Proud to serve, proud to care

INSIDE - Meet the winners of THE 2013 NHSGGC’s Chairman’s Awards
A year of progress

Listening to our patients and staff to build better facilities and services for the future

By ROBERT CALDERWOOD, Chief Executive, NHS Greater Glasgow and Clyde

SINCE our last Annual Review in November 2012 much has happened across NHS Greater Glasgow and Clyde.

We have performed very well against some of our key national performance targets… and less well against others.

The targets I refer to include waiting time guarantees, infection control, health improvement, standards of treatment and financial performance and the details of how we performed are set out in an easy to follow ‘Traffic Light’ format on pages 16 to 23 of this edition.

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While these targets are important indicators they do not tell the whole story of the full spectrum of what had been delivered by our 38,000 dedicated health care professionals in the last year. Here I want to highlight just a few of these key achievements.

PATIENT CENTRED CARE

WHEN we launched our major Clinical Services Review (CSR) in July 2012 we put patients, carers and the Third Sector right at the heart of our planning process. The CSR is shaping how we will develop services to meet the changing needs of our population going forward to 2020.

The insight and contribution from our patient participants over the past 18 months has been invaluable and I want to take this opportunity to thank them for being such collegiate partners.

In July we became the first board in Scotland to introduce extended visiting hours to all of our adult acute wards. This move was in response to feedback from patients and relatives who found it challenging to fit in with our previous limited visiting times.

This just goes to highlight the importance of listening to our patients… which is why this year we created a dedicated team to carry out detailed face to face interviews with patients on our wards to capture their experiences of being a patient in our care.

And today we are launching an online Patient Feedback system (see page 25) to enhance existing methods of feedback which will enable us to identify issues quickly and take action to improve where improvement is needed.

On a completely different aspect of putting patients at the heart of everything we do I would like to highlight a great example of practical patient-centred care which was developed by staff at Yorkhill. Aware of the anxiety of young patients coming into hospital, staff have created a special ‘hospital passport’ to help young patients feel more involved in their care and less scared of negotiating complex hospital treatments.
INVESTING IN THE FUTURE

THE ‘topping out’ ceremony to mark the completion of the structural frame of the new £842million South Glasgow Hospitals in June marked a significant milestone in this major new hospital development.

When completed in early 2015, the ‘super campus’ will deliver a gold standard of healthcare on the Govan site with maternity, children’s and adults’ acute services located together on one site.

But more than just a wonderful new facility, these hospitals will provide a once in a generation opportunity to restructure the way clinical teams deliver care to achieve the best outcome for patients. We have begun to plan in detail with our staff how to organise ourselves to make best use of the world class facilities that are being created.

Elsewhere, we have made significant progress this year in a major building programme - backed with multi million pound investment - in community-based health and care centres. These include the new Vale Centre for Health and Care which opened this year and the new Possilpark Health Centre which is now at an advanced stage of construction. Approval has also now been given to the building of new health centres at Maryhill, Woodside and the Gorbals, Eastwood and Pollokshields.

But of course, investing in our future is not simply about new buildings, it’s about people. In September I was delighted to welcome the latest modern apprentices to nHSGGC, creating opportunities for 50 young people to access good quality training and get a much-needed foothold on the employment ladder.

RECOGNISING OUR QUALITY WORKFORCE

IT is no surprise to me that our highly dedicated and skilled healthcare professionals gain recognition both locally, nationally and internationally. This last year has been no exception.

Our staff have won critical acclaim and won a clutch of prestigious awards for excellence in research, development and clinical care. But the clinical teams are not alone – our support teams from domestics to catering and from procurement to communications have all won top honours for their achievements.

Internally we recognise some of our finest staff in the Chairman’s Awards (winners featured on pages 6 to 15 of this edition) but this year we went one step further to stage the inaugural Celebrating Staff Success event which gave pride of place to more than 300 winners in locally driven recognition awards and the short-listed nominees for the Chairman’s Awards.

All these successes make me very proud to be CEO of nHSGGC.

IMPROVING THE HEALTH OF OUR POPULATION

IN January we launched an ambitious health improvement campaign to drive people to NHS stop smoking groups and local pharmacy stop smoking services in the Renfrewshire area.

The campaign took a “whole community” approach to improving the health of our population.
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approach involving our smoking cessation leads, Renfrewshire Community Healthcare Partnership staff, the Renfrewshire Tobacco Alliance and others such as St. Mirren FC, newsagents and pharmacies in Renfrewshire.

