



Staff Newsletter August 2017



Meet Dr Scissor Hands

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Pride in Glasgow



What is Pride?

Pride Glasgow is Scotland's largest Lesbian, Gay, Bi-sexual, Transgender and Intersex (LGBTI) celebration. The Festival takes place at Glasgow Green on 19 and 20 August with the site open from noon on Saturday and 1pm on Sunday. This year, the theme is the importance of LGBTI families, whether biological or for those who have created families made up of friends and other loved ones.

Though the emphasis is on fun, there is a serious side. LGBTI people still experience persecution and discrimination. There are countries where being in a same-sex relationship is considered a serious crime and in a few, it's punishable by death. Pride offers an opportunity for LGBTI people and straight friends and family to join together in a place of safety to celebrate achievements and campaign for further equality.

What's it got to do with the NHS?

It's important the NHS is visible at Pride. Stonewall's *Unhealthy Attitudes* report (2015) suggests the NHS still has some way to go before it can claim to be truly inclusive of LGBTI people. The report showed 24 per cent of staff had heard colleagues make negative comments about LGB people.

NHSGGC will be celebrating its fifth year at Pride Glasgow by taking time to chat to festival goers about the range of services available and capturing people's experiences of using them. NHSGGC's Steve Retson Project will promote its specialist sexual health service for gay, bi-sexual and men who have sex with men. For the third year, this will include free and confidential HIV testing from a specialist unit on site. Sandyford Sexual Health Services will also be on site to promote its services to young people in particular.

The Equality and Human Rights Team will be capturing people's experiences as patients and employees and chatting through opportunities to make improvements and share good practice.

Out and about with the chairman

▶ JOHN BROWN, CHAIRMAN

Over the past few weeks, I've been kept busy attending a number of meetings concerning how we deliver the national Health & Social Care Delivery Plan.

That involved discussions with colleagues from both the NHS and local authorities around how we can ensure that the aims and objectives of the Delivery Plan can be achieved across Scotland. This work is progressing well and I expect you will hear more about how you can get involved in designing and delivering the changes required to integrate health and social care later this year.

If we are to achieve our ambition of delivering better health and better care at the same time as creating a better workplace and ensuring value for money, we all need to play our part in supporting the creation of more joined up, patient-centred services.

Jane Grant and I also spent some time this month meeting with local MPs and MSPs to listen to their thoughts on what we need to do to improve our services and I was pleased to hear how much they value the hard work and commitment of everyone working in Greater Glasgow and Clyde. The politicians were also keen to hear about how Jane and the executive leadership team are developing their proposals for taking the health and social care agenda forward. Over the coming months, we will continue to meet with politicians and other key stakeholders to ensure they have an opportunity to be involved in developing the plans to improve our services.

A highlight of last month was my attendance at the presentation of the Glasgow Volunteer Charter Mark to NHSGGC. This event was held in the Glasgow Concert Hall and the Health Board was also presented with an award recognising the work of the team of volunteers based at the QEUH. At the event, I met some of the people who volunteer at the QEUH and welcomed the opportunity to thank them on behalf of the Board for the great work they do to support our patients. I'd like to take this opportunity to extend those thanks to everyone that volunteers across Greater Glasgow and Clyde.

I also spent an interesting afternoon at the GRI, where I attended the Medical



Staff Association's Annual General Meeting. This was another opportunity for me to meet with our consultants and junior doctors and hear what their ambitions were for acute services. As you would expect, we also talked about some of the things that were getting in the way of delivering the high level of care that we all want to provide to patients and I was pleased to hear how willing this group is to be involved in finding better ways to deliver our services.

As usual, I spent some time hosting visits from the Cabinet Secretary and other Scottish Government Ministers. Shona Robison MSP visited the sites of the new Gorbals and Woodside Health & Care Centres to mark the progress being made to add these to the growing list of new buildings in the Board's area. With the addition of these centres, we have already invested £115m in new health and care centres and this clearly reflects the commitment to supporting the integration of health and social care in communities across Greater Glasgow and Clyde.

I then attended another great example of investing in our buildings to improve the service that our patients receive when I was invited to the press launch of the McMillan Cancer Support's development of the front entrance of the Beatson West of Scotland Cancer Centre, pictured above.

This is being extended and refurbished over the next six months. Macmillan's £2.2m investment will create a larger, brighter and more comfortable area that acts as a support hub and provides space for patients and families to spend time together.

