A modern, sustainable NHSGGC cannot be achieved unless we work together

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Delivering efficient care without sacrificing quality is a challenge we all face

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SPECIAL ISSUE - THE WAY FORWARD
The start of a new parliamentary term brings with it a sense of renewed expectation and focus, and so I am grateful for this opportunity to share with you my thoughts on the opportunities which lie ahead for the NHS in Scotland and, in particular, for Greater Glasgow and Clyde.

At the outset, I want to thank you all for your continued commitment to providing the best care to patients at hospitals, surgeries and health centres across the health board area. No-one should underestimate the tireless efforts of NHS staff at all levels of the organisation in helping to make a positive difference to the lives of those in their care.

It is clear that Scotland’s health service is dependant on the expertise and experience of its people. I want you to know you are valued, and core to the drive to maintain standards. And that is why I will now reiterate my commitment to no compulsory redundancies in our national health service.

Retaining first-class people is just as fundamental as investment in our infrastructure to ensuring that staff have the best working environment and patients have access to the best facilities and treatments. I am delighted this is happening in NHSGGC with, in particular, developments at the new South Glasgow Hospital Campus progressing well. The new Southern is one of the most exciting capital projects undertaken in Scotland and so many people – staff, patients and the wider community – will undoubtedly reap the benefits.

While we look to the future in NHSGGC with optimism, we should reflect on what has been achieved in the recent past through your hard work and dedication. We have seen impressive improvements in waiting times, a world-leading patient safety programme which has enhanced standards of care, enhanced access to dentistry, as well as support for people with long-term conditions and outcomes for cancer, stroke and heart disease. We have produced improved outcomes for people in terms of reduced need for hospitalisation, shorter stays, faster recovery and longer life expectancy.

All of this represents real progress for the people in your care. Naturally we want to do more together, and we will rise to the challenge, albeit with a growing sense of the need to secure health care that delivers maximum value for money. We are all conscious of massive cuts in public expenditure imposed on Scotland by Westminster. The severity of the reduction left the Scottish Government and, in turn, the wider public sector in Scotland with difficult decisions to make about how to prioritise spending plans. It is crystal clear that Scotland’s health service needs sustained investment to secure all that we aspire to deliver. And that is why the Scottish Government has protected the revenue position of the NHS in real terms.

However, we do so mindful of the global pressures on health spending, which is why we will have to continue ensuring that...

“Deliver efficiencies without sacrificing quality”

Early detection of cancer and a continued commitment to high-quality care for the elderly are high on the agenda during this parliamentary term.
investment is made to maximum effect. Health boards – including NHSGGC – are working this year to release cash savings of £300m, to be retained locally.

But I want to be absolutely clear that delivering efficiencies is in no shape or form a way of diluting what we provide, or indeed sacrificing quality. In fact, my very strong belief is that efficient care is very often higher-quality care and, indeed, vice versa.

There is no denying that we find ourselves working in a challenging climate. But we will not stand still, and I know you will make a valuable contribution to the work that needs to be done across NHS Greater Glasgow and Clyde.

I recently spoke of how improving care of older people – including the implementation of our newly published dementia standards, making sure older people are treated with compassion wherever they are and whatever their diagnosis, or better joining up of health and social care – is a personal priority in this new parliamentary term.

Looking after older people is something we generally do well, but we must do it well for every older person on every occasion, in care homes and in hospitals.

With regards to the care of older people in hospitals, I have asked the Scottish Government’s Chief Nursing Officer to oversee the implementation of the dementia standards in hospitals and to lead a programme of work to give assurance that care for older people in these settings, whether or not they have dementia, is meeting the highest standards of care and compassion.

Another priority is work on cancer. I know many of you will be in close contact with people affected by the illness in its various forms and will have seen up close the devastating impact it can have – not just on the individual but on their families.

Our Detect Cancer Early initiative – backed by £30m of investment – is a major new front in the work against cancer. We will shortly set out how the initiative – spearheaded by the Scottish Government and NHSScotland – is to be taken forward. Its focus will be firmly on raising cancer awareness, significantly increasing diagnostic capacity in NHSScotland and, crucially, saving more lives every year.

These are key priorities and delivering them will not be easy. But I have seen first hand the high level of skill and breadth of knowledge that exists across NHS Greater Glasgow and Clyde. That gives me every confidence that we can maintain the pace of delivery and improvement seen over the past four years to produce a health service and working environment fit for 21st century Scotland.