The results of the campaign were phenomenal – the Smoking Cessation service achieved its best ever results with around 1630 people engaging with services during the campaign – an unprecedented 16% increase.

As an organisation we are totally committed to providing a safe and healthy environment for staff, patients and visitors to work and visit. That is why we launched an ambitious zero tolerance campaign to smoking on hospital grounds campaign in May of this year.

Our hospital entrances have been rebranded with bright red obtrusive ground hatchings and giant posters creating no smoking zones which will be hard for smokers to ignore.

Smokefree wardens have been recruited to our sites to patrol the grounds to reinforce the zero tolerance message when people are seen breaching our no smoking policy.

The bold campaign to put a stop to the scourge of second hand smoke on our hospital grounds has been widely welcomed by doctors, nurses, patients, visitors and ASH Scotland.

REDUCING THE INEQUALITIES GAP

A TOP priority for the Board is to promote activities and to organise our services to tackle the health inequalities gap that exists between our most and least deprived communities. With deprivation being one key factor linked to poor health outcomes, we contracted a team of money advice workers - “Income Maximisers” - to provide help to families on how to get the most out of their income with the aim of improving long-term health.

Through the scheme we have been able to help thousands of local residents access more than £4.5million in missed income.

The Healthier Wealthier Children initiative was one of a number of money advice services we provide which benefitted more than 7,000 patients last year.
REWARDING those who go the extra mile to make it better

THESE awards present an opportunity to celebrate and recognise NHS staff who go just that little bit further to deliver first class service to patients or to support the services that keep the wheels of NHSGGC turning smoothly.

To be nominated by your peers or your patients for such an honour is an achievement in itself – and this year 156 individuals or teams of staff were nominated which says a huge amount about the depth of dedication and professionalism amongst our staff.

For the 16 who were selected by myself and my team of judges it is truly something of the very highest recognition and today I am proud and honoured to congratulate each and every one of you.

The story behind each of the category winners is something that should make us all very proud to be part of the NHS in Scotland and in particular part of the high achieving NHS Greater Glasgow and Clyde family. Earlier in the year I was able to host an informal Celebrating Success staff event at which all nominees were represented as well as others who were honoured in local directorate and partnership award initiatives.

I believe that we must showcase our very best talents and examples of excellence and dedication to patient care so that others can be inspired.

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- ANDREW ROBERTSON, CHAIRMAN, NHSGGC

Andrew Robertson
Chairman,
NHS Greater Glasgow and Clyde
Health Secretary praises our award winners

At the Awards Ceremony, Cabinet Secretary for Health and Wellbeing Alex Neil said:

I am delighted to be here today to present these awards, and all of those who are here today are deserving winners.

The people who have been singled out are those who have gone the extra mile, and gone above and beyond the call of duty to provide the best possible care to patients. It is inspiring to hear their personal stories, and I know that these examples are replicated in the NHS right across Scotland.

These awards have continued to go from strength to strength and I am personally delighted to be here to honour the achievements of the category winners.

The NHS is precious to each and every one of us, and we want to ensure that patients continue to be at the centre of everything we do. Today’s winners are excellent examples of how we can showcase the good work that is going on in the NHS across Scotland.

Judges are impressed

Keith McKellar, Chief Executive of sponsors Scottish Health Innovations Ltd (SHIL) said:

At SHIL we are delighted to be sponsoring the Chairman’s Awards again this year. This is my first year on the judging panel, having just joined SHIL in June, and I didn’t quite know what to expect.

Selecting the winners was a very difficult task given the quality of the candidates nominated, but it was a task that I found personally very rewarding. I felt privileged to read through the nominations, a process that left me with a feeling of hope in the commitment, decency and humanity of those nominated. The winners have shown commitment and gone, not just that extra mile, but the mile beyond that to make a difference, and what more can be asked of anyone?

These awards are a splendid way to recognise the commitment of staff and volunteers alike and we at SHIL would like to wish them our sincere congratulations and express our grateful appreciation in being able to participate.
Clinical Practice Award
Specialist Radiographer Team

THIS team of specialist therapy radiographers based at the Beatson West of Scotland Cancer Centre have developed and introduced advanced radiotherapy techniques for the treatment of lung tumours and tumours of the central nervous system and prostate.