If you would like me to visit your department or ward, email: staff.comms@ggc.scot.nhs.uk



SCIENCE FICTION SURGERY IS A REALITY AT QUEEN ELIZABETH

Pioneering 'robot surgeon' is improving treatment for prostate cancer patients across the west of Scotland

▶ ROBOTICS

The combination of a surgeon's skills, an experienced clinical team and a robot called da Vinci is delivering fantastic outcomes for men suffering from prostate cancer.

In the past year, almost 200 patients from all over the west of Scotland have been referred into the Queen Elizabeth University Hospital to have robotic-assisted laparoscopic prostatectomy. And in the year ahead, that number will increase to nearer 300.

This development in surgical techniques and technology delivers better outcomes, reduces side effects, reduces the chances of surgical complications and dramatically shortens the length of the post-operative hospital stay. In many cases, a patient can leave hospital a day after surgery and return to work within a couple of weeks.

We are currently in the position where Imran Ahmad and Mark Underwood are delivering this regional service, with



a further surgeon, Jaimin Bhatt, in training. A fourth experienced surgeon, Lorenzo Dutto, from the largest-volume prostatectomy centre in Germany, is joining the team in early 2018.

As a result, we are beginning to see a positive impact on waiting times, which have reduced from 17 to 10-12 weeks. Early

"In many cases, a patient can leave hospital a day after surgery and return to work in a couple of weeks"

outcome data is also extremely positive and in line with, or better than, data from international centres of excellence. This is testament to the skills of the regional team that includes the surgical team, radiology, pathology, specialist nursing and administrative staff.

Referrals come from each of the NHS Boards in the west of Scotland with robust patient pathways agreed by the regional Managed Clinical Network for Urological Cancers to support delivery of as much care as possible close to the patient's home.

Initial diagnostic work takes place in the patient's local health board where treatment options are discussed. If surgery is the preferred option, the patient is referred to the regional team, who review and plan their surgical care. The use of robotic

techniques has reduced the average length of stay from four to one-two days, with the majority of patients discharged directly to home and their ongoing management transferred to their local healthcare team.

Our photograph below left shows surgeon Imran Ahmad operating a highly sensitive machine giving him 3D vision inside the patient. Using a thumb and the middle finger on each hand, he completes intricate incisions and controls aspects of movement with foot pedals to add further flexibility and control.

Imran's movements result in the four "arms" of robot da Vinci responding to his instructions. The arms extend tiny incisors through small "portholes" in the patient's body similar to keyhole surgery.

One arm controls the camera and the others can lift, cut and stitch according to the controls of the surgeon. A full team of anaesthetic specialists, advanced scrub practitioners and theatre assistants are there to ensure everything goes smoothly for the patient and the whole operation to remove a cancerous prostate can be completed in two hours... without the robot, such an operation could have lasted five hours.



Cross-system care is the way forward

Cracking the problem of performance meant identifying the problem first

It would seem impossible for a hospital to be running at more than 100 per cent occupancy of emergency medical beds.

But, in fact, this is the case at both Glasgow Royal Infirmary (GRI) and the Queen Elizabeth University Hospitals (QEUH)... and at the Royal Alexandra Hospital, it runs at 97.5 per cent occupancy.

The ideal we should aim for to ensure resilience and capacity peaks is 85 per cent.

At the GRI and QEUH, occupancy levels of more than 100 per cent are achieved by using beds that should be for planned activity. The result is pressure on emergency departments, patient waiting time targets being missed and, ultimately, the need to cancel some planned activities.

Media commentators and, indeed, some of our own staff, speculate that we have simply got the bed model wrong.

Deputy medical director Dr David Stewart has been working with a wide range of clinical colleagues both in our acute hospitals and in the community to analyse the issues and ultimately "crack the problem".

His conclusion is that more beds and more staff is simply not the answer... bed numbers are not the problem at the root of our performance issues.

Presenting his findings to the Board, Dr Stewart delivered a very upbeat message: "We have identified that there is a very significant opportunity to improve our performance against national targets and deliver better care to patients.

"We currently admit more patients from emergency department (ED) to hospital beds than other comparable boards in Scotland. Even allowing for deprivation levels in our communities, the admission rates are very high.

"At first it might seem that our clinical teams are inappropriately

"Improvement is under way – the results will come through. Working with our HSCP partners, the patient treatment choices will be greater and patient outcomes will be better, and the acute hospital performances will improve" Dr David Stewart

admitting patients. But the main conclusion is that our ED and acute medical teams simply don't have enough appropriate alternatives to offer.

"In short, we need to develop a bigger menu of options as alternatives to hospital admission... and urgently deliver the aims of the 2020 vision outlined in the National Clinical Strategy for Scotland and the Health and Social Care Plan.

