Celebrating success as we hit our targets for performance

By Robert Calderwood
Chief Executive

WHEN reviewing the performance, activity and progress made across NHSGGC during 2010/2011 I am struck by the enormity of the challenges faced – and the results delivered. Each year the Scottish Government sets HEAT (Health Improvement, Efficiency, Access to services and Treatment) targets for Health Boards and of the 32 HEAT targets that we reported performances against we have met or exceeded 23.

These successes should be recognised and celebrated.

Three of our targets are marginally missed – GP advance booking (87.2 per cent against a target of 90 per cent); drug referral to assessment (98.6 per cent against a target of 99 per cent); and older people complex care needs (34.6 per cent against a target of 36 per cent).

During the year we achieved major strategic milestones such as the transfer of inpatient services from Stobhill to Glasgow Royal Infirmary. We concluded fully integrated community health care partnerships in Inverclyde and West Dunbartonshire. Within mental health there has been a considerable shift in the balance of care within the Clyde area of our Board, improving care standards in line with those already in place in Glasgow.

During the unusually harsh winter conditions of 2010/11 our resilience was severely tested when the snow and ice took a grip and we saw a significant spike in the number of patients needing NHS care – our staff rose to the challenge right across our wide range of acute and community based services.

Despite all those areas of challenge, NHSGGC also managed significant progress in the construction of the new super hospital being built on the site of the Southern General Hospital. It is testament to the skills of the NHS project management team that this project is well on target to be delivered on time and on or below budget.

There is much to be proud of and we aim to continue to improve services. I am appreciative of the efforts of staff and I am committed to ensuring patients are at the heart of everything we do in redesigning services to deliver greater efficiencies and better quality.

● An “at a glance summary” of HEAT targets is printed on page 8 of this edition. Full details of HEAT target performance are available on our website at www.nhsggc.org.uk
Staff commitment can ensure patient satisfaction

By Andrew Robertson
Chairman

THE achievements of NHS staff in delivering quality care are truly inspirational. Professionalism and dedication runs deep throughout NHS Greater Glasgow and Clyde.

While our Annual Review is an opportunity to take stock of how our health system delivered on achieving nationally set targets there are other very important targets for us to never lose sight of such as the levels of patient satisfaction.

Apart from a clinical outcome there are the hugely important aspects of the patient experience that rely on how our staff care for patients and their families in time of need and of how a good bedside manner or that extra smile or that comforting word from a healthcare professional can make a world of difference.

The workforce of NHSGGC is a large and complex one – each member of staff from receptionist to porter, from kitchen to laundry or from ward to community based healthcare professional is a vital part.

I am also encouraged by staff commitment to drive up those standards of patient centred care and support. I am encouraged by the examples I see of staff listening to the views of patients to help identify areas of improvement.

As Chairman of the largest single health authority in the UK, I am delighted to be able to recognise some of the outstanding members of our staff through the 2011 Chairman’s Awards and I am delighted that the eight worthy winners from the list of more than 120 nominees will be presented with their awards at the Board’s Annual Review by Cabinet Secretary for Health and Wellbeing, Nicola Sturgeon.

Meet the winners over the next few pages
Dental Service for Children with Autism

THE dentist chair is a fairly scary thing for most children but it’s often far more traumatic for children with Autism.

The team at Bridgeton Health Centre set about exploring the issues raised by parents and came about with an action plan that has resulted in some quite spectacular changes for everyone concerned.

Debbie Connelly (above) explained that autistic children perceived the surgery as “cluttered” and that explanations of what would happen when they got to the dentist and reassuring words were simply not effective.

The team set about de-cluttering as a first move and then went on to create a whole new style of environment and provide a suite of bespoke communications tools for parents to use with their children before each visit to the dentist.

Talking picture books were developed which parents could borrow before a visit to familiarise children with the surgery and staff. The book features photographs of the surgery, its reception and the dentist – it features large footprints in the book which are replicated in the surgery itself.

This innovative approach was launched in May 2011 and the feedback from parents and children has been hugely positive.

On behalf of the Bridgeton team, Debbie said: “We are really blown away with winning a coveted Chairman’s Award.”

Kirsteen Casey

KIRSTEEN Casey doesn’t think she’s all that special. “All the nurses I work beside are just as dedicated and focussed on patient care as me”, she said when she learned that she’d been nominated and subsequently voted a winner in the nursing category of 2011 Chairman’s Awards.

One nominee said: “She not only nurses her patients but takes the time to listen and chat with them. She gets to know them and their families. She is an inspiration and role model to many.”

Another nominee was a patient who was so inspired by Kirsteen’s professionalism and compassion while being nursed in Gartnavel General Hospital in Glasgow that she decided to choose nursing as a career and has now been accepted for a university training place.

Kirsteen is currently on secondment at the medical assessment unit of Glasgow’s Western Infirmary.
One-stop shop allergy clinic

THE community children’s nursing team at Inverclyde Royal Hospital have established a skin prick allergy test allowing their young patients to be tested and diagnosed on the same day.