The techniques provide a hugely increased level of accuracy when treating a disease which lies close to other vital organs, such as heart and spine, enabling a higher than previously possible dose of radiotherapy to the tumour while ensuring no nearby critical organs are damaged.

Using these techniques provides patients with a much shorter course of radiotherapy - five instead of 25 treatments - and for a department that’s considered one of the busiest in Europe, these techniques promise the opportunity to treat increased numbers of patients to a higher standard.

Lesley Cairns, Head of Therapy Radiography said: “I am delighted that the Beatson has been recognised for using truly modern advanced techniques offering our patients the best possible care.”

Clinical Practice Award
Virtual Fracture Clinic

WHAT makes the Virtual Fracture Clinic so successful is that it is driven from grassroots level and is truly patient focused.

Following attendance at A&E, patients who require orthopaedic review are now booked into a ‘Virtual Fracture Clinic’ rather than attending a traditional clinic. Here their notes and X-rays are reviewed ‘virtually’ by an orthopaedic consultant and they are then contacted by a senior nurse and either discharged or offered an appointment to see the appropriate specialist.

The benefit for patients is they now only need to attend hospital if they need to receive specialist care and it allows staff to deliver a high quality element which was previously difficult to achieve.

This has been a huge team effort involving orthopaedic nursing and administration teams, consultants and the A&E department. There has been real enthusiasm by all staff involved. It was in their power to change things for the better and that’s exactly what they have achieved to everyone’s benefit.
Improving Health Award
Don’t be left out in the cold – Renfrewshire Stop Smoking Campaign

THIS ambitious health improvement campaign ran for three months in Renfrewshire, with one simple aim - drive people to NHS stop smoking groups and local pharmacy stop smoking services.

Using a concept developed by the NHSGGC Communications team and funded by our campaign partners GlaxoSmithKline to create a “whole community” approach to an intensive mass marketing campaign which was championed by the Paisley Daily Express.

The idea was taken forward by smoking cessation leads, Renfrewshire Community Healthcare Partnership staff and attracted support from Renfrewshire Tobacco Alliance and others such as St. Mirren FC, newsagents and pharmacies in Renfrewshire.

The results of the campaign was phenomenal – the Smoking Cessation service achieved its best ever results with around 1630 people engaging with services during the campaign – an unprecedented 16% increase.

Striking campaign materials appeared in shop windows, bar and restaurant washrooms, football stadium terraces, pharmacies and public offices.

Improving Health Award
Frank McGuire

FRANK has been nominated for working tirelessly to organise, promote and ensure the success of the Healthy Working Lives Summer of Sport, golf, football, hockey and netball tournaments.

Healthy Working Lives has been adopted to encourage all staff to participate in a range of exercise and health living programmes. The benefits include reducing sickness absence and increasing staff motivation.

Frank has been organising football and golf tournaments for staff for many years now, it’s something he enjoys doing and something that has become a part of him.

Not only does Frank organise these events for the wider acute staff but locally in the Royal Hospital for Sick Children he is regarded as an ‘unsung hero’. Never uttering the word ‘no’, Frank always seeks ways to support staff and services. He is extremely patient and family focussed and spends a great deal of his own time doing things which impact on the patient experience.
Using Resources Better Award

NHSGGC Energy Team

They are just a small team of four but they have made huge savings for NHSGGC through carbon saving initiatives.

And as you might expect the ethos of the team is to use as little resource and energy as they can to achieve the biggest and most effective energy savings possible. To this end they are superbly successful.

Driven by their own energies they have identified ways to deliver estimated annual cost savings for NHSGGC of more than £170,000 through persuading staff to become more energy efficient. Following site visits by the energy team, simple measures are being adopted across 40 sites including switching off lights and computer equipment when not in use, reducing temperatures and using air conditioning units more efficiently.

The team were delighted to have their hard work recognised and win the award but were quick to say these initiatives only work with the full support of facilities staff, managers and staff all getting on board and encouraging each other to be more eco aware.

The energy team closely monitor performance and follow up with site managers to ensure attention is channelled in the right areas for maximum carbon reduction and cost savings.

Nursing Award

Emma Sharp, Tibial Nail Clinic

Emma Sharp is delighted that winning a Chairman’s Award has helped give more recognition to the work of the team in the Tibial Nail Clinic at Glasgow Royal Infirmary.

As a Limb Reconstruction Nurse Specialist she really is at the sharp end of orthopaedics and is totally focussed on helping deliver fast, safe and efficient services to patients when they are undergoing such stressful treatment as a Tibial Nail insertion – which in lay-speak translates to a metal rod being inserted down the middle of the shin bone.