"The integrated pilot project at the RAH in Paisley is delivering proof that collaboration with health and social care colleagues and acute unscheduled care teams at the front door of the hospital makes a real difference.

"We need to build on and fine-tune front-door triage and assessment models. We need to work with care homes to avoid unnecessary acute admissions. We need more alternatives to admissions and to help patients avoid unnecessary admission to hospital.

"Cross-system primary care, social care and acute care is the only way we can deliver for our patients and improve our performance against the four-hour emergency department target to see, assess, treat and admit or discharge.

"Much of this work is already under way. We have exemplar wards in our hospitals driving up efficiencies in timely discharge, improved prescription regimes and new doctor



The Royal Alexandra Hospital runs at 97.5 per cent occupancy

rounds protocols. A frailty pilot at the QEUH is also showing some really positive results.

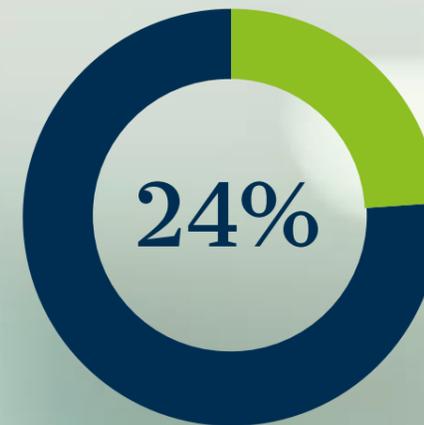
"Now we have identified what needs to be done, we can accelerate the process to deliver the changes that will deliver for our patients and our performance targets."

Dr Stewart's mantra is: "No one in a hospital bed who doesn't need to be there."

SEE THE PRESENTATION

The full detail of Dr Stewart's presentation is persuasive and hugely encouraging. Staff will be able to see him present the detail on an exclusive staff Webex to be broadcast later in August. Watch out for details in your Core Brief and StaffNet Hot Topics for the date and the details.

HOW THE FIGURES STACK UP



of all acute bed days DO NOT meet acute hospital criteria



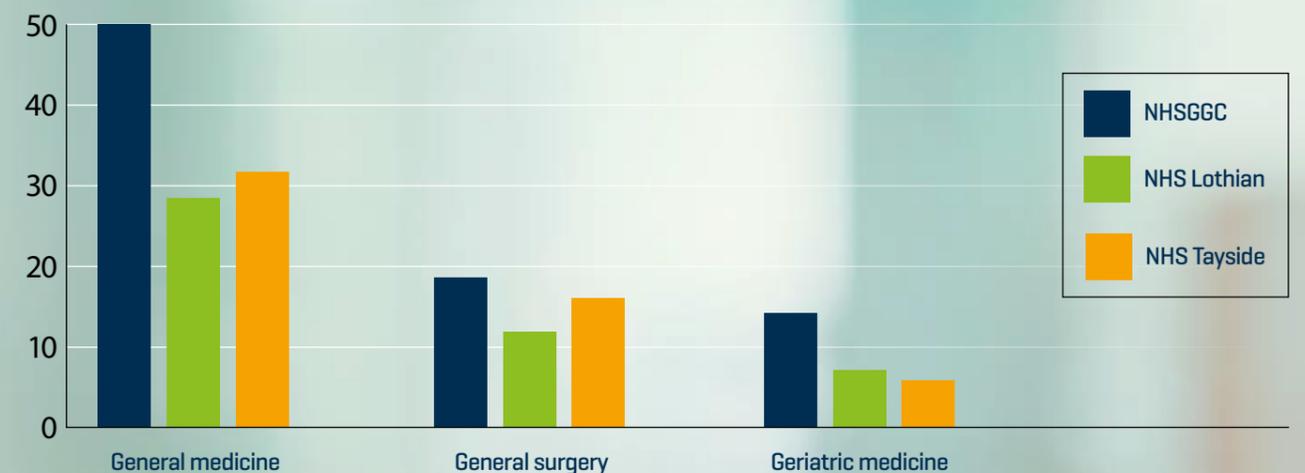
of all bed days in care of the elderly wards DO NOT meet acute hospital criteria [many of these patients would require alternative provision for rehabilitation]



of all bed days in non care of the elderly wards DO NOT meet acute hospital criteria

EMERGENCY ADMISSIONS RATE COMPARED TO LOTHIAN AND TAYSIDE

Non-elective crude admission rate (per 1,000) by selected health boards (of residence)



FOR EVERY 100 PEOPLE ATTENDING THE EMERGENCY DEPARTMENT:



Based on NHS GGC admission numbers, this equates to admitting an additional **13,000 PATIENTS** per year than NHS Lothian

ALTERNATIVES TO ADMISSION FRAILTY SPECIFIC ED PATHWAYS



Steps to a healthier body

Want to lose weight and get fitter? We're here to help

Nearly two-thirds of the adult population are overweight or obese. NHSGGC staff are no different, with recent surveys suggesting nurses and healthcare workers may have even higher levels of obesity.

