

# STAFF

[www.nhsggc.org.uk](http://www.nhsggc.org.uk)

# NEWSLETTER

## Scotland v Italy – Your chance to win one of the hottest tickets in town!

**O**fficial partner of the Scottish FA, [www.officialscotlandshop.com](http://www.officialscotlandshop.com) is offering one lucky Staff Newsletter reader tickets to one of the most exciting matches to take place at Hampden this year. For your chance to join Scotland's Tartan Army and cheer on our team as they continue their Euro 2008 campaign, turn to page 7.

[www.officialscotlandshop.com](http://www.officialscotlandshop.com) is also offering all readers the chance to buy the new Scotland 3rd strip online with 10% discount when you visit the website. For more information, see page 7.



## Sporting challenge to better health



Microsoft



**A**S far as NHS partnerships go this is one of the more glamorous ones ...  
**Microsoft, Celtic FC, Rangers FC and NHSGGC.**

And although it may seem an unlikely line-up, that's not the way a top team of Microsoft project leads see it.

Director of Health Information and Technology Richard Copland explained: "Microsoft is keen to get us all together on a project to promote further healthy living ideas and a better lifestyle for us all.

"The Microsoft team are working with the two biggest football clubs in the country to broaden the reach of their fan base to address health and lifestyle issues."

Microsoft, already working closely with

NHSGGC, saw the obvious linkages between their Old Firm clients and ourselves.

The project, which is still at an embryonic stage, should create a very high profile platform on which to promote health improvement messages. It builds on our success with the Scottish Women's Football Association, with whom we have also developed close links to promote specific health and lifestyle messages.

Richard added: "It's all in the very early planning stages at the moment but something which has a lot of potential." Look out for further details of this exciting project in future issues of *Staff Newsletter*.

## Farewell to Sir John

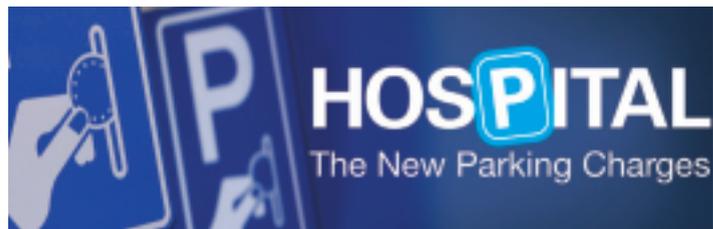


**In this issue, we say goodbye to our Chairman, Professor Sir John Arbuthnott, who is about to stand down after five years in the role.**

During his time, Sir John has overseen one of the most ambitious hospital modernisation plans across the NHS which will have a huge lasting impact on the way our hospital services are provided.

He was also at the forefront of a hugely ambitious project with the Hunter/Clinton Development Foundation to send vital medical equipment to Malawi.

**Read more about Sir John and his plans for the future on Pages 8&9.**



# NHSGGC continues car parking policy

**C**abinet Secretary for Health and Wellbeing, Nicola Sturgeon, has announced a review of the national guidance on car parking charges.

While the review has been welcomed by NHSGGC, it remains committed to continuing the implementation of the local policy whilst the review is underway.

This decision was taken for two reasons.

Firstly, the policy – which is designed to ensure that patients and visitors, as well as staff who use their cars to undertake vital tasks, have fair access to car parks - is working. There have been dramatic improvements in access, particularly for patients and disabled drivers, at the hospital sites where the policy has been introduced.

Secondly, the costs associated with car parking improvements at the existing sites and those earmarked for

phase two of the scheme have already been committed. Money is being spent to make car parks safer and more secure and there is no funding route for this other than the income raised through car parking charges.

The next phase of the car parking policy will therefore affect the Royal Alexandra Hospital, Stobhill Hospital and the Southern General.

The announcement by the Cabinet Secretary will see a group set up to take forward the review including representatives from the Scottish Health Council, Scottish Partnership Forum, the voluntary sector and NHS Boards. The group will be asked to assess the impact of charging and car park arrangements. Their findings will be reported by the end of the year.

Once the results of the national review are known, these will be incorporated into the local policy across NHSGGC.

# Get busy with childcare

**P**arents have the potential to make significant savings on childcare costs by joining the Busy Bees Childcare Vouchers scheme.

Busy Bees offers vouchers to all staff with children under the age of 16, giving them the opportunity to save on childcare costs.

Parents can use the vouchers to pay for any form of registered or approved childcare, including nurseries, au pairs, out-of-school clubs and holiday schemes.

If both parents work for the health service, staff can potentially save double the amount.

**For further information on how much money you can save, contact Busy Bees tel: 08000 430 860 or visit: [www.busybeesvouchers.com](http://www.busybeesvouchers.com).**



## Scottish Mental Health Arts and Film Festival

4 - 18 October, Various Venues

Glasgow is hosting the first ever Scottish Mental Health Arts and Film Festival at various venues throughout the city between October 4-18.

It is being led by a trio of organisations, NHS Greater Glasgow and Clyde, Mental Health Foundation, and "See Me" campaign.

For full event listings, visit: [www.mhfestival.com](http://www.mhfestival.com)

## NHSGGC Annual Review

10 October, 2.15pm, Glasgow Royal Concert Hall

The Scottish Government's Annual Review of NHSGGC will be Chaired by Ms Nicola Sturgeon MSP, Deputy First Minister and Cabinet Secretary for Health and Wellbeing.

## Green Exercise Conference

11 & 12 October, Crutherland House Hotel

This first conference of its kind offers delegates the chance to learn about the latest research and best practice in relation to creating and developing environments and outdoor spaces that promote positive health and wellbeing.

To register please contact Andrew Barker, tel: 0131 275 7749 or email: [andrew@conventionmanagement.co.uk](mailto:andrew@conventionmanagement.co.uk)

## New Victoria Hospital Staff Information Session

22 October, Ebenezer Duncan Centre, Victoria Infirmary

Come along and hear the latest about the development of the New Victoria hospital.

For more information go to: [StaffNet/Acutes/New+Victoria+and+Stobhill+Hospitals/](http://StaffNet/Acutes/New+Victoria+and+Stobhill+Hospitals/)

## NHSGGC Board Meeting

23 October, Dalian House, Glasgow

The next Board Meeting takes place at Dalian House on Tuesday 23 October at 9:30am.

## New Stobhill Hospital Staff Information Session

24 October, Coffee Lounge, off Chef's Hat, Stobhill Hospital

Come along and hear the latest about the development of the New Stobhill hospital.

For more information go to: [StaffNet/Acutes/New+Victoria+and+Stobhill+Hospitals/](http://StaffNet/Acutes/New+Victoria+and+Stobhill+Hospitals/)

## Annual Public Health Conference

15 & 16 November, Airth Castle Hotel, Falkirk

The conference will provide the opportunity for those involved in protecting and improving health in Scotland to meet learn, debate and address some of the key health challenges in Scotland.

Closing date for receipt of applications is 12 October.