Nicola Sturgeon
Cabinet Secretary for Health, Wellbeing and Cities Strategy

“The new South Glasgow Hospital Campus is one of the most exciting capital projects happening in Scotland”

“I want to be absolutely clear that delivering efficiencies is in no shape or form a way of diluting what we provide, or indeed sacrificing quality”
The challenges facing NHSGGC are no different to those facing you in your own home. Essentially, you have the same amount of money coming in, however your energy bills are increasing and due to the rise in VAT and general inflation everything else you buy is more expensive. So, in essence, you have to do more with the same amount of money.

As a result, you are no doubt making some choices and adjustments to the way in which you run your household and live within your income. Exactly the same is true of NHSGGC and because of these challenges we have to make changes to the way we work and deliver services to balance our budget. However, we don’t just want to focus on making savings, we want to drive up quality and standards even further, and complete one of the most exciting and ambitious modernisation building programmes in the history of the NHS in Scotland.

As an organisation we have a successful track record of delivering major service redesign which has enabled us to provide quicker access to better quality services, while in real terms reducing costs.

Glasgow’s service modernisation plans are delivering what is already an unrivalled suite of purpose-built healthcare facilities such as the Beatson, New Victoria and Stobhill Hospitals, new Gartnavel Royal Hospital, Rowanbank and Skye House at Stobhill, as well as new health centres such as Renfrew and Barrhead with the culmination of this being the £842m new South Glasgow Hospital campus due to open in 2015.

I believe, given the huge scale of NHSGGC, it is impossible for us to sit here and say hand on heart that absolutely everything we do is the most efficient and effective it can be.

We are all aware we have a finite amount of money and clearly understood cost pressures, but still we are an organisation that this year alone will spend more than £2.9 billion of taxpayers money. More than 40,000 of us are employed in multiple locations over a large geographical area and all of us are striving to apply ever-improving models of best practice to meet the needs of the people we serve.

We need to challenge ourselves every day to see if what we do today remains the best way to do it tomorrow. If we can’t learn and adapt and don’t change then we can’t do things better. Constantly improving quality, together with improving access, is what people rightly expect from their NHS.

Some of the elements in our savings plan may not be popular in the short term – some services may move and staff will be asked to work in new and different ways – but a modern and sustainable NHS in GGC cannot be achieved unless we work together to deliver effective and efficient services that our patients value and have faith in.

Some of us may feel challenged and even disappointed, especially if we are directly affected by the proposals. However, as we are all driven by the principle of working to constantly improve the healthcare services for our patients, then I urge you to engage as we strive to modernise, drive out inefficiency and improve our services.

The savings plan will not be new
to all of you. Since Christmas last year, we have been sharing these plans and our thinking behind them with the Unions and staff side partners together with the individual staff groups affected.

Working smarter
There are 387 schemes in the savings plan from every area of the Health Board, including the Acute Division, individual Community Health Partnerships (CHPs), Partnerships and Corporate Services. They range from simple efficiency savings that local managers are taking forward to a handful of bigger service change proposals and, of course, where appropriate, these proposals will be the subject of consultation before any final decisions are taken.

We have grouped these schemes into a number of themes which include procurement, service redesign, productivity improvement and review of management and administration costs.

Take management and administration costs as an example. We absolutely recognise that this group of staff do play a key role in the delivery and quality of our NHS services. However, we have acknowledged the Government’s requirement to reduce senior management posts by 25 per cent. In the past year we have already reduced these posts by around 8 per cent through turnover, non-replacement of vacancies and redesigns.

Examples of how this has been achieved include moving from five Glasgow City CHPs to one and a recent decision to fully integrate our Mental Health Partnership Directorate into the CHPs. We will continue to look at all our managerial posts with a view to reducing further so that we can achieve the 25 per cent target, but also ensure that we have the management and leadership we need to work with staff to develop and drive change.

Similarly, we are committed to reviewing our administrative support posts as we believe that as a result of new technologies such as email, personal computers, iPads, iPhones and digital dictation, many senior staff no longer need the same level of personal support. These administration staff, through new modern ways of working, can cover a number of senior staff and therefore slim down our costs in these areas. Our target is to reduce these posts by

“We need to challenge ourselves every day to see if what we do today remains the best way to do it tomorrow”
Balancing challenges
NHSGGC is now delivering 82 per cent of all surgery on a same day basis and we are striving to increase this further during the next year. While inevitably some commentators have equated these reductions to hospital bed cuts they could not be more wrong – it’s the modernisation of the NHS.

