



Staff Newsletter **December 2016**



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Chairman John Brown with staff from the Minor Injuries Unit at the New Victoria Hospital

# Out and about with the chairman

▶ JOHN BROWN, CHAIRMAN

**This month started with a return visit to the new Eastwood Health & Care Centre to attend the official opening by Aileen Campbell MSP, the Scottish Government minister for health and sport.**

That turned out to be a busy day as my next stop was to the Beatson West of Scotland Cancer Centre, where I joined Shona Robison, the cabinet secretary for health wellbeing and sport, for the launch of the Beatson Cancer Charity's appeal to support Professor Anthony Chalmers' Radiotherapy Research Project. You will find more details of this initiative in *Health News*.

The following week I attended the Faculty of Public Health's Conference, where I was interested to hear Dr Michael Smith's presentation on the impact of adverse childhood events on

the population's health. Later in the month, I visited NHS Health Scotland, where I discussed the importance of addressing poor health and health inequalities in children with their chairman, David Crichton. Since then, I've been discussing with Dr Linda de Caestecker, our director of public health, how we can do more to tackle the health issues facing children and young adults. You may have seen articles on this by Dr de Caestecker in the media recently.

Accompanied by Board members, I visited the Community Midwife Unit (CMU) in the Vale of Leven Hospital. We were all impressed by the very high standards of ante and post-natal support that the midwives and their colleagues provide to mothers and babies from the CMU.

This is a great example of the quality of care that can be delivered locally. During our visit, we discussed the proposed

changes to birthing services with staff. Overall, it was a very informative visit and this will ensure that Board members are well informed when we consider whether or not this proposal should go forward.

I next had a very helpful and informative meeting with our Clinical Senate, where our medical director Dr Jennifer Armstrong and the Board's clinical directors shared their initial thoughts on the implementation of the National Clinical Strategy and what that means to Primary Care and Acute Services across NHS GGC. I see the early involvement of clinicians in service planning as critical to our success and the Board will continue to work with them and all our stakeholders to develop a vision of the services we expect to deliver in 2020 and beyond.

I visited the Minor Injuries Unit at the New Victoria Hospital, where I was very impressed by the high standard of care that our staff deliver from this Unit, making a valuable contribution to our approach to unscheduled care.

As you will have read in last month's *Staff Newsletter* this is an area that the Board continues to monitor closely and we are very pleased with the service improvements that Dr David Stewart and his colleagues have made in recent months.

Finally, I should mention how much I enjoyed the Celebrating Success Staff Awards event. It was a privilege to meet so many of the people who contribute so much to delivering high-quality health and social care across Greater Glasgow and Clyde.

**I'd welcome any suggestions for other groups of staff or locations for me to visit, email: [staff.comms@ggc.scot.nhs.uk](mailto:staff.comms@ggc.scot.nhs.uk)**

## The Health and Safety inspectors are calling

**The Health and Safety Executive (HSE) is to visit our premises on the week of 16 January 2017.**

The HSE has indicated that it intends to review our processes around the health and safety management of the following areas:

- Sharps/needlestick injuries – the use of safety devices and needlestick injury procedures
- Falls – the main focus will be on patient falls, risk assessment processes etc

● Skin – procedures related to the identification and management of occupational dermatitis. Kenneth Fleming, head of health and safety, is working with colleagues to prepare for the inspections.

He said: "Within NHS GGC, we have robust arrangements to promote the health, safety and wellbeing of our staff, patients and visitors. We strive not only to fulfil our legal health and safety obligations, but to go further

and to continually improve our standards so that our organisation can provide the best and safest possible healthcare for patients, staff and others.

"We regularly carry out our own internal audits to monitor compliance with safety standards and we welcome these external audits as an opportunity to improve further our health and safety performance.

"As we prepare for the visits over the course of the

next weeks, we will be working with colleagues to ensure all staff are aware of the visits and what may be expected of them during an inspection.