For further information contact Danielle Honore, email: [Danielle.honore@shsc.csa.scot.nhs.uk](mailto:Danielle.honore@shsc.csa.scot.nhs.uk)

# Our first *i* Pod



**WE** have now launched our own very first 'i' pods! The pods in question are two Pilot Info Points, one at Gartnavel General and the other at Easterhouse Community Health Centre.

The Info Points will be open 24-hours-a-day, seven-days-a-week. For the first time, key information will be displayed together in a single accessible, highly visual and easy to find area.

The information will not only be health related, e.g. healthy eating, exercise, help to stop smoking and the hand hygiene campaign, but will also include relevant bus and train timetables, social work literature, health rights advice and information on services provided by the local Community Health and Care Partnership (CHCP).



At Gartnavel there will also be detailed staff information on varied topics such as childcare vouchers, the Glasgow Club – which offers NHS staff discounted membership to council run leisure centres, your local hospital library service, staff benefits and many more. You'll also be able to pick up a copy of your *Staff Newsletter*.

Amanda Wright, Library Manager at Gartnavel General said: "This is an exciting project for everyone at Gartnavel. We are delighted that through the Info Point we will have the opportunity to publicise to all staff in the hospital the services we provide. Staff will at a glance be able to find out all of our contact details as well as being able to take away with them important information on a wide range of topics including basic IT training and our online library service."

Marie Barclay, East Glasgow CHCP Administrator for Easterhouse & Baillieston Health Centres said: "We are delighted that Easterhouse Community Health Centre has been chosen to be one of the sites to pilot the Info Point project.

"To be able to pull all of the information we provide for the many hundreds of people who come through our doors each week into one area will be of great benefit to us all.

"I hope this project will prove to be a success and we will do all we can to help make that happen."

There will also be free standing telephone help-points which will allow users to make free, direct calls to a number of organisation such as a local taxi company, smokeline, traveline. At

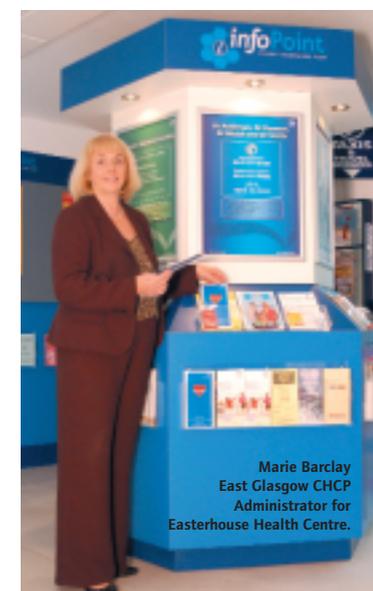
Easterhouse Health Centre you will be able to contact the local Social Work office and the Citizens Advice Bureau.

As this is a pilot project and the first of its kind one of the most important parts of the project is finding out what everyone thinks of the Info Points - not just the physical layout but also the content.

A face-to-face survey was carried out before the pods were put in place and a similar survey will be carried out over the coming months to find exactly what people think.

A suggestions box is also in place at both sites to give staff and the public the opportunity to let us know instantly what they think and to give us ideas of the type of info they would like added.

So take the opportunity to have your say, it will only take a minute.



# 2222 - New crash call number

**A**ll NHSGGC healthcare facilities served by a 24-hour crash team should now be using 2222 to make an emergency call via switchboard.

Staff making an emergency call should describe the form of the emergency e.g. cardiac arrest, and fully specify the location including both the ward or department and the hospital.

When receiving a call, switchboard

staff will confirm the details of the emergency back to the caller. Please stay on line until details have been confirmed or if possible wait the few extra seconds until switchboard confirms the crash team has been activated before hanging up.

A range of numbers will continue to be recognised by switchboard as an emergency call. So if staff should forget then any call made on what is an old emer-

gency number will still be recognised and answered as an emergency. This arrangement will remain in place for the foreseeable future.

This change relates only to hospitals served by a 24-hour crash team. Those facilities where cover for medical emergencies is at a distance will be unchanged and managers should reinforce continued use of locally agreed arrangements.

# Stobhill Kidney Patients' Association celebrates 30 years

Staff from the Renal Unit at Stobhill have been helping mark the 30th anniversary of the hospital's groundbreaking Kidney Patients' Association.

Nursing, medical and other professionals from the Renal Unit have worked closely with the Association since it was founded in 1977 by a group of patients and carers. Since then, the organisation has provided new equipment for the Unit, as well as holidays, social outings, information, advice and support for patients and carers.

Chairman George Scott says the Association has grown considerably since 1977, when renal treatment was often lengthy and gruelling: "When the Association first started out, the first thing they did was to plan a foreign holi-

day for the members. At the time that was actually something that some of the staff were very nervous about because, you have to bear in mind, this was a group of kidney patients who would still need dialysis when they were abroad. But in the end a party went off to Greece with their machines and a doctor and had a ball!

"Over the years, we've developed a very good relationship with the staff on the Renal Unit. In fact some of them have been there almost as long as us, if not longer."

Renal Unit Consultant Dr Robert Mactier believes the Association has played an important role over the last 30 years: "The Stobhill Kidney Patients' Association has been a constant feature over the years here at the hospital, they do a fantastic job and we're glad to say we work with them closely.

"Treatment for kidney conditions has become much more advanced over the past 30 years and the Association has been a consistent and constant support to our patients. Just as importantly, they've been



Renal Consultant Dr Robert Mactier

a fantastic support to patients' families and carers, which means a great deal. Having a renal condition means you often receive treatment for a number of years, so good long-term relationships between staff, patients and carers are very important.

"I'm proud to congratulate them on their 30th anniversary and hope they have many more successful years."

Since its inception, the Renal Unit has expanded and developed to incorporate developments in science and technology. The Unit has moved premises within the hospital over the years to allow it more space to carry out patient treatments and it will move into brand new premises on the Stobhill site when the new Stobhill Hospital opens in 2009.



## SG stores move

The General Stores and the Medical Stores at the Southern General have moved to premises within Hillington Industrial Estate joining the Health Promotion Store which previously relocated from Kinning Park. These arrangements will be in place until the Southern General introduces the new Ward Management System and is supplied by the new National Distribution Centre next year.

The move to Hillington has resulted in some minor changes both by the stores and logistics service as well as wards and departments using the service. Transport is now required for all deliveries and staff are reminded that there will be a higher demand on the service for increased quantities as, previously, wards could call at the stores and receive goods required urgently



on an "over the counter" basis. However in an emergency situation, stores and logistics will still try to accommodate requests.

Forward planning of stock requirements is requested in plenty of time to allow goods to be delivered by normal methods.

The staff of the stores and logistics service would like to thank all wards and departments in South Glasgow for their assistance and cooperation in ensuring a smooth transition of services to the premises at Hillington.

