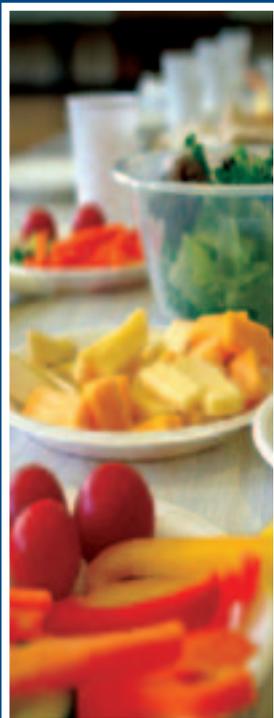
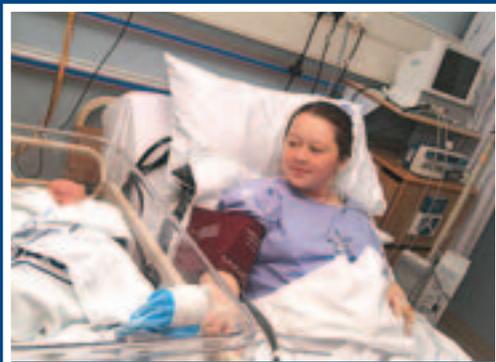


NHS

Greater
Glasgow



2003 ANNUAL REPORT



ANNUAL REPORT - How NHS Greater Glasgow

Chairman spells out priorities

By Sir John Arbuthnott
Chairman
NHS Greater Glasgow

IN MY first months as Chairman, I identified three significant priorities for action, beyond those on which the Board was already working.

The first was to improve our communications - with the public, with staff and the wide range of partners and stakeholders. I believe we have made a good start with the publication of the first editions of our Health News and of a staff newsletter.

My second objective was to make more strenuous efforts to address the growing health inequalities gap within Greater Glasgow. In collaboration with the University of Glasgow, Glasgow City Council and the Scottish Executive Health Department, I have been developing proposals for the Centre for Population Health, a centre of international standing as a focus for improving health in Greater Glasgow at a faster rate than currently we are achieving.

Thirdly, recognising the challenge which the NHS will face in the coming years in ensuring that we continue to have a workforce which is shaped to deal with the demands of modern health care, I have been keen to foster much closer working with the higher and further education sectors in order to ensure that we can meet the workforce demands of future years.

You will see from later sections of this report that the Board can look back with a sense of achievement in having met its key service and financial objectives for 2002/2003. Among the highlights are improvements made in the treatment of cancer, heart disease and mental illness, and



SIR John Arbuthnott

in the continuing developments in primary care, palliative care and services for the elderly.

I am fully aware of the further challenges which lie ahead next year and beyond in order to ensure that we continue to meet the improving waiting times and other service standards set by the Health Department while pushing ahead with our various programmes for modernising the delivery of care, at a point when the Board's financial position is difficult. We shall continue also to work to strengthen "single system" working in taking forward the "Partnership for Care" White Paper, not least in delivering the key responsibilities of health and clinical governance, staff governance and corporate governance.

In looking forward to these challenges, I record my grateful thanks to the 33,000 staff who work across all sectors within NHS Greater Glasgow and who strive to ensure that high quality care is delivered consistently to our fellow citizens.

I conclude with my thanks also to my predecessor, Professor David Hamblen, for his leadership of the Board in five years as Chairman, and to Professor Gordon Dickson and Dr Fiona Marshall, both of whom served as Non-Executive Directors for nine years, completing their distinguished terms of office at the end of February this year.