Keeping to a healthy weight or losing some weight has real health benefits. By losing just 5kg, you will immediately lower your blood pressure and cholesterol levels and improve your mobility, reducing aches and pains.

Staying focused and making the changes long term can be a challenge, but don't lose heart – many of us are in the same situation and helping each other can make it easier.

The health of our staff is a key priority to NHSGGC so we've introduced a range of services and support to help colleague who want to have a healthier body.

Whether your goal is about shedding excess pounds or getting into your jeans, we've introduced resources, services and links to help you stay motivated or give you some practical support.

Getting started with your own weight loss

If you want to lose weight, making small, realistic changes to your diet and level of physical exercise will help you kick-start your weight-loss journey. Our practical guide *Eat Well Feel Good Look Great Lose Weight*, available to download from the Healthier Body webpage, will help get you started and build the foundations for a successful, effective weight loss that you can maintain over the long term.

www.nhsggc.org.uk/healthyweight

Greater Glasgow and Clyde Weight Management Service

Staff who are overweight and have diabetes, heart disease or a history of stroke can now self-refer to Glasgow and Clyde Weight Management Services by calling: 0141 211 3379 (Monday-Friday 8am-4pm) or by completing an online referral form.

www.nhsggc.org.uk/healthyweight

On receipt of referral, individuals will be

directed to either the Community Weight Management Service or the Specialist Glasgow and Clyde Weight Management Service, based on health condition and weight. Both services are free.

Community Weight Management Service in partnership with Weight Watchers

- eligible staff will be given 12 weeks full free membership to Weight Watchers
- eligible staff will follow a programme combining healthy eating, physical activity and behaviour change techniques
- eligible staff who successfully attend and lose 5kg will be considered for a further 12-week block.

Specialist Glasgow and Clyde Weight Management Service

- following an initial assessment, individuals will participate in a lifestyle intervention programme delivered in a group setting
- the service will help:
 - ⊕ change eating behaviours and improve physical activity levels
 - ⊕ set realistic weight loss goals to improve health and give tools needed to maintain weight loss over time
- specialised liquid diets, medication and surgery will be considered as appropriate
- additional input from specialist physiotherapy and clinical psychology will be offered where required.

Weigh in @ Work

Want to start a workplace weight management group with your colleagues?

Weigh in at Work (WI@W) is a handy pack that provides useful topic information for you to run your own informal workplace weight management group.

The group can work through the pack's modules to help reach and sustain a healthy weight: BMI measurement, setting a realistic target, eating plans, becoming more active and tips for staying on track.



Lorraine Crawford supporting a WI@W group member

Training is available for group leaders too – it couldn't be simpler!

Dedicated WI@W sessions for staff who are not part of a local group are run at our major acute sites – the Royal Hospital for Children, New Stobhill Hospital, New Victoria Hospital, Royal Alexandra Hospital, Garnavel General Hospital and QEUH. These are run by the Support and Information Services (SIS) and local volunteers.

To order a pack for your local group or to find out about our training sessions or the SIS sessions, email: healthyworkinglives@ggc.scot.nhs.uk or call 0141 201 4860.

Activestaff

Physical activity can help support weight loss, as well as boosting our energy and lifting our mood. Whether you want to de-stress, lose weight quicker, tone up or achieve your fitness goals, Activestaff can help – www.nhsggc.org.uk/activestaff

Activestaff offers a wide range of activities, ranging from walking challenges and football tournaments to free on-site classes for staff. From tai chi and yoga to Metafit and Fatburn Extreme, they aim to cater for all levels of fitness. You can also take advantage of discounted leisure membership for local authority facilities.

Healthier food options

NHSGGC is the first health board in Scotland to have implemented a Healthy Retail Policy, which has increased the opportunities to purchase healthier options in our vending machines, cafés, dining rooms and shops.