### Contact Information

**Managers: Gerry Harmon & Hendry Heydecke**  
0141-892-0974

**General Stores: Bill Gibson, Bernie Kirkbride**  
0141-892-0534

**Medical Stores: Robert Hesford, Russell Anderson**  
0141-892-0733

**Data Input: Betty Scouler**  
0141-892-0855

**Health Promotion: Malcolm Watt**  
0141-892-0225

**Health Promotion: David McCredie**  
0141-892-0262

**Departmental Fax:**  
0141-892-0758

## Better Health Better Care - have your say

**Better Health, Better Care is the Scottish Government's new discussion paper on the priorities for health and wellbeing in Scotland.**

The discussion will help to inform the way, amongst other things, in which the Government will:

- step up efforts to tackle health inequalities, including the impact of chronic liver disease, suicide, drug misuse and violence on young men
- develop community services for people with long term conditions
- increase the accountability of health services through direct elections to NHS Boards and a greater voice for patients and their carers in the design and delivery of services
- extend entitlement to school meals and targeted early interventions to give Scottish children the

best possible start in life

- improve the quality of services, including the introduction of new waiting times guarantees that are appropriate to needs

Launching Better Health, Better Care, Cabinet Secretary for Health and Wellbeing Nicola Sturgeon said: "We know that Scotland faces significant health improvement challenges, in life expectancy and long-term conditions for example. There are other challenging areas where progress is being made, like heart disease.

"But where we must place particular focus is the widening health gap between the richest and poorest people in our society."

The new Action Plan aims to accelerate the process of change set out in the 2005 'Building a Health Service: Fit for the Future' document.

To take part in the discussion and give your views on Better Health, Better Care, you can write to: Nicola Sturgeon, Cabinet Secretary for Health and Wellbeing, Better Health, Better Care Consultation, Scottish Government, St Andrew's House, Edinburgh EH1 3DG or email: [betterhealthbettercare@scotland.gsi.gov.uk](mailto:betterhealthbettercare@scotland.gsi.gov.uk)

You can also submit comments online at: [www.scotland.gov.uk/betterhealthbettercare](http://www.scotland.gov.uk/betterhealthbettercare)

The deadline for comments is Monday, 12 November 2007. The feedback will then inform the development of a new action plan for Health and Wellbeing which will be published by the end of the year.

NHSGGC will submit its own response to the discussions, to feedback to that, email: [communications@ggc.scot.nhs.uk](mailto:communications@ggc.scot.nhs.uk)

## The wait is nearly over for New Ways

**The New Ways waiting time initiative has now been launched.** The initiative, which comes into force by 31 December 2007, radically changes the way in which waiting times for hospital appointments are clinically and administratively managed. New Ways will provide the benchmark by which performance against national waiting times targets is measured. It brings to an end the use of 'Availability Status Codes' as a means of taking certain categories of patient out from waiting times performance statistics.

In practical terms, New Ways means that:

- patients must have a 'reasonable offer' of an appointment or admission with at least 21 days notice and choice of up to two dates
- the notice period won't apply if the patient agrees or if the appointment is urgent
- patients who cancel their appointment will have their waiting time 'clock' re-set to zero and be offered another appointment
- patients who do not attend their appointment will have their waiting time clock re-set or be referred back to their GP
- patients who prove to be unavailable for their appointment for medical or social reasons will have the period of unavailability subtracted from their recorded waiting time
- a patient's clock will also be re-set to zero if they refuse the second date of a reasonable offer

The first performance reports based on New Ways data will be made public in May 2008.

Medical Records and IT staff have been busy preparing for the new system but it will affect everyone. The role of staff will be vital in making sure that patients have access to information about New Ways and understand what is expected of them. In particular, patients need to know that it is in their own interest to respond to an offer of appointments as quickly as possible and in turn let you know if they are unable to attend an appointment that has been fixed.

**Patient leaflets and posters are being distributed via Medical Records. Staff can also access information about New Ways by logging on to: [www.newways.scot.nhs.uk](http://www.newways.scot.nhs.uk)**

**Glasgow Hospitals Carol Concert**  
in aid of CLIC Sargent  
caring for children with cancer  
Featuring Julian Lloyd-Webber, Glasgow Youth Choir, Ian McCrorie, Glasgow Chamber Orchestra

**Glasgow Royal Concert Hall**  
Friday 7th December 2007 at 7.30pm

Prices: £15 Arena / £13 Arena  
£10 Upper Circle  
£7 Chair Stalls  
Children £7 throughout

Tickets available from  
The Concert Hall Box office - 0141 353 3000

**CLIC Sargent**  
Caring for Children with Cancer

# The man who makes IT happen



**D**irector of Health Information and Technology (HI&T) Richard Copland is at the forefront of implementing a new IT strategy which aims to improve frontline patient care.

Having been in post for almost a year, Richard is spearheading a quiet revolution in HI&T and how it's changing the way we work across NHSGSC. He's also been appointed as the latest Caldicott Guardian – the first time that that role's been filled by someone who does not have a clinical background. Here, "the man behind the mouse" answers a few of *Staff Newsletter's* questions:

**Richard, what is the Caldicott Guardian and what are your new responsibilities?**

Basically, it's a legal requirement for Health Boards to have a single nominated person to oversee all the access to "person-identifiable health data". That person is known as the Caldicott Guardian.

It's quite complicated, but in a nutshell it means that there's one person at each Board who is in charge of information that could identify patients. The Caldicott Guardian considers and then either approves or refuses access to information. I'll provide advice and guidance to the Board on all these issues, and I'll be advised myself by senior clinical staff.

**You're the first Caldicott Guardian who hasn't come from a clinical background – why is it an innovation to have a non-medical professional do the job?**

In the past it has been the norm for a senior doctor like a Medical Director or Director of Public Health to carry out the role. Nowadays, though, with the use and sharing of information on the increase all the time, it is very important that we cover everything that's meant by "information".

There are lots of requirements that fall under the Caldicott Guardian's remit, and they don't all concern just clinical data.

I will be advised, though, by both Dr Brian Cowan (Medical Director) and Dr Linda de Caestecker (Director of Public Health), so there will still be a high degree of clinical expertise involved in the Caldicott decisions. My colleagues in HI&T will also be providing professional advice on issues of data security and data protection.

The primary part of our job is the bit that virtually all of us rely on on a daily basis

**The traditional image of what used to be known as IT is that it's all about computers, but here at NHSGSC it's now "HI&T" and you're responsible for a lot more than that. What are these changes all about?**

There are lots of exciting developments in HI&T. The primary part of our job is the bit that virtually all of us rely on on a daily basis – making sure the computers and the IT equipment we need to do our jobs are there and work well. But it's true that there's a lot more to it nowadays.

HI&T is responsible for providing a comprehensive Health Records Service to all of NHSGSC, so it's vital for our clinical staff. As I said, as the Caldicott Guardian, I'm now responsible for dealing with requests for certain kinds of information. Our use of

health information and technology also affects patients and staff outwith NHSGSC, because we're so pivotal in a number of regional and national services.