Humility is an endearing quality of this dedicated nurse specialist so it was left to others to sing her praises. Colleagues nominated Emma who, with the support from her consultant orthopaedic colleagues, has helped transform the patient journey by reducing the need to wait for follow-up appointments with consultants by offering direct access to the specialist nurse-led Tibial Nail Clinic which has resulted in the freeing up of consultant slots, halving the number of X-rays required and directing enquiries away from GPs.

Emma’s nominator said: “Emma takes a personal interest in all her patients making herself available to chat with patients at any time. She is an excellent colleague who in addition to her current role utilises skills from her previous post to benefit the service and the patients.”
Nursing Award

Karina Bowie

KARINA was ecstatic to have won a Chairman’s Award. Knowing so many amazing nurses, she can’t believe she has been singled out as a winner.

When training to be a nurse, at the age of 17, Karina visited the older people’s men’s ward at Dykebar Hospital and instantly knew that she wanted to work with older people.

Six years on and now based at the Mansionhouse Unit Karina said: “Although the job is both physically and mentally demanding as soon as you make one patient smile your day is made”. Suffice to say that Karina is a nurse who absolutely loves her job.

It is certainly her forte with her nominator saying: “The kindness and compassion she demonstrates has been unfailing. She is one of the most consummately positive and bright nurses I have had the pleasure of knowing throughout 30 years of nursing practice. She sees the best in people and in situations and is a real asset to patient care, to the nursing profession and to our Board.”

Nursing Award

Kathy Taylor

KATHY believes she is just doing her job but one of her acutely ill patients has a different story to tell...

The patient who nominated Kathy quite simply states: “She saved my life”. The nominator says it was only through the dedication and nursing that they are here today. Taking that extra step to support not only the patient but also their family.

Not only did Kathy and her colleagues save the patient’s life – the patient is now in a position to deal with an ongoing condition with confidence, something they were very nervous about previously.

Working within the Diabetic Centre at the Royal Alexandra Hospital, Kathy’s patients deal daily with a life-long condition and high on her priority when caring for patients is good communication and keeping in touch with them and their relatives.
Volunteer Award
John O’Byrne

HAVING spent much of his childhood in and out of the Royal Hospital for Sick Children, John made a decision almost seven years ago to return to the hospital and help out as a volunteer. It has turned out to be one of the best things he has ever done!

John, who volunteers at the Medicinema and Schiehallion ward, likes to stay under the radar, however, he was delighted to receive this award saying he loves his job, everyone is very supportive of him and the work he does and he feels honoured to have his work noticed.

We received two nominations for John and both equally sing his praises. Extremely kind, caring, committed and witty are just a few of the words used to describe him.

His nominators said: “John is quite often called on by doctors to work with children who are particularly frightened and withdrawn – with great success. He has helped many children overcome their fears and come out of themselves to the delight of staff and parents.”

Volunteer Award
Thomas Whitelaw

TOMMY lives and breathes sharing his experiences of caring for someone with dementia.

Travelling up and down the country, Tommy talks at conferences, events, universities, organisations and spends time visiting our hospitals and speaking directly with staff ‘on the ground’ about the needs of vulnerable patients and their carers.

Tommy is acutely aware that staff are people too, who have their own lives to live and who might be carers when not at work and relatives and carers must be aware of that too. He said: “I am honoured to not only receive the award but to get the support from NHSGGC staff and the kindness they show me alongside being given this fantastic opportunity to speak out and help others. I really couldn’t be more thrilled.”

His nominator said on the entry form: “Personally, Tommy has made me more aware of the needs of vulnerable patients and carers. Professionally, Tommy has highlighted gaps in health care and they are simple to address. Through communications and understanding, health care providers can improve the patient journey. His story is not about judging people but understanding that we all need to learn.”
There are times when domestic services teams in our hospitals work quietly and efficiently carrying out their daily tasks to ensure our hospital wards and other clinical areas are kept clean and safe.

But sometimes there are times when the domestic services professionals are asked to rise to very special challenges in order that patients can continue to be treated safely and effectively.

The Domestic Services Team at Glasgow Royal Infirmary have been singled out for their response when the hospital found itself under huge pressure when a number of wards had been forced to close to new admissions due to an infection outbreak.