New products have been sourced, recipes have been altered and now all facilities meet the Healthy Living Award Plus criteria (HLA+). This means that whether you visit the Aroma café/dining, Souped Up and Juiced, Deco Coffee, Mabel McGinley's, Beatson Cancer Charity or any other hot food provider, 70 per cent of the food and drinks now meet the nutritional criteria, meaning they are lower in sugar, fat and salt.

Not only that, we have now implemented the new National Healthcare Retail Standard (HRS). This means that all shops and trolley services such as the RVS, WH Smith, Marks & Spencer, the Churches Tea Bar, Café Connect and Befriending Rendezvous Café now ensure that at least 50 per cent of all food meet the nutritional criteria: lower in sugar, fat and salt and 70 per cent of all drinks are sugar free or 0.5g/100ml.

Wherever you go on our acute sites, all 53 of our units either adhere to the HLA+ or the HRS... it's easier to make a healthy choice!



HealthierBody



A Healthier Place to Work

Creating a mindful culture

As part of NHSGGC's A Healthier Place to Work campaign, Mindfulness training has been helping our staff to reduce their stress levels and feel more resilient.

Mindfulness Taster sessions and eight-week Mindfulness Based Stress Reduction (MBSR) Courses have been running since January 2016. More than 400 staff have attended a taster session and about 200 staff have benefited from the full course. More are planned across our hospital sites in the coming six months – keep an eye on StaffNet for more details.

An external evaluation found that the courses helped in reducing the stress levels of participants and recommended the continuation of courses for staff, alongside a strategic approach that would encourage the organisation to develop a mindful culture. Some of our participants have commented:

"I have changed my life since the course. I cope better with stressful situations and the issues that arise."

"I attended the sessions at Cowllairs and I loved them. They were the best part of my week, being

able to have two hours [guilt free] of 'me' time and the opportunity to meet some amazing friendly people and learn a new skill. I would highly recommend the mindfulness sessions for anyone. I think even to have the knowledge that you as an individual have the ability to control your emotions and reactions has been a very valuable tool."

"I have a much healthier perspective on life and work and have found some confidence and belief in my ability and knowledge that I am doing a great job again – something I was always proud of a few years ago."

Mindfulness was added to the existing suite of activities to tackle stress at work including a Mental Health and Wellbeing Policy, Stress Risk Assessments, training for managers and training and awareness sessions for staff.

Visit the Stress and Wellbeing page on HRConnect for more information: www.nhsggc.org.uk/stressintheworkplace

Be cyber safe at work and home

A strong password is your first and best defence against cyber criminals.

Hackers can use your email, social media and online banking accounts to gain access to all your personal details, leaving you vulnerable to identity theft or fraud.

The best security in the world is useless if a malicious person has your username and password.

Passwords are your keys to your online life – it's just like locking your front door or your car: keep them safe and don't have the same key for every lock. So the use of strong passwords is essential in order to protect your security and identity.

Following some simple steps will make it much harder for cyber criminals:

- use the combination of three random words, numbers and non-alphanumeric characters such as ~ ! @ # \$ % ^ & * to create a strong password, e.g. @SeeCatEek or !SeeCatEek28
- never use any word that is related to you and may be easy to guess, for example by looking at your social media pages. Absolutely never use:
 - current partner's name
 - child's name
 - other family members' names
 - pet's name

- place of birth
- favourite holiday
- something related to your favourite sports team
- look after your password – never disclose it to anyone. If you think that someone else knows your password, change it immediately
- don't get caught out – factory set default passwords being left unchanged is one of the most common password mistakes that users make.

For more cyber safe information, visit [Be Cyber Safe on StaffNet](#)

Meet the activators



At Activestaff, our staff physical activity champions – or Activators – are here to support their colleagues to become more active. Whether it's sending emails and putting up posters or leading classes and jogging groups, our Activators' passion and enthusiasm shines through.

Now, we want as many people as possible to know who the Activators at their site are, so we'll be creating profiles for each of them on our website. Make sure to check it out so you know who your first port

of call can be for all things physical activity.

Also, if you would be interested in becoming an Activator at your site, email: activestaff.legacy2014@ggc.scot.nhs.uk for more information.

For more information on Activestaff, visit: www.nhsggc.org.uk/activestaff



COMPETITION

WIN

an Amazon Echo



Enter this month's competition to be in with a chance of winning the latest gadget! Amazon Echo is a hands-free speaker you control with your voice.

Echo connects to the Alexa Voice Service to play music, provide information, news, sports scores, weather and more. Echo has seven microphones and beam-forming technology so it can hear you from across the room. Echo is also a speaker that can fill any room with 360° immersive sound.

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

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

Q: What is the name of our prostatectomy robot?

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 August 2017.