"We'll also produce a series of toolbox talks which will be circulated to staff and will provide helpful information on a range of related health and safety topics."

Further details, including the locations to be visited, will be shared with colleagues as soon as they are confirmed.

# New guidance for effective staff engagement

## All NHS staff should expect to be involved in decisions that affect them.

This is one of five commitments that the NHS has made to its staff, which also include commitments to keep staff well informed, treat them fairly, ensure they are appropriately trained and work in a safe environment.

Now, NHSGGC has issued new guidance on good staff engagement.

Drawn up by a group chaired by Jonathan Best, director north sector, the guidance provides simple and practical advice to managers and staff.

Jonathan explained: “We set up a short life working group to examine how effective the organisation was at involving staff in decisions and to take measures to improve this. A snapshot survey of staff from across 14 sites found that, of those questioned, 75 per cent see *Staff Newsletter* (SN), 65 per cent had an induction programme and 67 per cent have regular team meetings.

“More disappointingly, only 51 per cent were aware of organisation’s Facing The Future Together programme and less than half – 47 per cent – receive Team Brief from their manager.

“These themes were similar to the findings emerging from the iMatter programme, which is being rolled out across the organisation, so we thought it was important to address this and develop guidance to enhance staff engagement.”

The guidance has now been issued throughout the directorates and is being incorporated into managers’ training programmes.

**More on the guidance and the iMatter programme is available on the Staff Governance pages of HR Connect.**

# Why reporting incidents is making a difference

## Reporting Serious Clinical Incidents (SCIs) is a positive opportunity to learn and implement improvements to avoid a similar situation happening again.

NHSGGC introduced a system for investigating SCIs in 2008 that is carried out by an independent review group and does not include anyone involved in the actual event.

A root cause analysis methodology is used to establish causation with the consideration of human factors. Part of the process includes communication with the patient involved or their family.

An initial apology is given, together with an explanation that an investigation will take place and an enquiry if there are any particular points the patient or relative would like explored. When the results of the investigation – in which patients and relatives are invited to participate – are made known, this is also an opportunity for any outstanding questions to be answered.

Recognising that this can be a difficult conversation, training has been developed for staff in disclosure skills and a pilot course took place in November.

This duty of candour disclosure training is intended to provide staff with the skills and tools to approach these sensitive conversations with patients or their family who have been involved in an adverse event.

“The ethos behind this is to learn from what has happened”

The purpose is to ensure that this is helpful for the patient and family and less stressful for the member of staff.

As well as investigating the incident itself, a key aspect of the SCI process is to ensure any wider learning for the organisation is adopted.

Karon Cormack, head of clinical risk,

explained: “Recommendations resulting from an SCI are recorded on a central data base. A person is given responsibility for following them up and clinical governance structures are in place to make sure they are implemented.”

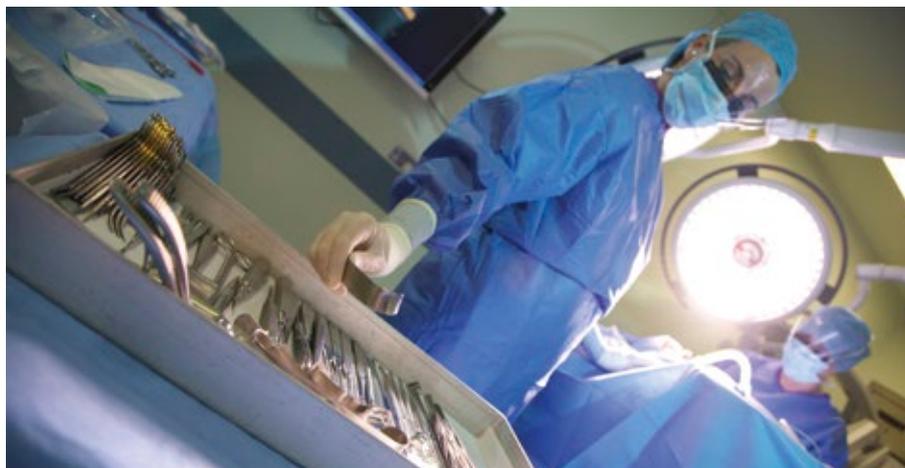
Karon and her colleagues are working with services to consider how they are going to monitor improvements once implemented and determine which are making a difference.