We're also bringing together our libraries and the other information support resources across Greater Glasgow and Clyde. This is a big project for us: bringing together all the different technologies and processes that were used when they worked in smaller groups. Like lots of other parts of the organisation, these are now coming together after having worked as separate groups during the Trust years. Obviously, the use of technology in that kind of environment's been a huge benefit and we want to build on that.

**What are your ambitions for HI&T?**

That's a big question! I'd split that into two answers – what I want us to achieve professionally and the kind of team I want to build.

As far as the work goes, we're currently the biggest Board but I want us to be the best. By that I mean I want us to strive to give excellent service, every time. I want everyone in NHSGSC to value what we do and to enjoy working with us. And as the biggest Board in Scotland, I want to make sure we have a level of influence on the national scene that reflects that.

Just as important is the kind of team I want to build. I very much want to have a workforce who feel secure and enjoy working in HI&T. The agenda is huge and doing a restructure and, of course, having AfC outcomes at the same time provides additional challenges. But I'm really proud of everyone who works in HI&T; I want the folks who work in the department to be proud of it too and to want to work here. And I'd like us to be known throughout NHSGSC as having a reputation for decency and humour.

## Protect yourself ...and your patients too

**F**lu is highly infectious. It spreads rapidly by coughs, sneezes and touching people who are carrying the virus and is most common during the winter months.

As you know, many people confuse flu with a bad cold but in fact the symptoms of flu are different and much more severe. These include a high fever, a shivery feeling, headache, extreme tiredness and an aching body. This is often accompanied by a dry cough, sore throat and stuffy nose.

Now you can protect yourself against the illness by taking up the offer of free flu jab from your Occupational Health Department.

Dr Syed Ahmed, Consultant in Public Health Medicine, said: "Flu is a highly infectious illness that, for the majority of people, can leave them feeling unwell for days.

"However, it can also cause serious complications in some people, particularly those who are older and those with some sort of chronic illness.

"Many of our patients are particularly vulnerable. That's why it's so important for staff to get the flu vaccine – not only to protect themselves but also their patients."

Flu vaccination side effects are rare. They can include a small soreness in the area where the vaccine is injected, a slight temperature and muscle aches a couple of days after administration of the vaccine.

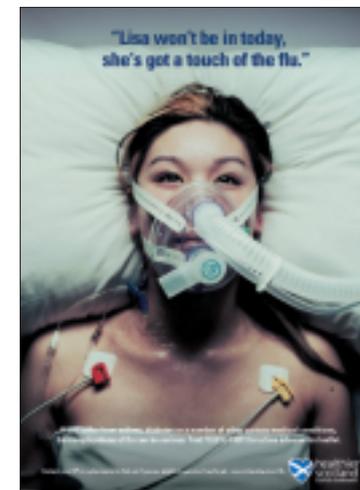
The vast majority of people, however, experience no side effects at all.

And what about the belief that the flu vaccine can actually cause flu? "This is an absolute myth", said Dr Ahmed. "The vaccine contains no live virus, therefore it cannot cause flu. Some people who have been vaccinated can still get flu-like illnesses but it is likely to be a much milder form of flu or due to another virus commonly seen in winter months."

Last year, many staff were not able to get the benefit of the flu vaccine due to a European-wide delay in the delivery of supplies.

As a result, the uptake of the vaccine was particularly low with only one in twenty NHSGSC staff taking advantage of the programme.

No such problems are anticipated this year so make sure you get along to one of the 'walk-in' clinics that will be available at various sites throughout NHS Greater



Glasgow and Clyde from October onwards. Look out for details of these on StaffNet, noticeboards and posters. Occupational Health staff in some areas may be able to visit workplaces if 10 or more staff wish to be vaccinated and will be available when they call. To find out more please contact your local Occupational Health Department.

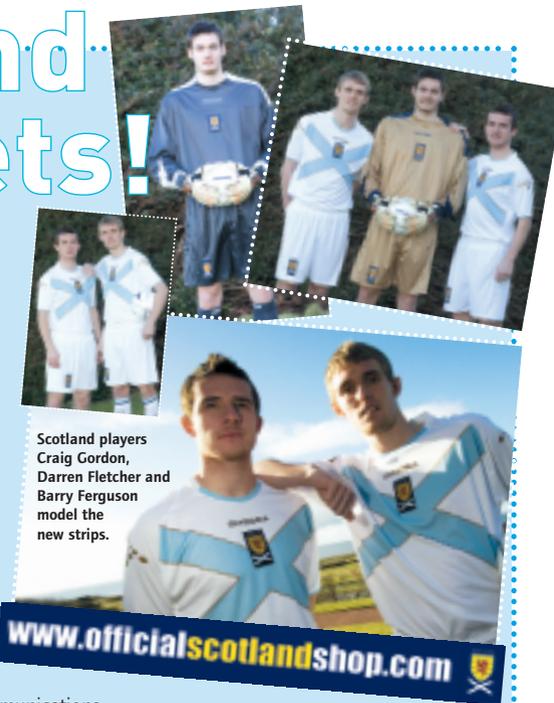
## Win Scotland v Italy tickets! Plus 10% off the new Scotland 3rd Strip

**The official online partner of the Scottish FA, [www.officialscotlandshop.com](http://www.officialscotlandshop.com) is celebrating its 1st birthday by offering one reader the chance to win two tickets to see Scotland v Italy at Hampden on Saturday 17 November 2007.**

Even if you don't win, you can still get 10% off the new Scotland third strip, which is launched this month. Simply visit [www.officialscotlandshop.com](http://www.officialscotlandshop.com) to purchase the new strip and when asked for the promotional code type in: NHS24 to receive your discount. Alternatively, call the telephone sales hotline, tel: 0845 073 1873 to order.

To enter the competition for the tickets, all you need do is email your name, work location and contact telephone number to [staffnewsletter@ggc.scot.nhs.uk](mailto:staffnewsletter@ggc.scot.nhs.uk) (please put Scotland v Italy in the subject field). Or send a letter or postcard with your name and contact details to: Scotland v Italy Competition, StaffNewsletter, Corporate Communications, Dalian House, 350 St Vincent Street, Glasgow G3 8YZ

The competition is open to all NHSGSC staff and all entries will be forwarded to [OfficialScotlandShop.com](http://OfficialScotlandShop.com) who will draw at random one lucky winner. The winner will be chosen from entries received by 31 October, 2007. Only one entry per person. The winner will be announced in the next edition.



Scotland players Craig Gordon, Darren Fletcher and Barry Ferguson model the new strips.

[www.officialscotlandshop.com](http://www.officialscotlandshop.com)

The winner of the Cala £250 prize in Staff Newsletter (Issue26) is:  
Liz Scott from Pollokshaws Clinic.