Work rotas and time sheets were secondary to the need to get the job done and this team were ready and willing for anything that needed done – even four hours after their official shifts were supposed to end.

Fully committed to working as effectively as possible the team rallied round working through lunch breaks, hours beyond the end of their shift and being called in at weekends.

The team were all overjoyed to win an award and their management team were very pleased to see all their hard work being recognised by the Board saying they really did go above and beyond and deserve to be praised.

The Royal Hospital for Sick Children now issues its very own special “Hospital Passport” to young patients to help them feel more involved in their care and less scared of negotiating complex hospital treatments.

Dr Janie Donnan came up with the idea and worked with colleagues to make it happen – and now the Passport has truly opened doors beyond national boundaries, with inquiries from children’s hospitals in England, Ireland and Canada wanting to endorse and copy the initiative.

The patient-held booklet aims to help children combat their fear of being in hospital and make them feel more at ease and more involved in their treatment and care. Children use their “Hospital Passport” around the hospital, collecting a variety of stickers and stamps as they go through various treatments, or ‘travel’ to different departments. Feedback from children, parents and staff has been fantastic with everyone benefiting from this simple but very effective tool.

Janie is thrilled to win a Chairman’s Award and is delighted to be able to help raise the general awareness of the Hospital Passport.
Patient Centred Care Award

Lorraine Friel

LORRAINE was nominated for her excellent specialist clinical knowledge combined with her wonderful caring personality as a physiotherapist.

She considers her patients life outside the hospital and integrates that into their overall treatment plan. She sees each of her patients as real individuals.

Lorraine’s nominator simply said: “I am nominating Lorraine Friel because she is the best physiotherapist that I and every other patient I have spoken to have ever had!”

She continued: “If a patient wishes to finish a course, return to work or be able to care for their child, Lorraine will do everything in her power to help them achieve it. Often thinking outside the box or lobbying for urgent referrals. This combined with her unrivalled clinical expertise and experience means she manages her patient in a way that is superior to any other physiotherapist I’ve seen.”

Lorraine was very pleased that receiving this award highlights physiotherapy as a whole and while she feels she is only doing her job she thinks the award is a big compliment and was delighted to win.

Patient Centred Care Award

Nicola McMichael

BASED at HMP Barlinnie, Nicola has overhauled services to prisoners by setting up Wellman and Keepwell Clinics. But most of all her effectiveness is in how she delivers services to the inmates with a professional and personal respect.

Nicola uses her enthusiasm and drive to improve all aspects of the health of prisoners. She has been delivering this level of compassionate care for 10 years inside Barlinnie Prison and yet on hearing news of her award she was more embarrassed to have been singled out than she was elated. Now it has all sunk in she is honoured by the nomination and the selection as a winner.

Her nominator said: “Her weekly Wellman and Keepwell clinics are very highly rated by prisoners and her work takes an enormous pressure off her colleagues. She works in a very difficult environment and is testament to the fact that good care can be delivered where there is a will and enthusiasm to do so.”
TREATING patients as individuals is key to this inspiring group of people. Individually they each bring their own unique personalities to the ward, but the trust and rapport this team has with its patients is truly what makes them work. As one nominator said: “Patients immediately feel supported and safe in the care of this ward”.

 Patients can often be on this ward for several weeks, so understanding individual patient needs is extremely important. Simple things really can make a difference such as ensuring their small kitchen is always stocked with snacks, as patients receiving chemotherapy don’t often eat at regular mealtimes, so having snacks available at all times means if a patient feels like trying to eat – even at midnight – then there is always something to tempt them.

 The medical staff work very effectively as a multidisciplinary team, not just with their colleagues on the SGH site, but on a frequent, planned basis with their colleagues in the rest of GGC and West of Scotland. As and when required, they will even discuss cases with colleagues further afield such as at The Royal Marsden specialist cancer hospital in London. This gives patients enormous reassurance that their treatment is of a “best in the world” quality.

 Anne Morrison, consultant haematologist, said: “I am proud and honoured to work as part of this team of special people, who recognise that our patients are individuals and care for them in that way.”

WARD 45 is a 13-bedded specialist burns unit. The multidisciplinary team are made up of nursing staff, physiotherapists, speech therapists and dieticians.

 With a low turnover of staff, the team in Ward 45 at Glasgow Royal Infirmary have developed a close bond with each other. They are all committed and loyal to each other and to their patients.