NHS GREATER GLASGOW - ACUTE HOSPITAL INPATIENT AN



SPECIALITY SURGERY/PROCEDURE	PLANNED	EMERGENCY	TOTAL
Bladder function etc.	8,606	2,712	11,318
Ear, Nose and Throat	3,740	1,292	5,032
Eyes (Ophthalmology)	5,272	717	5,989
Female reproduction (Gynaecology)	8,449	2,726	11,175
Hips, knees, back pain (Orthopaedic)	5,471	7,917	13,388
Scar repair, skin cancers, breast reconstruction (Plastic Surgery)	5,086	1,476	6,562
Brain (Neurosurgery)	1,308	1,645	2,953
Brain (Neurology)	1,212	606	1,818
Children (Paediatrics)	12,033	11,303	23,336

PERFORMANCE AGAINST FINANCIAL TARGETS

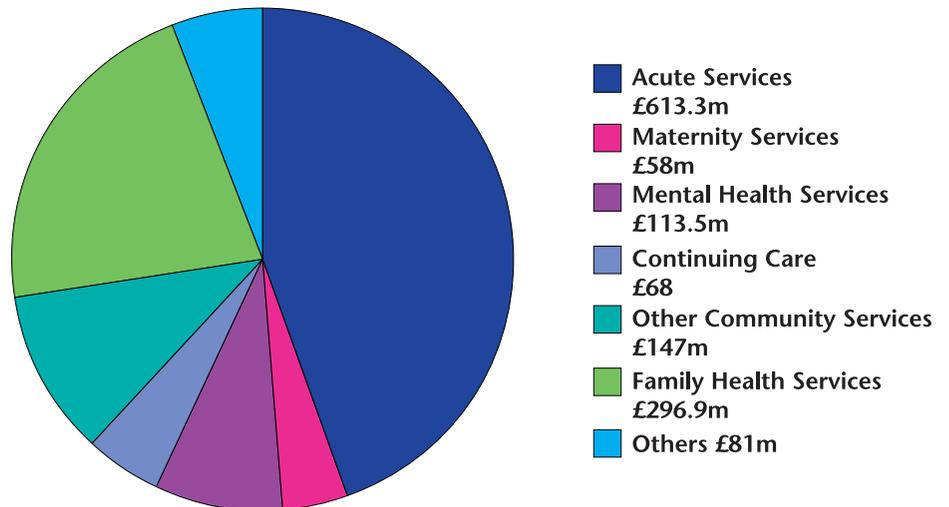
THE Scottish Executive set three budget limits at a NHS Board Level on an annual basis. NHS Boards are expected to stay within these limits. The consolidated performance against these limits during 2002/03 was as follows:

	Limit as set by SEHD £'000	Actual Outturn £'000	Variance Over/Under £'000
1 Revenue Resource limit	1,252,465	1,240,302	12,163
2 Capital Resource Limit	41,611	40,218	1,393
3 Cash Requirement	1,048,500	1,048,489	11

Individually, the Board and each of the four Trusts met all of their financial targets for 2002/03.

Financial Information

The following chart shows the Net Operating Cost of Greater Glasgow NHS Board.



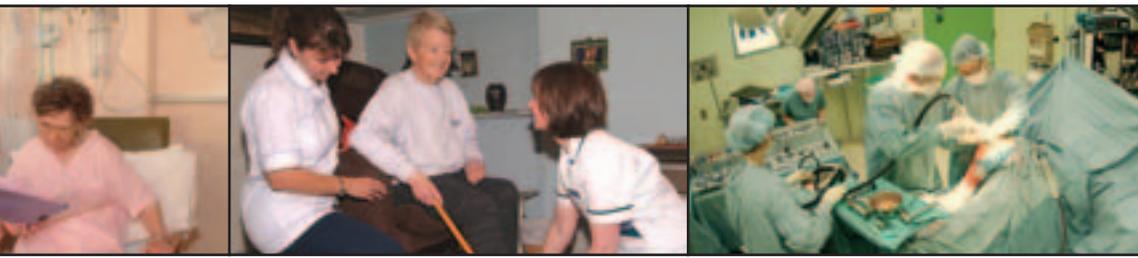
WHO WE SERVE

NHS Greater Glasgow's 33,000 staff provide a range of health services for 903,450 people living in:

