise to support and inform the CRG's review of relevant data, intelligence and evidence
- consider and advise on the draft key lines of enquiry for the review (including key questions for NHS board leadership, governance committees, various staff groups and patients/carers), and
- consider and advise on the approach to delivering the review including the methodology for engaging with key stakeholders.

During the reporting phase to:

- consider the emerging themes and key findings following the CRG's collation and analysis of relevant data and intelligence, and the results of engagement activities with leadership, staff and members of the public, and
- help shape the concluding areas of strength and recommendations for improvement for NHS GGC (and other NHS Scotland boards where relevant) to take forward.

20240523 GGC ED review ERG ToR 1.0	Version 1.0	Document as agreed on 02 July 2024
Produced by: NHS GGC ED Review Programme Team	Page 3 of 6	

## Membership of the External Reference Group

In addition to the independent chair (Professor Lewis Ritchie), the ERG will include a wide range of relevant external professionals in its membership, along with HIS public partners. The current membership list is included at Appendix A. It is the responsibility of the individual members of the ERG to represent their profession, area of expertise, organisation or community of interest, as applicable. The co-chairs of the CRG will attend ERG meetings along with members of the HIS programme management team.

## Meeting Arrangements

It is anticipated the group will meet virtually through MS Teams approximately five times over the course of the review (until early 2025). All meetings will have a formal agenda, minutes and a live action log.

Some email correspondence may take place with members being asked to read and comment on papers in between the formal meetings of the group. It is not intended to be a significant time commitment for the members involved, however members are asked to ensure they can put aside some time to engage, consult and advise relevant colleagues, where appropriate.

Members are welcome to send a deputy to meetings when they are unable to attend. In order for the group to be quorate, at least five members must be in attendance.

All members of the group will be expected to complete a declaration of interest and confidentiality form at the outset and declare any subsequent conflicts of interests throughout the review process.

The HIS programme team will organise and provide administrative support for the meetings. Meeting agendas and papers will be circulated by email (or by hard copy, if requested), at least one week before each meeting date, where possible, and minutes will be circulated following each meeting.

## Confidentiality

Members are reminded of the sensitive nature of the review and the requirement for confidentiality and discretion. Any documents sent for reviewing should not be saved locally, copied or shared. If any members receive media or freedom of information requests relating to the review, these should be referred to the HIS programme team ([his.ggcedreview@nhs.scot](mailto:his.ggcedreview@nhs.scot)) to allow for an organisational response from HIS.

## Timescale

It is envisaged that the work of the review will be undertaken within six months, with HIS feeding back emergent findings that require action from NHS Greater Glasgow and Clyde or other relevant bodies during the review process, prior to publishing a report of findings and recommendations.

20240523 GGC ED review ERG ToR 1.0	Version 1.0	Document as agreed on 02 July 2024
Produced by: NHS GGC ED Review Programme Team	Page 4 of 6	

## Appendix A: External Reference Group Membership

Name	Role
Professor Sir Lewis Ritchie	Chair of External Reference Group
Suzie Bailey	Director of Leadership and Organisational Development, The King's Fund
Andrew Carruthers	Associate Director of Care Quality, Professional Development & Improvement, Scottish Ambulance Service
Dr David Chung	Royal College of Emergency Medicine
Professor Frances Dodd	Nurse Director, NHS Forth Valley
Professor Andrew Elder	President, Royal College of Physicians of Edinburgh
Dr Fatim Lakha	Consultant Public Health Medicine, Public Health Scotland
Dr Crawford McGuffie	Executive Medical Director, NHS Ayrshire & Arran
Dr Chris McKenna	Executive Medical Director, NHS Fife
Eileen Mckenna	Associate Director, Nursing Policy & Professional Practice, Royal College of Nursing in Scotland
Dr Gordon McNeish	Consultant in Emergency Medicine, NHS Lanarkshire
Rosemary Pengelly	HIS Public Partner
Dr Irene Oldfather	Director Strategic Partnerships, External Affairs and Outreach, The Alliance
Martin Robertson	HIS Public Partner
Adam Sewell-Jones	Chief Executive, East and North Hertfordshire NHS Trust
Lesley Sharkey	Director of Midwifery / Scottish Quality & Safety Fellow, NHS Tayside
Elaine Strange	Head of Service, Public Health Scotland

Dr Shobhan Thakore	National Clinical Lead, Unscheduled Care, Centre for Sustainable Delivery
Professor Steve Turner	President, Academy of Medical Royal Colleges and Faculties in Scotland
Professor Emma Watson	Executive Medical Director, NHS Education for Scotland