 It can be particularly traumatic for patients and their relatives who are admitted to the ward as they often live far away from the city and can require months of clinical care. The team’s compassionate and patient centred approach to listening and communicating effectively has been recognised by those they care for as exemplary.

 Their nominator said: “They showed exemplary care to my relative while in the ward. Arriving at midnight I immediately felt very reassured that he was in safe hands. They went out of their way to provide individualised care for each patient. His aftercare was equally fantastic with nurses coming regularly to do his dressings and check his injuries were progressing.”
HEALTH Boards across Scotland are set performance measures by the Scottish Government each year. These are termed HEAT targets and standards and they cover four areas of activity:

Health Improvement for the people of Scotland - improving life expectancy and healthy life expectancy;

Efficiency and Governance Improvements - continually improving the efficiency and effectiveness of the NHS;

Access to Services - recognising patients’ need for quicker and easier use of NHS services; and

Treatment appropriate to individuals - ensuring patients receive high quality services that meet their needs.

NHS Board accountability is monitored and maintained through a process of Annual Reviews, which are conducted in public each year.

On November 18th 2013 NHSGGC senior officers were able to report to Cabinet Secretary for Health Alex Neil that the Board and its staff had performed well in achieving or exceeding the majority of its HEAT targets for 2012/13.

Over the next few pages we present an at-a-glance summary of the performance achieved by our staff in Greater Glasgow and Clyde in 2012/13.

Our Health Board uses a traffic light system to monitor performance.

Green indicates that the target has been fully achieved or exceeded.

Amber indicates less than 5 per cent away from achieving the target.

Red indicates the target has been missed by five per cent or more.

It is important to note that these annual performance targets relate to how NHSGGC delivered in the year from April 2012 to March 2013.
Health Improvement Measures

ALCOHOL BRIEF INTERVENTIONS

HARMFUL alcohol consumption levels remain a particular health risk to many of our population and this remains an area of high priority for NHSGGC – and the rest of Scotland.

Across NHSGGC we exceeded our target of 14,066 by nine per cent achieving a total of 15,320 alcohol brief interventions.

These interventions can take place in both primary care settings such as a GP surgery or in a hospital environment with outpatients or inpatients and at A&E units. These medical interventions explore with patients whether they are drinking alcohol to hazardous levels.

Alcohol Brief Interventions are more than just giving advice. They use specific techniques to help people change their behaviour. Support is offered in appropriate cases.

SMOKING CESSATION

SMOKING tobacco remains one of the most significant health hazards in Greater Glasgow and Clyde.

We were given a two-year target back in March 2011 to achieve 12,182 successful quit attempts amongst those in the most socially and economically deprived areas of our board.

During 2011-13 we supported 13,873 successful quit attempts amongst this target group.

Overall across NHSGGC’s population we achieved 24,957 successful quit attempts over the two years.

Our Smoking Cessation services are geared up to continue to drive down the rates of smoking amongst our population.

Not only do we focus strongly on supporting people to quit but also put much resource into education to encourage youngsters not to start in the first place.

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CHILD HEALTH WEIGHT

TACKLING childhood obesity is another key priority for our Board.

Last year 2,321 children completed a healthy weight intervention programme against a target of 2,261.

The strong performance was achieved through our own ACES (Active Children, Eating Smart) community based weight management service for children and a successful school programme - Active Choices - which also tackles childhood obesity.

CHILD FLUORIDE VARNISHING

WE are committed to improving dental health in children across our entire population.

Part of this commitment is to provide fluoride varnish applications which can help prevent tooth decay.

The Government’s method of measuring this target is to separate the population into five groupings (quintiles) ranging from the most deprived communities to the most affluent.

We are targeted to deliver two fluoride varnish applications to at least 15 per cent of all children aged between three and four in each of these quintiles.

Last year we fell short of that target in our most affluent communities where only 8 per cent received two varnishings.

However, as tooth decay is higher in populations of high deprivation we have made it our priority to implement Childsmile Nursery and Schools programmes in areas with the greatest need. And in those most deprived areas we have achieved an uptake rate of more than 42 per cent of four year olds.
Efficiency Measures

FINANCIAL PERFORMANCE

We remained in financial balance and met our cash efficiency target of three per cent whilst at the same time delivering on a range of service development and improvements. (see page 24 for a more detailed finance summary).

SICKNESS ABSENCE

ATTENDANCE management remains a key productivity and staff welfare issue and work to reduce sickness absence continues.