# Farewell Sir John



Sir John and comedian Andy Cameron celebrating at the volunteer event held last year

**If a week is a long time in politics then five years must seem like a lifetime in the NHS. That's how long Professor Sir John Arbuthnott, who stands down as Chairman at the end of November, has been at the helm. During this time he has helped steer the organisation through one of the most challenging and demanding periods in its history.**

He has also witnessed an unprecedented level of change. This included the merger of five separate Trusts to create a single NHS organisation for Greater Glasgow and the more recent expansion of the Board to cover Clyde.

During this period we also embarked on one of the largest and most ambitious hospital modernisation plans ever undertaken in the NHS. Sir John believes that this has been one of the Board's key achievements but acknowledges that it has not been without its problems.

He said: "Driving forward this major programme of change has been a huge challenge and, at times, extremely difficult. People care passionately about their local hospitals and can feel very threatened by change. This was particularly true for the communities served by the current Victoria and Stobhill hospitals. However now that the two new hospitals are taking shape local people can see for themselves that these are substantial new facilities which will provide state-of-the-art local healthcare.

He added: "Planning for the South Glasgow Campus is also well underway which will lead to the creation of a brand new children's hospital, an expanded maternity unit and one of the largest adult



hospitals in the UK.

"Alongside the dramatic changes to inpatient care, local health services have also undergone a revolution with the creation of our new Community Health Partnerships."

Sir John is clear that change on this scale would not have been possible without the support of staff. He explained: "We are fortunate to have a highly talented team to take forward our modernisation plans as well as dedicated frontline staff who are committed to improving patient care."

As a founder member of the Glasgow Centre for Population Health, Sir John helped establish Glasgow as a world-renowned centre for health research. He also spearheaded a new initiative to send medical equipment, no longer needed by our hospitals, to Malawi. Sir John has always taken a keen interest in mental health services and, in particular, the development of Rowanbank Clinic. It therefore came as no surprise that when staff were asked who they wanted to officially open the new medium secure care centre, they immediately suggested the Chairman.

And what does the future hold? Well far from taking a well-earned rest Sir John looks set to stay as busy as ever. In addition to continuing his role as President of the Scottish Oceanographic Laboratory at Oban – one of the leading research centres for monitoring climate change in the Arctic – he is also involved in international plans to improve the diagnosis and treatment of cancer in Africa. He will also continue to be involved in health research through his Chairmanship of the Wolfson Research Institute at the University of Durham.



Mental Welfare Commission Director Dr Donald Lyons with Sir John at the opening of Rowanbank



Cutting the first sod at the new Stobhill Hospital



Sir John with Dr Basilio Mossa Ramos, Health Minister of Africa's Cape Verde

## And farewell to Professor Margaret C Smith too ...



**As Director of Nursing for Scotland's largest group of hospitals, Margaret Smith has spearheaded the professional development of many thousands of nurses.**

Now she's leaving her NHS career behind to take up an exciting new opportunity as Dean of Nursing and Midwifery at Dundee University where she will develop the nurses, midwives and allied health professionals of the future.

Margaret first qualified in 1980 and worked in a range of critical care units in both Glasgow and Edinburgh.

Her first Director post came in 1993, when she was appointed as Director of Nursing for the Victoria Infirmary Trust. In 1995 she was appointed as Director of Nursing and Quality for Glasgow Royal Infirmary University Hospitals Trust. She was subsequently appointed as North Glasgow's Director of Nursing before assuming her current role in 2005.

In addition to Margaret's professional role, for the last five years she has been the Joint Clinical Leader in the development of the new Stobhill and Victoria Hospitals where she has worked to develop future models of care.

Robert Calderwood, Chief Operating Officer for the Acute Division, said: "Dundee's gain is our loss. Margaret has made a significant contribution to the development of nursing, both nationally and within Greater Glasgow. In particular, she has worked closely with further education institutions to progress nurse education and has played a pivotal role in the modernisation of nursing careers.

"As a result, we now have a wide range of advanced professional roles including nurse consultants and nurse practitioners, e.g. nurse endoscopists and nurse practitioners in minor surgery, who are pushing the boundaries of traditional practice.

"I would like to wish her well in her new role and - to quote her native tongue - sealbh ort!"

# New Bursary Scheme Launched

**L**earning and Education has now launched a single Bursary Scheme which is open to all employees.

Around £200,000 has been made available through endowments to provide an opportunity for employees interested in pursuing an educational qualification to apply for funding support.

As bursaries are awarded on a year-to-year basis, however there is no guarantee of ongoing support for the duration of a course, applicants can apply each year for follow-up support.

The current scheme covers the period from August 2007 to July 2008. Bursary applications for courses which started in Aug 2007 or onwards will be considered retrospectively.

Because of the scale of the organisation, Bursary funds will be devolved to the Acute Division, City Partnerships, Greater Glasgow & Clyde Partnerships and Corporate Services respectively.

Although the Scheme is being launched this year, similar schemes have existed in parts of the organisation in previous years. These operated on essentially the same principles and offered staff the opportunity to apply

for support with the cost of fees for a wide range of educational opportunities, such as:

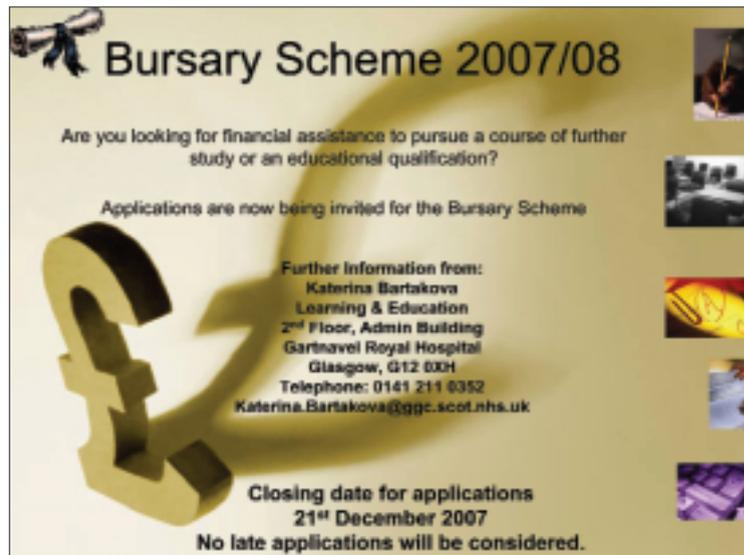
- Modern Apprenticeships
- HND qualifications
- Degrees, Masters and Postgraduate Certificates
- PhDs

The level of support for these qualifications varied from 50% to, in some cases, 100%.

These examples also serve to illustrate the wide range of staff that have applied for Bursary support in the past and reinforce that the Scheme is open to all directly employed staff.

The Bursary Scheme will be open for applications from all employees from 1 October 2007 (closing date – Friday 21 December).

**For more information and an application form contact:**  
**Katerina Bartakova, Bursary Administrator, tel: 0141 211 0352 (internal 30352), Fax: 0141 211 3880 or email:**  
**Katerina.Bartakova@ggc.scot.nhs.uk**



**Bursary Scheme 2007/08**

Are you looking for financial assistance to pursue a course of further study or an educational qualification?