Previously patients gave a blood test then waited up to six weeks for the diagnosis. The introduction of the skin prick allergy test has tightened up the process and so improved the patient journey.

The nursing team can now more quickly move forward to meet and teach staff at the child’s school or nursery; coach childminders, grandparents and other carers about all the aspects of the child’s condition and how to give medication if appropriate.

Audits have shown that the children who attend the allergy clinic are also more responsive to managing their allergy and are more likely to carry their medication and know what to do with it.

This fully co-ordinated approach involving the paediatric consultant and the community based nursing teams have resulted in a faster, more efficient and better quality service. As one staff member commented: “The department is now much slicker and children and their parents don’t have all that hanging around waiting for results. Another significant benefit is that we have been able to free up appointment slots and so reduce waiting times.”

Elsbeth McLatchie

THERE were several nominations for Elsbeth McLatchie in the Chairman’s Nursing Award category.

One of them stated simply: “Her compassion, patience and pragmatism are remarkable with both patients and staff.”

Elsbeth has had a varied career spanning 41 years within the NHS starting as a midwife, spending time as a sister on a surgical ward and in intensive care, as well as taking on a post researching breast cancer and finally taking on her senior clinical nurse specialist role at the breast screening service.

It is testament to the regard in which she is held that we received six nominations from her peers to be recognised in these annual awards.

When we caught up with Elsbeth to interview her for this publication she said she was delighted to receive the recognition however she added: “I am a bit embarrassed. I feel I am just doing my job and there are plenty of nurses out there working as hard for patients as me.”

A passionate and dedicated nurse Elsbeth was also instrumental in setting up the Accord Hospice. She says she loves every bit of nursing and if she lived her life again she would choose nursing all over again.
NURSE Specialist Chris Kelly could add the term “as recommended by doctors” to his CV without fear of contradiction.

Eleven separate nominations came in for Chris from patients he has cared for, from nurses he works with – and from doctors.

Chris is the only IBD (Inflammatory Bowel Disease) nurse specialist in Paisley’s Royal Alexandra Hospital but he doesn’t let his busy schedule and heavy workload detract from his attention to detail and commitment to going that extra mile for his patients.

One doctor who nominated Chris said he has gained the full respect of his medical and surgical colleagues as well as his patients. But when we caught up with Chris he was very modest saying he has an equal amount of respect for his colleagues and he wouldn’t have been able to advance the service and his skills without their full support.

Described as the glue that holds the team together, Chris was honoured to even be considered for the award let alone win. He said it was really great to receive the award but insists he couldn’t have done the work without the support of the consultants and medics. They have a great team and he can go to any one of the doctors with any issues that arise.

One of the many initiatives Chris has taken forward is the creation of advice podcasts aimed at younger patients who really didn’t connect with more traditional printed patient leaflets.

One doctor wrote: “It is a great pleasure to recommend Christopher Kelly for the ‘award for nursing’. In my entire career in medicine I have never met a nurse like him.”
Margaret Gray and Mary Clark

PATIENTS attending the Ophthalmology (eyes) Department at Gartnavel General Hospital are very aware of just how busy inpatient, day care and outpatient services are.

But they are also highly praising of the team spirit and attentive staff who make this integrated service tick over like clockwork.

Margaret Gray and Mary Clark are senior charge nurses nominated for their precision in co-ordinating inpatient and outpatient services and working in real harmony together.

The nomination highlighted their efforts to lead their respective teams and to train staff well. Their leadership and training is clearly making a real difference to patients – some of whom require to attend over periods of several years. One commented: “It’s a lovely atmosphere in the department, staff are happy at their work.”

Both Margaret and Mary agreed: “It really is a team effort by all staff in both units who help provide a good integrated service to all patients.

“It is lovely to hear the patients are happy with the service we provide and we are delighted to accept this award and share it with all the staff involved."
Woodlands Centre garden

THE Woodlands Centre, tucked away in the middle of a Kirkintilloch housing estate is home to a very special enclosed garden.

Just a few weeks ago it was a brilliant explosion of bright summer colour. Today the autumnal shades are just as beautiful thanks to the dedicated attention of the patients and staff who tend it.

Staff at the centre got involved in fundraising to establish the garden and last November, after raising £1,800, the equipment was bought and the hard work began.

The service users at the Woodlands Centre have a variety of psychiatric conditions. The staff wanted to create a garden for them to relax and to work in – a special place for staff to work with patients and for patients to enjoy.

In one case a patient who would not respond or participate in any other group sessions is now making progress in the garden project and "just loves being involved".

There’s a greenhouse in the corner of the garden and vegetable plots nearby. A water feature complete with fish also adds tranquillity.

Staff members David Brown and Allan Spencer in the new garden.
Glasgow City CHP (South Sector)

WE are all more conscious than ever before about the need not to waste precious resources. In the NHS we are doing much to reduce inefficiencies and improve quality care by maximising the effectiveness of the financial resources we have.

