

# Case Study: Adopting the NHSGGC Time to Lead Standard Operating Procedure (SOP) Health & Care Staffing (Scotland) Act - HCSSA



## Purpose

The SOP aims to ensure that teams are compliant with the Health and Care Staffing Act (Scotland) 2019, specifically:

**Duty 12IH: The duty to ensure that adequate time is given to clinical leaders**

The SOP can be accessed here: [NHSGGC Time to Lead SOP - NHSGGC](#)

This case study refers to a medical teams in Anaesthesia and Critical Care in the 3 Acute sectors across NHSGGC, but the methodology is applicable across professions. In this example the CD was identified as the person that is best aligned to the role of clinical leader as defined in the Act.

## Feedback: Ease of Use of SOP

Extremely Easy **66%** Somewhat easy **33%**

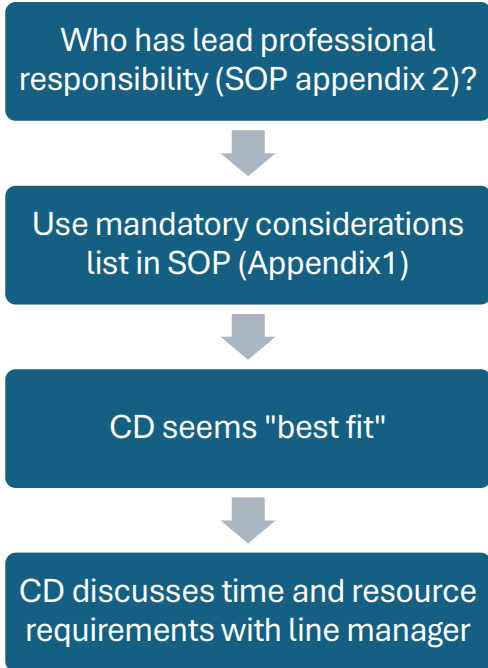
## List of Mandatory Considerations

- Oversight of care delivery including enhancing patient experience
- Clinical supervision and observation of clinical practice
- Supporting improvement and promoting reflective practice
- Inspiring patient confidence by setting and maintaining high standards of care
- Visible leadership
- Direct management of staff (including rostering, appraisals, PDP, recruitment etc.)
- Budget management (rostering, procurement, effective use of resources etc.)
- Investigation and management of adverse events, complaints and staff performance
- Lead on quality improvement & change in a clinical service
- Act as a role model for colleagues, and setting standards for care delivery
- Promoting and maintaining psychological safety within the team
- Using patient feedback to support improvement
- Implementing real-time staffing assessment and risk escalation procedures
- Contributing to reporting compliance (for the HCSSA)

## Insights

- The generic SOP is easy to navigate without any local or profession specific adaptations needed
- In this example, the role of CD aligns closely to the HCSSA designated Clinical Leader (CL)
- Some CL tasks are fully delegated- assurance is needed that this is adequately resourced
- Current allocated CL time seems somewhat protected, but respondents report that allocated time may not be sufficient
- The mechanism to discuss CL job planning is workable

The link to a short accompanying VLOG can be found here: [VLOG Time to lead- 20250103\\_101721-Meeting Recording.mp4](#)



Confidence to use SOP in line manager discussions **100%**.

Confidence that TTL is protected **66%**

## Alignment of CD role to considerations

| Degree of alignment | % of considerations |
|---------------------|---------------------|
| Complete            | 64%                 |
| Close               | 26%                 |
| Somewhat            | 5%                  |
| Other               | 4%                  |

## Responsibilities that are mainly delegated

|                     |
|---------------------|
| Appraisals          |
| Quality Improvement |
| Governance          |
| Teaching            |
| Supervision         |
| Rota administration |