Applications are now being invited for the Bursary Scheme

Further information from:  
 Katerina Bartakova  
 Learning & Education  
 2<sup>nd</sup> Floor, Admin Building  
 Gartnavel Royal Hospital  
 Glasgow, G12 0XH  
 Telephone: 0141 211 0352  
 Katerina.Bartakova@ggc.scot.nhs.uk

**Closing date for applications**  
 21<sup>st</sup> December 2007  
 No late applications will be considered.

## SHERLOCK Holmes ain't got nothing on the team of medical records staff at Greenock's Inverclyde Royal Hospital.

The IRH supersleuths earned their detective stripes when NHSGGC was faced with the urgent task of tracing all women who attended the breast service clinics at IRH over the past 18 months so the medical records team organised and rolled their sleeves up.

Finding the names of 1600 women and getting the case notes compiled for clinicians to review was just the start of the exercise for head of IM&T Mairi Dick, Medical Records manager Jean Macnaughton and the rest of the team.

The need for speed and accuracy was paramount. The news of the patient recall was announced via the media on 14 June ... on 13 June the records team needed to have 1400 "reassurance" letters and 198 recall letters in the post.

On the night of the 13th telephone calls were made directly to the homes of the 198 patients with numbers supplied to colleagues at NHS 24 by the medical records team in Greenock.

The mail-out was to ensure letters arrived on the morning that the media coverage would begin and would ensure that those who were not contactable by phone were informed of what to do...it went right to the wire that night.

Record manager Jean Macnaughton recalls: "The processing of the mail and franking of the letters was a huge task and everyone in the team rallied round to help, but even with that amount of team spirit and hard work we still had to ask the Royal Mail local office to hold back the mail for half an hour to ensure all our letters would go out that night. We told them it was an important NHS matter and they responded tremendously."

After the direct calls to patients and the letters had brought in calls from other patients the real detective work got underway.

Fifty five patients hadn't responded and it was up to Mairi, Jean and their team to find out why ...

Had they moved away, were they on holiday, had they just not been in for the telephone call and hadn't responded to the letter?

The matter was of high importance, 198 patients needed to return to the clinics to ensure that their original diagnosis was correct.

The medical records team were handling a huge number of incoming calls from concerned patients who were worried about the recall and wanting to make appointments for the specially organised rapid access clinics that were getting underway the next day.

# NHS medical records team would have put Sherlock Holmes to shame



Standing - Richard Heaton, Mairi Dick, Jean Macnaughton, Alex Cully.  
 Sitting - Alison Sharma, Carolyn Smith

But they were also under pressure to use every tool at their disposal to find the 55 patients still not in contact with the health system.

Working long into the night and throughout the weekend the team checked CHI records and GP records to ensure contact details were correct. They organised radial telephone rotas to try and get a word with the patients. "The difficulty was that due to patient confidentiality we couldn't leave messages on answerphones and we couldn't go into any details about why we were calling with other family members," explained Jean.

"We called some houses so often some people started to think we were part of some tele-sales operation – but we couldn't discuss anything with anyone other than the person themselves.

"Other people gave us clues as to where the patient had gone – in some cases the

people we were tracing were from overseas and had moved away from the place they worked. In other instances we discovered they had moved house – in one case emigrated to Australia; in another case to the south of England," reflected Jean.

Direct contact with GP practices helped in some cases with reception staff having good local knowledge of patient movements in the community.

"Local knowledge really was a huge help and in the Inverclyde area there really is a strong sense of community and people know people ... one woman was telling me who the patient was and who she was out dancing with when I called!

"The reactions of patients were so different in so many ways. Many were understandably very distraught and worried and needed strong calming reassurance over the telephone and access to an early appointment ...

"But others were very laid back. One woman asked if her recall appointment could be left for a couple of weeks because she had two hen nights to go to and a couple of other important social events."

And on another occasion after Jean had spent some time talking to a young woman over the phone, a relative of the patient called to her house just to reassure herself that everything was okay.

After a few days the holidaymakers returned and contact was made, others were tracked down to new homes and a few others traced through friends and relatives by means of dogged determination and local knowledge.

"Every single member of the team - and a whole lot of others who stepped up to the mark to volunteer to work extra long and arduous hours to get this job done – are a credit to the NHS," concluded proud medical records manager Jean Macnaughton.

# Get off to a Flying Start?



**Flying Start is a national online, learner directed development programme designed to support and develop newly qualified nurses, midwives and allied health professionals in their first year of post registration practice. Flying Start will also assist the practitioner's journey through their KSF Foundation Gateway.**

Newly qualified practitioners can often feel isolated and overwhelmed with the responsibilities of their first post which can lead to recruitment and retention issues in the future. Flying Start has been designed to provide a national consistent framework to address this. The newly qualified practitioners will also have

access to an experienced work based mentor who will coach them through Flying Start. The mentor is not formally assessing competence but acting as a coach and role model as well as generally being a knowledge and experience resource.

The Flying Start programme comprises of 10 learning units ranging from communication to career pathways. Each unit has various learning activities. Practitioners, with the guidance of their mentors, will complete the programme at their own pace over their first 12 months.

Our own Practice Education Facilitator (PEF) for Flying Start is Scott Hamilton. Scott covers all acute service areas across

Greater Glasgow and Clyde. The PEF remit will cover raising awareness of Flying Start, supporting newly qualified practitioners and their mentors, providing liaison, information and support for clinical educators, unit managers and lead clinicians.

**Scott can be contacted through the Practice Development Department, Management Annexe, Southern General Hospital, tel: 0141 201 (6)2725 or email: [alasdair.hamilton@northglasgow.scot.nhs.uk](mailto:alasdair.hamilton@northglasgow.scot.nhs.uk) visit: [www.flyingstart.scot.nhs.uk](http://www.flyingstart.scot.nhs.uk)**

## Project Managers successfully achieve Black Belts

**Every organisation faces the daunting task of executing projects successfully and we are no different.**

The need to meet or exceed the expectations of its employees and patients makes project management a key component of service improvement, regardless of the service area.

A project management and improvement tool – The power of Lean Six Sigma – aims to create a culture of continuous improvement, changing the way work is

undertaken including changing processes, and educating people in new ways of understanding processes and solving problems

NHSGGC's Lean Six Sigma Black Belt programme has been accredited to provide formalised quality assurance to benchmarked international standards.

Congratulations to the first team to be certificated to this standard. These are:

Joanne Frame, Katie Thomson, Jane Bradley, Sara Reynolds, and Mark Darroch.

## NHSGGC Libraries Site Launch

**Staff can now access library services 24/7 with the launch of a new virtual library.**

Services which can be accessed through StaffNet and the website include Literature Searching and Enquiries, Interlibrary Loans (Document Delivery) and Current Awareness Bulletins. Online forms can be easily downloaded and used to make requests. Both sites include contact details for each NHS library in the Greater Glasgow and Clyde area as well as a comprehensive list of resources held at each site. For more information on how to use the sites don't hesitate to contact your local library.