Last year the rate of sickness absence across NHSGGC was 4.8 per cent which was above the target of four per cent.

REDUCE ENERGY CONSUMPTION

WE exceeded our energy reduction target.

All Boards were set a target back in 2009 to reduce energy consumption by one per cent every year until 2014/15 as a milestone to achieving an overall improvement by 2050 of 30% on the comparative performance as at 2009/10.

Last year we exceeded our energy reduction target. Our energy usage is measured in GJs (a gigajoule is equal to one billion joules) and last year we used less than 1,664,824 GJs of energy compared to 1,746,424 in 2009/10.

REDUCE CARBON EMISSIONS

The specific target IS to reduce CO2 emissions for oil, gas, butane and propane usage based on a national average year-on-year reduction of 3% by 2014/15 as a milestone to the elimination of the use of fossil fuels by 2050;

Since 2009/10 we have reduced our CO2 emissions by just under 3,000 tonnes. But last year failed to deliver on the required percentage reduction.
Access Measures

CANCER WAITING TIMES

ALL Boards in Scotland were set two cancer targets. The first target is that 95 per cent of all patients diagnosed with cancer should begin treatment within 31 days of decision to treat.

NHS Greater Glasgow and Clyde’s performance on meeting this target was strong with 98.4 per cent of patients beginning treatment within 31 days as at March 2013.

The second target is that 95 per cent of those referred urgently with a suspicion of cancer should begin treatment within 62 days of receipt of referral.

The time from when a suspicion of cancer is raised is a particularly distressing and anxious time for both the patient and their family. This target intends to ensure that these patients are prioritised to receive the tests and procedures they need to confirm or eliminate cancer as quickly as possible, and if cancer is diagnosed to begin treatment as soon as possible. As at March 2013, 95.1% of our patients referred urgently with a suspicion of cancer began treatment within 62 days of receipt of referral, slightly above the target of 95%.

18 WEEKS FROM REFERRAL TO TREATMENT

WE are required to meet a target of 90 per cent of patients waiting no longer than 18 weeks from referral to treatment.

We exceeded this target with 91 per cent of patients in NHSGGC being treated within the 18 weeks.

DRUG AND ALCOHOL WAITING TIME

OUR target was to ensure that 91.5 per cent of our drug and alcohol clients would wait no longer than three weeks from referral to appropriate drug or alcohol treatment.

Throughout 2012/13 this was exceeded right across NHSGGC with an average of 93.8 per cent compliance.

SMOKING FORBIDDEN ON HOSPITAL GROUNDS

Smoke moves through windows, air ducts, cracks and lift shafts to contaminate our wards

Smoking on hospital grounds - we're all sick of it!
Access Measures

A&E WAITING TIMES

The target was that 98 per cent of patients should be seen within four hours at our Accident and Emergency Departments.

Our A&E units are amongst the busiest in the country and see more than half a million patients every year and the vast majority of our patients were seen well within the target, however despite our efforts we only achieved 92.9 per cent of patients being seen within four hours.

PSYCHOLOGICAL THERAPIES WAITING TIMES

The Board was set a target that 85 per cent of patients would commence treatment for a psychological therapy within 18 weeks of referral to be achieved by March 2014.

We are pleased to report a very strong performance in this service delivery area with the 2014 target being exceeded a full year ahead.

At March 2013 we were already ensuring that 85.6 per cent of our patients in this group were receiving psychological therapy within the 18 weeks.

NEW OUTPATIENTS 12 WEEKS MAXIMUM WAIT

As at March 2013 no new outpatient waited more than 12 weeks from referral.

CHILD ADOLESCENT MENTAL HEALTH SERVICES

As at March 2013 the longest wait for access to this service was 24 weeks which is a full two weeks less than the 26 week target set for Scotland.
Treatment measures

ACCESS TO STROKE UNIT CARE

As at March this year 82 per cent of patients were admitted to a stroke unit on the day of admission or the day following presentation. Whilst this is below our set target of 90 per cent our performance represents a significant improvement on the 73 per cent achieved last year.

INFECTION CONTROL

In this category the government has set two separate targets.

MRSA/MSSA REDUCTIONS

(MRSA is Methicillin Resistant Staphylococcus Aureus; and MSSA is Methicillin Sensitive Staphylococcus Aureus)

Despite recording the lowest rate of these infections to date – 28.6 cases per 100,000 occupied bed days – we failed to meet the target of 26 cases per 100,000 occupied bed days.