Advances have been made in reducing incidents of wrong side surgery and work is under way to review systems to prevent future medication incidents and investigate any recurring themes.

Our approach to tackling SCIs was commended earlier this year following an inspection by Health Improvement Scotland.

Karon added: “The ethos behind this is to learn from what has happened. The reports are not to apportion blame – they are to try and reduce the chances of incidents happening again and improve patient care.”

**For more information about the SCI toolkit, visit: [www.nhsggc.org.uk/staffnet/scii-toolkit](http://www.nhsggc.org.uk/staffnet/scii-toolkit)**





# Take your pic from our free library

## PHOTO LIBRARY

Scotland's NHS Photo Library will celebrate its seventh year in 2017. It's continued huge success and growing reputation is based on the extremely high-quality photographic images it hosts.

More than 4,000 NHS staff are registered users of this rich resource, which guarantees all who use it that every picture is quality assured – AND FREE!

The library hosts 6,800 images covering a huge variety of topics from mental health to surgical procedures, from care of the elderly to health improvement, pregnancy





“The library hosts 6,800 images covering a huge variety of topics from mental health to surgical procedures”

and breastfeeding to NHS support services, including laundry and kitchen staff at work.

Every NHS employee with an NHS email address has access to the library and every month, an average of 40 new people register to become users.

The images have been used in slide presentations, marketing initiatives and all sorts of publications including newsletters, patient leaflets and websites.

The library came about as a result of NHS Communications teams across Scotland getting together to plan and deliver a quality assured and copyright-free resource for all boards and all NHS staff to access.

If you haven't used the NHS Scotland



Photo Library yet, why not have a look and see how it could help you improve the quality of the presentations or publications you are involved with?

As our comms team run it, organise the photoshoots, quality assure the images and get all the appropriate permissions for repeat usage by NHS staff, most of these photoshoots take place in NHSSGC and we are very grateful to our staff for contributing and being our “models”.

It's easy to use. Registration is free. Every image is checked and triple checked to ensure it complies with uniform policy and infection control policies.

By saving on individual board photography, this shared resource has saved NHS Scotland many thousands of pounds over the past few years so use it to enhance your work and to improve financial efficiency.

Here we feature some of the new images uploaded in the last few days to enhance our existing rich library of photography.

Register at [www.nhsscotlandphotolibrary.org](http://www.nhsscotlandphotolibrary.org)



# Speak up without fear

## We are supporting the Smoking in Cars campaign

**From 5 December, new legislation is being introduced in Scotland to protect children and young people from the harm caused by second-hand smoke (SHS) during car journeys.**

Research has demonstrated the dangers of SHS can include increased risks of heart disease, respiratory diseases and cancer.

Exposure to SHS in cars involves higher concentrations of health-threatening chemicals than in larger, open areas.

Even if the windows are opened or air conditioning is used, harmful particles can remain in the atmosphere long after the visible smoke has disappeared.

The Smoking Prohibition (Children in Motor Vehicles) (Scotland) Act 2016 creates a new criminal offence, committed by any adult (aged 18 or over), where that adult smokes in a private motor vehicle in the presence of a child (under 18 years of age) while that vehicle is in a public place.

For more information, visit [www.protectyourkids.scot](http://www.protectyourkids.scot)

\*Staff are also reminded that it is illegal to smoke in a work vehicle at any time.



**It is important that all staff feel assured they can raise whistleblowing issues, safe in the knowledge that they will be treated with complete confidentiality and the concerns raised taken seriously.**

Morag Brown, non-executive board director and joint chair of the Staff Governance Committee, is determined in her role as NHSGGC whistleblowing champion to ensure all staff are fully aware of how they can raise issues of concern, but, most importantly, that all staff feel confident that the systems in place guarantee confidentiality and protection against any come back against the person raising an issue.