**Visit: [www.nhsggc.org.uk/libraryservices](http://www.nhsggc.org.uk/libraryservices)**

**As well as being available from the website, staff can also access the library from StaffNet at: [StaffNet/info+centre/library](http://StaffNet/info+centre/library)**



Project aims and benefits include

- Agreement on one set of electronic patient information to be shared amongst eight hospitals, five community teams and seven professional groups.
- Reduction in time taken for patient processing/audit data collection (opportunity saving £100k annually)
- Agreed and signed off standard label across Glasgow between Diagnostic departments and Glasgow Local Medical Council (LMC), increasing CHI number utilisation in the Labs and Radiology systems, providing a reduction in clinical risk through clearly identifying patients
- GB/BB Belt training cost improvement internal against external

**Further details can be found on StaffNet under Corporate Services-Health Information Technology-Programme Office.**

# In your OWN time...

## Taking a world view

**An ophthalmic surgeon and nurse from Inverclyde Royal Hospital are leading the way in providing vital eye treatment in Asia and Africa.**

Dr Sadhu Gupta and nurse Danny Chundoo work for the Drishti Eye Camp project which celebrated its 10th anniversary this year.

In the last 10 years they have taken the Drishti Eye Camp team to Delhi and Jammu in India as well as Nepal, Pakistan, Burma and Ethiopia to provide eye treatment to poor and needy people in these countries. The project has been supported by funding raised by local residents and church groups as well as school children and rotary clubs in the West of Scotland.

The Eye Camp relies on volunteer specialist eye doctors and nurses not only from the UK but also from the countries

involved. This year, the team went to Rudraprayag, a small town in the foothills of the Himalayas along the start of the gaga river - a holy place for most Indians to come for pilgrimage.

Dr Gupta and his school friend Dr Harimone teamed up with Directors of the Suraya mining company to provide the free eye camp to this remote area.

Danny Chundoo explained: "Having made the necessary preparation we left Glasgow in the early morning for Amsterdam on to Delhi where we met with the Delhi team of the Mohun Eye Institute to discuss the logistics of moving equipment and materials such as food, blankets and clothing for patients as well as staff to Rudraprayag.

"In the end, these were taken by lorry from Delhi while a team of doctors from Mohun and our own team left the next day for a five-hour train journey to Hridwar then another eight-hour tortuous drive in a 16-seater Tempo traveller along the mountains to the district hospital.

"When we arrived, volunteers from local groups had set up the makeshift tent for the inaugural reception which we later turned into a ward. The staff from the Mohun Institute had been out a month



earlier to plan for our arrival and to inform the locals about the project. They had advertised in the local paper and on radio so potential patients had to be registered, screened, prepared and given appropriate information so they knew on which day to attend the camp.

"There was an opening ceremony by the chief minister Rajpal Ajarwall of the Utrachal district accompanied by armed guards as well as other local dignitaries and in excess of 300 patients and relatives waiting to see us!"

Treatments for patients began the next day, many of whom had walked several hours to get there. One favourite was an 82-year-old farmer Ramlall who had walked for three hours in the early morning for his cataract operation which was carried out by a joint medical team from Drishti, Inverclyde Royal Hospital and Mohun Institute in Delhi. His one request was for "those designer British sunglasses so that my wife can find me beautiful!"

## Spotlight shines on DarkIsle

**One of our Comms staff is set to make the big time in children's publishing with the launch of her first book, DarkIsle.**

Publications Manager, Dawn Thom, who writes under her maiden name of D A Nelson, launched the fantasy novel in September.

But before it was even in print, the publishing rights of the novel and its sequel were snapped up by major publishing companies in the USA, Germany, Spain, Italy and Korea.

And it has been chosen as Waterstone's Scottish

Children's Book of the Month for October.

Dawn, who has worked for NHSGGC for five years, is based in Corporate Communications at Dalian House.

She said: "I'm delighted at the interest in DarkIsle. I never expected it to take off quite like this.

"The book's about a young girl called Morag who befriends a dodo, dragon and rat and they go on a quest to reclaim a powerful magical stone from an evil warlock. It's a classic 'good versus evil' story.

"I really enjoyed writing

DarkIsle and I'm in the middle of creating the sequel, which I hope will be published in autumn next year."

Dawn, who has written four unpublished books for adults, has always wanted to be an author and even has books she wrote and illustrated as a child. She started writing DarkIsle in her early 20s, but set it aside to concentrate on the other novels.

She said: "When I was unsuccessful in getting my other books published, I picked up DarkIsle again as something amusing to write. I never expected it to be published. Now it's taking off,



which is fantastic. It just shows what can happen if you stick at something."

DarkIsle is published by Strident Publishing: [www.darkislethebook.co.uk](http://www.darkislethebook.co.uk)

**If your interested in buying a copy (£12.99 plus post and packaging), please contact Dawn at: [d-a-nelson@tiscali.co.uk](mailto:d-a-nelson@tiscali.co.uk)**

# FUNNY BONE

## He's no hero...he's my husband!

The great and the good of the Scottish Government gathered in Glasgow's very grand Kelvingrove Art Gallery/ Museum to recognise the tremendous efforts of the emergency services in coping with the terror attack at Glasgow Airport.



First Minister Alex Salmond with real heroes Michael Kerr (on crutches) and Smeato (The Scotsman)

The guest list was impressive – police officers, firemen, bomb disposal staff and – of course, staff from the NHS.

Each invite included guest and partner and our senior press officer Lorraine Dick was amongst the NHS "golden-ticket" holders. Lorraine's hubby, George, had recently had cause to become a customer of the NHS when he fractured his leg while playing 5-a-side football (at his age too!).

So, complete with stookie, George hobbled into the splendour of the occasion with a supporting hand from Lorraine who had earned her place by handling the hordes of international media crews who descended on the RAH in Paisley.

But she found herself playing second fiddle for much of the evening as everyone – including the mother of a very, very senior fire officer and one very, very senior politician – approached said hubby and grasped his hand to say to him "what a hero, you made us proud".

Clearly they had added up one and one and got three ... the man with the stookie wasn't the chap who tackled the terrorist and landed up in the Southern General with a broken leg!

Lorraine, needing no encouragement to put some clarity around the situation, put them right by mentioning "no, he's not the hero. He's my husband – I'm the guest of honour!"

*Ed's note: If I was George I'd have kept them in the dark and got each of them to pledge to buy me a pint! But then again, George was already plastered.*

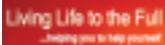
## Medical notes

Sometimes what we write and what we mean can be two different things (and nowhere is that more noticeable than in first draft Staff Newsletter – Editor!)

But below are just some of the gems found on Patients' health records.