That’s why the team of healthcare professionals in Glasgow City CHP (south sector) were nominated to receive a prestige Chairman’s Award this year.

The Board has its own highly proactive Ecosmart campaign but it is reliant on our staff – and our patients – recognising the opportunities to make a difference.

Helen Molloy, Elizabeth McCormack, Janis Young and Vandrew McLean not only recognised the opportunities – they broadcast them to everyone they work beside!

The results were impressive. Small changes in recycling alone resulted in saving £6,000 in one year from refuse handling charges.

The energy each of our four winners put in to this initiative – above and beyond their normal day jobs – was inspiring.
Facing up to the HEAT

HEALTH Boards in Scotland are set performance targets each year. These are termed HEAT targets. HEAT stands for Health (improvement), Efficiency, Access and Treatment.

NHSGGC performed well in achieving or exceeding the vast majority of the HEAT targets and at our Annual Review we will explain how we plan to address the targets which we fell short of matching.

Here is an “at a glance” summary of the performance achieved by the NHS workforce in Greater Glasgow and Clyde in 2010/11. Full details of all HEAT target performances can be viewed on our website www.nhsgcc.org.uk

Health Improvement HEAT Measures

● A total of 13,503 cardiovascular health checks were carried out by March 2011, exceeding the target of 7,038.

● A total of 36,399 alcohol brief interventions were reported in March 2011, exceeding the planned number of 34,902 interventions.

● NHSGGC exceeded the three year smoking cessation target at March 2011 recording 25,455 actual quits against a target of 21,240.

● A total of 853 children completed the Child Healthy Weight Intervention programme by March 2011, exceeding the target of 850.

● NHSGGC exceeded the Suicide Prevention Training target reporting 53.4% staff trained at December 2010 against a target of 50%.

Efficiency HEAT Measures

● At March 2011, the average length of stay for emergency inpatients was 3.3 against a trajectory of 3.6.

● At March 2011, the pre-operative stay reported was 0.60 days exceeding the target of 0.65 days.

● 67.61% of new outpatient referrals were triaged online below the trajectory of 90% at March 2011.

● The percentage of e-KSF carried out was 84.7% at March 2011 exceeding the 80% target.

Access HEAT Measures

● In NHSGGC 94.8% of patients were able to access a member of the GP Practice Team within 48 hours, exceeding the target of 90%. 87.2% of patients in NHSGGC were able to obtain a consultation with a GP in advance, an improvement on last year’s performance.

● Cancer waiting times continued to exceed the 95% target with 95.4% of patients being seen within 62 days. Similarly, 97.9% of patients with suspicion of cancer were seen within 31 days, exceeding the target of 95%.

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Facing up to the HEAT

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● At March 2011, no patients in NHSGGC waited more than the HEAT target of nine weeks for admission for inpatient or daycase treatment. We exceeded this target by a full week with no patients waiting more than eight weeks.
● 98.6% of NHSGGC patients were offered a drug appointment for assessment within four weeks of referral by December 2010, slightly below the 99% trajectory, whilst 97.7% of patients were offered an appointment for treatment within four weeks of assessment exceeding the 96% trajectory.

Treatment HEAT Measures

● NHSGGC achieved significant reductions in Staphylococcus Aureus Bacteraemia (MRSA and MSSA) and exceeded the required reduction by March 2011.
● NHSGGC achieved significant reductions in the number of C Difficile infections reported and exceeded the required reduction by March 2011.
● A 4.7% sickness absence rate was recorded among NHSGGC staff representing an improvement on last year’s performance.
● No patient waited longer than three weeks for key diagnostic tests at March 2011.
● Across NHSGGC 96.7% of patients waited four hours or less at accident and emergency.
● In line with the target, there were zero delayed discharges over six weeks reported in the April 2011 census.
● In March 2011, no new outpatient waited more than the target 12 weeks from referral. We exceeded this target by a full two weeks, with no patient waiting more than 10 weeks.
FINANCE SUMMARY 2010/2011

NHS Greater Glasgow and Clyde prepares an annual detailed set of financial statements. The full 2010/11 Annual Accounts can be viewed on the NHSGGC website at www.nhsggc.org.uk

Every year, the Scottish Government sets three financial targets for each NHS Board; NHSGGC’s financial performance can be summarised by looking at these financial targets, which are:

- The revenue resource limit – what the board can spend on ongoing operations;
- The capital resource limit – what the board can spend on capital investment; and
- The cash requirement – the finance the board needs to fund its revenue and capital spend.

During the financial year 2010/11, NHS Greater Glasgow and Clyde successfully managed its finances and was able to stay within the financial targets as shown in the following table:

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<th>Actual Outturn £m</th>
<th>* Underspend £m</th>
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* These surpluses (shown as underspends) were returned to the Board by SGHD (Scottish Government Health Department) for use in the following year’s budget.