Morag Brown - whistleblowing champion

Morag is fully supported in this by the Area Partnership Forum and Staff Governance joint chair Dorothy McErlean.

Between April 2015 and March 2016, NHSGGC received and investigated five separate whistleblowing issues. They led, in some cases, to actions being taken to address clinical safety issues.

Morag told SN: "My role is not to investigate issues raised - that is for others (detailed in the panel at the foot of this article). It is my role to be assured that our policies on whistleblowing are widely known and publicised, that staff know how to raise an issue, that issues raised are fully investigated and the outcome shared with staff, that



Dorothy McErlean  
- fully supportive

improvements take place and that staff can use the system sure in the knowledge that they can do so confidently and with total confidentiality.

"I have asked our Communications team to prepare posters and create a series of other staff communications via Core Brief and on our StaffNet and other social media platforms promoting the policy and the systems available to raise concerns."

Meanwhile, the Scottish Government is currently considering responses to a recent national consultation on proposals to introduce a new position of Independent National (Whistleblowing) Officer - with an announcement expected sometime in the next year.

## How to raise a concern

Raise with your line manager or trade union representative.

Call board secretary John Hamilton in strict confidence on 0141 201 4608. Mr Hamilton will direct to the most appropriate of three nominated

directors (Dr Linda de Caestecker, David Loudon or Catriona Renfrew).

There is also the option of referring a whistleblowing case to our nominated non-executive director Rona Sweeney.

There is always the option for any staff to opt to call national confidential alert line on 0800 008 6112.

**The Whistleblowing Policy can be found on StaffNet as part of the Code of Conduct for staff.**

# We're 'all ears' when it comes to what patients tell us

December sees the launch of a campaign to encourage patient feedback and promote the value of that feedback to all healthcare professionals and support workers.

When it comes to improving services and the patient experience, there is no better way than to listen to what our patients and their carers have to say.

We've created short educational films to give real examples of how feedback can lead to real improvements for everyone. The films are short and sharp and get right to the point... they also feature our staff in real work settings and involve patients and volunteers too.

The films are hosted on our website and StaffNet and will be used as part of the induction process for new staff coming to work with us. The films will be available in universities where our nurses and doctors of the future are training.

In the past year, NHSGGC has gathered

in the comments of more than 10,000 patients through our various "feedback" mechanisms, but that's just one bit of the big picture.

The real trick is using that information constructively to identify things that can be changed or adapted to make

"In the past year NHSGGC has gathered in the comments of more than 10,000 patients

them better... or to realise what works really well for the patients and make sure it is done consistently right across the organisation.

Posters will appear in your places of work over the next few weeks promoting awareness, the various means of gathering feedback and also encouraging



staff and the public to watch the films.

One film is specifically aimed at staff, another is for patients and a third is a generic script promoting and encouraging everyone to speak up to achieve even greater patient-centred care.

The films and posters will be promoted through mainstream media and social media channels.

To view our short films promoting patient feedback, visit: [www.nhs.gov.uk/patientfeedbackvideos](http://www.nhs.gov.uk/patientfeedbackvideos)

To give us your feedback, visit: [www.nhs.gov.uk/patientfeedback](http://www.nhs.gov.uk/patientfeedback)



## Well done

Congratulations to the Sandyford Digital Media Project and the Aye Mind Project, who both made it through to the finals of the 2016

The Herald Scottish Herald Digital Business awards. Both the Sandyford and the Aye Mind development teams are working with multiple partners to harness digital technologies for the wellbeing of young people and others.



## Staff flu vaccination

**Jennifer Reid, immunisation programme manager, is appealing for more staff to come forward and get their flu vaccination.**

She said: "So far, 24.8 per cent of staff have received their vaccinations and I would like to thank each member of staff who has taken the time to be vaccinated.