- On the second day the knee was better and on the third day it had disappeared completely
- Discharge status: alive but without permission
- Healthy appearing decrepit 69-year-old male, mentally alert but forgetful
- The patient was in his usual state of good health until his aeroplane ran out of gas
- She stated that she had been constipated for most of her life until she got a divorce
- Patient has two teenage children, but no other abnormalities
- Patient was alert and unresponsive
- Exam of genitalia reveals that he is circus sized

# news in brief



## Living life to the full award

Congratulations to the START project who have received the Excellence in

Counselling and Psychotherapy Practice 2007 award for their Living Life to the Full website.

The Living Life to the Full website is a self-help approach for those with mild to moderate depression and anxiety. The fact it can be accessed at home means that it is appealing to people who prefer privacy. It also allows people to work at their own pace at a time that is suitable to them.

Visit: [www.livinglifetothefull.com](http://www.livinglifetothefull.com)

## Take a seat

The Dorcas Society at Glasgow Royal Infirmary has provided 417 new chairs to the hospital specifically designed for the comfort of patients following consultation with Nursing and Physiotherapy staff. The chairs have been donated throughout the hospital but specifically are for the comfort of patients in the Stoke Unit, High Dependency Unit and ITU. Eighty-six wheelchairs have also been donated.

Funds for the new chairs and for the many other donations which the Dorcas Society make to the hospital are raised from the proceeds of the Mabel McKinley tearoom.

Pictured with one of the donated chairs are Sister Prescott and staff from Ward 8.



## Huge thanks

Nic (on the left) and Stef Pitticas presented the proceeds of their 21st birthday bash to the staff of the former Ward 4C, Gartnavel General (now located in the new Beatson).

Nic was treated last year in Ward 4C. As a very special thanks to the ward, both girls decided instead of receiving presents, they would ask friends and family to donate to the oncology ward. The staggering sum of £4011 was raised on the night of their birthday bash!

A further £1095 was also raised when mum Maria, Nic, Stef and friends all took part in the 10k run in Glasgow.

Well done to all who took part and a huge thanks to all who gave so generously.

# NHSGGC In The Headlines

## E.coli outbreak hits the headlines

Staff from the Public Health Protection Unit (PHPU) at Dalian House worked closely with colleagues across NHSGGC and other agencies in the wake of an E.coli O157 outbreak that left one person dead and a number of others hospitalised.

Dr Syed Ahmed and his Outbreak Control Team colleagues undertook a packed programme of media interviews and a press conference to ensure that the public were informed about the outbreak as soon as it was confirmed.

As the situation changed over the subsequent days PHPU and Communications colleagues worked together to maintain an open and transparent approach to the investigation.



## £4m diagnostics investment wins national acclaim

A good deal of positive publicity greeted the news that NHSGGC is investing £4 million in diagnostic services.

Dr Paul Duffy, Clinical Director of Diagnostics, was widely quoted explaining how the investment will be used and the difference this will make to patient care.

Coverage of the multi-million pound investment also noted that five new radiologists' posts had already been filled

at the RAH, the IRH and the Vale, expanding capacity in Clyde, and that new consultants are due to start in Glasgow this autumn.



## Public Health Protection Unit investigate Salmonella outbreak

The PHPU were also involved in investigating another outbreak in August. Several cases of salmonella were believed to be linked to a restaurant in Balloch.

Again, Public Health staff and colleagues from local authorities and NHS Highland worked together to alert the public to any possible dangers. Information was spread via the media to the local population, along with advice and details of signs and symptoms of the illness.



## Put the Record Straight

The claim that a patient had been given a chemotherapy overdose at the Beatson made the front page of the Daily Record - despite the press team not having an opportunity to establish whether the claims were true.

This led to a stream of calls from the UK's media asking about this apparent 'treatment blunder' at the Beatson.

It was the Daily Record, however, that had 'blundered' on this occasion. Within a matter of hours of the story appearing in the paper, we were able to confirm that the claims were completely untrue and that there was no treatment error. As a result, interest from other media agencies quickly faded.

The Daily Record corrected their story the following day

and a letter from the Beatson's Medical Director Alan Rodger to two other papers that had carried the story also ensured their readers were made aware of the facts in this case.



## Glasgow's Commonwealth bid moves ahead

**G**lasgow is now the favourite to stage the Commonwealth Games in 2014 after an official report praised its plans.

The findings in the Commonwealth Games Federation Evaluation Report were markedly more upbeat than the city's Nigerian rival, Abuja. The evaluation commission concluded that: "Glasgow has demonstrated an understanding of the major requirements to stage the Commonwealth Games."

The report also recognised the city's world-class venues for competition and added that with the development of new venues this would leave a positive legacy for both Glasgow and all of Scotland.

Minister for Communities and Sport Stewart Maxwell said: "I'm delighted that the Evaluation Report recognises how much hard work and enthusiasm



has gone into preparing Scotland's Commonwealth Games bid.

"This is another hugely positive step which I hope will help Glasgow secure this once-in-a-lifetime event."

The All Glasgow Committee has praised the people of Glasgow for the outstanding support they have shown to the city and its bid. The Committee also recognised the commitment of NHSGGC and its staff in supporting Glasgow's bid

to host the games.

The final decision on which city will host the 2014 Games will be made at the General Assembly of the Commonwealth Games Federation at its meeting in Colombo, Sri Lanka on November 9, 2007.

**For more information, visit:**  
[www.glasgow2014.com](http://www.glasgow2014.com)

## San Marino Eurospital's champions

**S**ixteen countries and more than 300 health professionals came together in Glasgow at the beginning of September to compete in the 15th Eurospital tournament.

Our own team, made up of 14 players from the Yorkhill site, improved their game this year finishing in fifth place, but it was San Marino who were to take the winning title beating the Czech Republic 2 - 0.

A fun packed

weekend was organised for the teams kicking off with tips from Kevin Keegan at Soccer Circus on Friday evening. Following the matches on Saturday, the teams gathered at Glasgow University's Hunter Hall where everyone was piped into dinner followed by the prize giving.

The weekend proved great fun for players and supporters and couldn't have gone ahead without the tremendous support and help from volunteers.

Next year the tournament will take the teams to Germany.



Winners San Marino with the winning trophy



5th place team Yorkhill representing NHSGGC

## Team Ostrich Breaks World Record



Among the thousands of entrants to this year's Great Scottish Run were this colourful pride of 10 Ostriches.

Marc Wynn and a group of feathered friends set a new World Record at the run and also raised thousands of pounds for the Yorkhill Children's Foundation. In donning their ostrich costumes, Team Ostrich earned a place in the Guinness Book of Records for being the most people competing a 10k in the same costume!

Kevin Keegan at Soccer Circus



Pics courtesy of: John Cooper Photography.co.uk 2007

### STAFF NEWSLETTER

Written by staff for staff with the full support of the Area Partnership Forum

Send your articles, letters and photographs to:

email: [staffnewsletter@ggc.scot.nhs.uk](mailto:staffnewsletter@ggc.scot.nhs.uk)

tel: 0141 201 4995

address: NHSGGC Communications,  
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Glasgow G3 8YZ