C.DIFF (CLOSTRIDIUM DIFFICILE)

Our performance in continuing a downward trend in the incidence of C.diff was strong. The target set for us was to achieve less than 39 cases per 100,000 occupied bed days for patients aged 65+ and during the last quarter of the year we achieved 21.6 cases per 100,000 occupied bed days.
Treatment measures

**AVOIDING EMERGENCY HOSPITAL ADMISSIONS FOR THE OVER 75S**

We are working closely with local authority partners and the Third Sector (voluntary and charity partners) to support older people to avoid unnecessary emergency hospital admissions. This priority work has been identified as a target with an aim to reduce hospital admissions for the over 75-year-olds down to 5,900 emergency bed days per year for every 1,000 population. NHSGGC exceeded this target with 5,867 emergency bed days being recorded.

**DELAYED DISCHARGES**

The target set for Scottish health boards is that no patient will wait more than 28 days to be discharged from hospital into a more appropriate care setting, once treatment is complete.

As at March 2013 there were 16 patients in this category still awaiting discharge in NHSGGC.

**REDUCING ACCIDENT AND EMERGENCY ATTENDANCES**

To support shifting the balance of care, NHS Boards are required to achieve a reductions in the rates of attendance at A&E over a five year period spanning 2009/10 to 2013/14.

For 2012/13 we exceeded this with a performance of 2,799 against the target of 2,949 A&E attendances per 100,000 population.

**DEMENTIA REGISTRATIONS**

NHSGGC was the first board in Scotland to successfully meet the dementia registration HEAT target in March 2010 – a full year ahead of schedule. Since then we have continued to exceed the target of 8,677 registrations with a total of 9,002 people diagnosed with dementia on a register as at the end of March 2013.

Work continue with GPs to highlight the importance of registering patients with such a diagnosis to ensure they get the support they need.
EACH year, NHS Greater Glasgow and Clyde prepares a set of financial statements which show, in great detail, how the Board has performed in respect of meeting its financial targets.

The report is published in full on our website www.nhsggc.org.uk, but here we show some of the high level information relating to the financial targets.

The Scottish Government sets three financial targets for each NHS Board in Scotland:

- The revenue resource limit, which is what the Board can spend on its ongoing operations
- The capital resource limit, which is what the Board is able to spend on capital investment
- The cash requirement, which is the finance the Board needs to fund its revenue and capital expenditure.

During the the financial year ended 31st March 2013, NHS Greater Glasgow and Clyde again successfully managed its finances and was able to meet the financial targets as shown.

### Revenue Resource Limit £’m

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (£’m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total clinical services costs</td>
<td>2,407.2</td>
</tr>
<tr>
<td>Board administration costs</td>
<td>8.9</td>
</tr>
<tr>
<td>Net operating income</td>
<td>(0.9)</td>
</tr>
<tr>
<td><strong>Net operating costs</strong></td>
<td><strong>2,415.2</strong></td>
</tr>
<tr>
<td>Family health services non discretionary allocation</td>
<td>(155.5)</td>
</tr>
<tr>
<td>Donated assets income</td>
<td>0.8</td>
</tr>
<tr>
<td><strong>Total net expenditure</strong></td>
<td><strong>2,260.5</strong></td>
</tr>
</tbody>
</table>

### Capital Resource Limit £’m

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (£’m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Revenue Resource Limit</td>
<td>2,098.0</td>
</tr>
<tr>
<td>Non Core Revenue Resource Limit</td>
<td>163.1</td>
</tr>
<tr>
<td><strong>Total Revenue Resource Limit</strong></td>
<td><strong>2,261.1</strong></td>
</tr>
</tbody>
</table>

### Underspend

This underspend was returned to the Board by the Scottish Government Health and Social Care Directorates for use in the 2013/14 budget.

### Cash Requirement £’m

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (£’m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Limit</td>
<td>2,543.0</td>
</tr>
<tr>
<td>Cash Requirement</td>
<td>2,543.0</td>
</tr>
<tr>
<td><strong>Underspend</strong></td>
<td><strong>0.3</strong></td>
</tr>
</tbody>
</table>
Putting patients first

WHAT’S YOUR EXPERIENCE?

We want to know about your experiences of our services. Visit our patient feedback website to tell us what you think.

With your feedback we can build on what works well and improve what needs to be done better.

Visit: www.nhsggc.org.uk/patientfeedback

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