"But it is vital that more staff come forward and be vaccinated against the seasonal virus to protect themselves, their families and patients.

"The mass staff vaccination clinics have finished, but staff can still receive their flu jab through occupational health or peer immunisation."

To make an appointment through Occupational Health to get your flu vaccine, tel: 0141 201 0600.

**Staff wishing to run a peer immunisation session should contact Agata Janicka by email: [PeerImmunisationBooking@ggc.scot.nhs.uk](mailto:PeerImmunisationBooking@ggc.scot.nhs.uk) or tel: 0141 201 4464.**

# Staff support for court witnesses

Rachel can be contacted on 0141 201 0427, by email: [Rachel.McGowan@ggc.scot.nhs.uk](mailto:Rachel.McGowan@ggc.scot.nhs.uk) and staff seeking witness support can also write to the generic email address: [NHSGGCWitnessSupport@ggc.scot.nhs.uk](mailto:NHSGGCWitnessSupport@ggc.scot.nhs.uk) - which is constantly monitored.

## Being cited as a witness can be a nerve-wracking experience.

Staff may be called upon to give evidence at various types of hearings and court cases, ranging from Fatal Accident Inquiries (FAIs) to Nursing and Midwifery Council (NMC) hearings and criminal cases.

If you are asked to appear as a court witness, Rachel McGowan, our legal claims manager, is here to help.

Her role includes managing a case load of legal claims, all procurator fiscal inquiries and working closely with the Scottish Fatalities Unit and their investigations.

As part of her role, she also supports staff who appear as witnesses.

Rachel explained: "Facing a panel at an NMC investigation and answering questions in a legal environment

can feel like quite a grilling, for both the witness and registrant.

"What I can do is give practical support and guidance about the different processes, and be a listening ear for anyone who has anxieties and or concerns."

Rachel can arrange to take staff to courts for familiarisation visits, and offer to accompany them to the hearing itself: "I appreciate that some of the details presented in court and at FAIs can be distressing, but I believe that the support I can offer can help staff become better witnesses."



Elaine (middle) with Charles Connolly, purchasing officer (left) Martin Anderson, ward product manager (right) and Susan Osborne, buyer (on the exercise bike)

## Our upcycling champions

**Cost-conscious staff in procurement are on target to hit the £1 million figure in savings by upcycling furniture and equipment from former sites.**

With a little bit of TLC repair and cleaning work thanks to Scottish Supported Business sector companies, the equipment has been given a new lease of life.

It is being stored in the ground floor of the former Queen Mother's Maternity Hospital until it is brought back into use.

Since February, purchasing lead Elaine Gray and her team have avoided spending around £800,000 on replacing

everything from beds and lighting to exercise bikes.

Elaine said: "There's scarcely anything we won't consider to upcycle. Every item we take from decommissioned sites is carefully checked over to make sure it can be re-used.

"If colleagues are planning to purchase equipment, please get in touch.

"There's every chance that we will have a usable replacement that will save your department avoidable costs."

**To find out more, contact Elaine, tel: 0141 211 5514 or [elaine.gray@ggc.scot.nhs.uk](mailto:elaine.gray@ggc.scot.nhs.uk)**

### COMPETITION

# WIN £200

worth of Argos vouchers

A wee boost of £200 at the beginning of the year - what would you spend it on? We are giving you a fantastic opportunity to boost your purse strings with £200 of Argos vouchers.



Simply answer the question below and email your answer, along with your name and work location, to:

**[competitions@ggc.scot.nhs.uk](mailto:competitions@ggc.scot.nhs.uk) or send to: Corporate Communications, JB Russell House, Gartnavel Campus, 1055 Great Western Road, Glasgow G12 0XH.**

**Q: When is the HSE visiting NHSGGC?**

The competition is open to all NHSGGC employees. Only one entry per person. Winners must be available for a photograph, which may be printed with their details in future issues of SN. The closing date for entries is 31 December 2016. Prizes must be claimed within four weeks of the closing date.