If inpatient bed and ward numbers are reducing, it doesn’t mean that the staff working in them will lose their jobs, it means that they will be asked to work in new ways to deliver the new models of healthcare that are being developed – models that are being welcomed by our patients and are improving their experiences of the care they receive. I understand that to those of you who are affected the extent of change is massive. I can recall nine smaller hospitals were closed to open Inverclyde Royal Hospital. In Paisley seven small hospitals were closed to open the Royal Alexandra Hospital. When I first came to work in Glasgow there were 45 acute hospitals. These decisions to change and modernise were not popular at the time, but the fact is that we are still meeting the healthcare needs of the people we serve, we have better facilities, we’ve got some of the best clinical teams in the country and some of the best in the UK. Healthcare delivery evolves and it will always evolve.

As we move forward with the saving schemes identified to improve efficiency and value for money services.

Looking back over my career the extent of change is massive. I can recall nine smaller hospitals were closed to open Inverclyde Royal Hospital. When I first came to work in Glasgow there were 45 acute hospitals. These decisions to change and modernise were not popular at the time, but the fact is that we are still meeting the healthcare needs of the people we serve, we have better facilities, we’ve got some of the best clinical teams in the country and some of the best in the UK. Healthcare delivery evolves and it will always evolve.

As we move forward with the saving schemes identified to improve efficiency and effectiveness we will continue to work with the Unions, staff partners and with those teams and individuals whose posts and services will be directly affected.

This continued engagement is an absolute commitment, as is the Scottish NHS’ core employment term and condition that there will be no compulsory redundancies.

Engaging staff
To underline the importance of staff being positively engaged in and shaping the changes we need to make and the focus on improving quality for patients, as well as reducing costs, we are developing a corporate change programme, Facing the Future Together (see box left). This programme, being designed with staff, recognises the challenges of change for us all.

Your involvement to change the way we deliver our services is crucial if we are going to meet the challenges this year and in future years of achieving savings while improving services.

I will also personally keep you informed on progress through Team Brief, Staff News and SN Online.

2020 vision for NHSGGC
A key part of the work we are developing to continually improve quality while we deliver efficiency savings is a further major review of acute services.

The purpose of this review is to create a 2020 vision for acute care across the whole of NHSGGC with the central focus being on ensuring we deliver the most modern and highest quality of hospital care.

We need to respond to the changes in primary care, new approaches to dealing with long-term conditions, innovation in drugs and treatments and the continuing shift to ambulatory care. As this programme of work develops there will be extensive involvement of doctors, nurses, allied health professionals and planners from across primary and secondary care.

A steering group for the 2020 vision has already been agreed and will meet for the first time later this summer.

“Staff will be asked to work in new ways to deliver the new models of healthcare that are being welcomed by our patients”

Staff programme to face the future
Recognising the scale of the changes we face and how vital it is that staff are not just informed and engaged but are also able to shape change, we are working to develop a change programme.

We know that staff are our best source of ideas and energy to improve services to patients and to make us more effective. The programme “Facing the Future Together” will be launched later this year and will help us to create the staff engagement we need to unlock that energy and those ideas.

Through staff focus groups, currently under way, we have already identified a whole series of ways we can improve the way we work together in our own teams and across NHSGGC.

If you want to contribute to shaping the Facing the Future Together programme, email facingthefuturetogether@ggc.scot.nhs.uk

6 SN
One entry to this year’s Chairman’s Award has already grabbed the attention of the national media.

Staff at Dykebar Hospital have sent in a Chairman’s Award entry for the fishing group they set up for patients who experience severe, enduring mental health problems. Their aim is to give the patients a new life skill while challenging them and creating a sense of personal achievement.

This innovative project, involving patients of both Dykebar and Leverndale hospitals, caught the imagination of newspaper editors in mid-June resulting in a major feature and news coverage in such well-known titles as the Sunday Herald, Scotsman, Daily Record and The Herald.

The entry is a classic example of how our staff are continually working to provide the best in patient care. Even when not at work, staff are thinking of ideas to improve the lives of their patients. Calum MacLeod, head of mental health, said: “We are tremendously proud of the team. Everyone, including the patients, are incredibly motivated and the benefit to the patient’s health and wellbeing has been fantastic.”

Could your idea impress judges?

We want you to let us know if you have implemented any innovative ideas or perhaps you need help to further develop your idea.

Staff across the organisation are constantly thinking of ways to drive up the quality of care of our patients and we want to recognise the hard work involved.

With four categories to choose from, there is room for all ideas. Perhaps you have developed a new product that helps and improves everyday practices in the workplace, which could be nominated in the Clinical Practice category.

Or maybe you are actively working to reduce our carbon footprint and could enter an idea into the Environmental category.

An Improving Health category covers anything from Healthy Working Lives to healthy eating, smoking cessation or improving mental health. Our special Nursing category will go to a nurse or team of nurses who show the best qualities of patient care and the ethos of nursing.

Do you know a colleague(s) who deserves to be recognised? This is your last chance to get your idea entered into this year’s Chairman’s Award.

Your great ideas are vital

Further information and an application form is available on the Chairman’s Award section on StaffNet, or call 0141 201 4558.

A national campaign has been launched to cut down the number of missed appointments and help Boards meet the 18 weeks referral to treatment target.

Do Not Attenders (DNAs) are wasted appointments that can lead to longer waiting times for all patients.

A number of factors can lie behind a DNA and most can be resolved by taking a few simple actions and help us to treat patients even faster.

The “Help us to treat you – If you can’t come in call in” campaign highlights that up-to-date patient contact information is key.

We already use a number of methods of reminding patients about their appointments, such as texts, and letters followed up telephone contact.

But this campaign will help by encouraging patients to keep contact information up to date.

If contact details change then GPs and hospitals need to be informed. Patients should also alert GPs and hospitals if an appointment day and time is unsuitable, so freeing it up for someone else.

And patients can make sure they know where they are going for an appointment and allow enough time to be punctual.

Help is also available for people who need an interpreter or use sign language. GPs will tell the hospital what support a patient needs when referred.

Leaflets and posters promoting the campaign will be displayed in hospital waiting areas shortly.
Gartnavel now holds football and hockey trophies

Fierce competition at annual tournaments

It was a victory double for Gartnavel campus teams in this year’s Healthy Working Lives football and hockey tournaments at Glasgow University Sports Complex, while an inter-site team took the golfing honours.

Teams from across the organisation took part.

Gartnavel General porters lifted the 7-a-side title after defeating title holders, the Dalian Dynamos (now playing as JB Russell House), 3-2, in a closely fought final.

The winners had already dismissed Caledonia House and Yorkhill in the quarter and semi-finals respectively to reach the final.

Meanwhile in the hockey tournament round-robin, Gartnavel became the 2011 champions, overcoming North East (NE) Partnerships 5-1.

Gartnavel had already beaten NE 2-1 in the first game and went on to win against reigning holders GRI. Three late goals saw GRI defeated 4-3.

A number of people have expressed interest in mixed teams to play summer hockey and more information is available by contacting brenda.wilson@ggc.scot.nhs.uk

The event was also a family day out, with children’s activities supported by Glasgow City Council’s Culture and Leisure team, plus face painting from volunteer Karon Cormack.

Anne MacPherson, associate director of human resources (acute) and chair of the Healthy Working Lives Group, said: “More than 200 staff were involved overall and I would like to express my appreciation for all of the hard work undertaken by the organisers, particularly Frank McGuire and John Heron, and the support given by volunteers.

“The events are excellent examples of bringing together staff from different roles and different sites to not only compete but making physical activity fun, and I hope to see more people taking part next year.”

These sentiments were echoed by chief executive Robert Calderwood when he presented this year’s golf tournament prizes.

Robert thanked organisers behind all three events and added: “For about 20 years, sporting events have played a big part in our hospitals’ calendar and I’m keen to see these types of events being continued.”

This year’s top golfers were: Frank McGuire, Yorkhill facilities; Joe Sweeney and Bobby Doyle, SGH porters; and Peter McGlynn, Victoria labs. The event at Gleddoch House Golf Club attracted 80 participants from across the organisation.

Join the chain gang

On Sunday 11 September, Glasgow will become a traffic-free zone as thousands saddle up to take part in events including a fun ride through the city and two cycle routes to Edinburgh, one of 51 miles and the other a more ambitious 100 miles.

Thousands will take part in the Pedal for Scotland challenge of cycling between Glasgow and Edinburgh.

The 51 mile route is the perfect challenge for both regular cyclists and those who haven’t cycled for a while.

The more adventurous can take part in the 100 mile ride travelling through the Southern Uplands before finishing in Edinburgh – a real challenge for serious road cyclists.

There are rest stops serving refreshments topped off with entertainment and activities in Edinburgh, making it a perfect active day out.

At the same time, Glasgow’s Sky Ride will encourage people to enjoy a fun, family-friendly, free and safe ride past some of the city’s most famous landmarks.

Keep on running ... and save cash

If you need an incentive to take up running, then how about this?

An exclusive NHS staff discount to take part in one of the most spectacular mass participation running events of the year, courtesy of our friends at Glasgow Life.

Staff have until the end of this month to take up the fantastic NHS GCC Glasgow Life discount which applies to both the 10k and half marathon events and offers the following discounts: £15 for the 10k (a saving of £5 on the standard entry fee) and £19 for the half marathon (a saving of £10 on the standard entry fee).

The discount can only be redeemed online at www.runglasgow.org/

Keep on running... and save cash.