- The City of Glasgow
- East Dunbartonshire
- West Dunbartonshire (Clydebank)
- South Lanarkshire (Rutherglen and Cambuslang)
- East Renfrewshire (Eastwood)
- North Lanarkshire (Steps-Moodiesburn corridor).

performed last year

INPATIENT AND DAY CASE ADMISSIONS 2002-2003



SPECIALITY SURGERY/PROCEDURE	PLANNED	EMERGENCY	TOTAL
Cancer (Clinical Oncology)	11,113	1,158	12,271
Cancer (Medical Oncology)	8,603	621	9,224
General Surgery <small>General Surgery, Oral Surgery, Vascular Surgery, Thoracic Surgery, Restorative Dentistry.</small>	23,124	18,961	42,085
Heart <small>Cardiology, CCU, Cardiothoracic, Cardiac Surgery</small>	7,195	8,180	15,375
Medicine <small>General, Geriatric, Haematology, Respiratory, Gastroenterology, Nephrology, Communicable Disease, Endocrinology, ITU, Rheumatology, Diagnostic Radiology, Accident & Emergency, Anaesthetics, Dermatology, Homoeopathy, Palliative, Genitourinary.</small>	21,622	74,400	96,022
TOTAL INPATIENT AND DAY CASE ACTIVITY	122,834	133,714	256,548

LIST OF HOSPITALS

Western Infirmary	0141 211 2000
Gartnavel General Hospital	0141 211 3000
Glasgow Royal Infirmary	0141 211 4000
Princess Royal Maternity	0141 211 5400
Glasgow Dental Hospital & School	0141 211 9600
Blawarthill Hospital	0141 211 9000
Drumchapel Hospital	0141 211 6000
Stobhill Hospital	0141 201 3000
Lightburn Hospital	0141 211 1500
Glasgow Homoeopathic Hospital	0141 211 1600
Southern General	0141 201 1100
Victoria Infirmary	0141 201 6000
Mansionhouse Unit	0141 201 6161
Mearnskirk House	0141 211 9400
Gartnavel Royal	0141 211 3600
Parkhead	0141 211 8300
Leverndale	0141 211 6400
Royal Hospital for Sick Children, Yorkhill	0141 201 0000
Queen Mother's Maternity Hospital, Yorkhill	0141 201 0550

CONSOLIDATED COST STATEMENT

Following tables have been produced by consolidating the information provided in the Accounts of the Health Board and the four Trusts. The adjusted figures have been adjusted to eliminate any inter Trust income and expenditure.

GREATER GLASGOW

CONSOLIDATED OPERATING COST STATEMENT

For the year ended 31 March 2003

		2003
		£'000
110	Clinical Services Costs	
098	120 Hospital and Community	790,591
176	130 Family Health	305,541
	180	
274	190 Total Clinical Services	1,096,132
	200	
354	210 Non Clinical Costs	336,284
	250	
-	300 Effect of Revaluation of Properties	7,591
122	310 Profit/(Loss) on Disposal of Fixed Assets	(1,630)
		350
-	400 Interest Payable	-
	450	
750	500 Gross Operating Costs	1,438,377
	600	
432	610 Less: Miscellaneous Income	58,825
562	620 Less: Interest Receivable	1,771
	630	
756	700 Net Operating Costs	1,377,781
	Adjusted for:	
	FHS Non Discretionary Allocation	(111,108)
	Other Allocations (Health Council, SCPGMDE etc)	(655)
	Realised Element of disposal of Fixed Assets	(2,798)
	Brought Forward Deferred Income	(9,102)
	Brought Forward Income & Expenditure Balance	(13,816)
	Adjusted Net Resource Outturn	1,240,302
	Revenue Resource Limit	1,252,465
	Saving against Revenue Resource Limit	12,163

CONSOLIDATED BALANCE SHEET

NHS GREATER GLASGOW

CONSOLIDATED BALANCE SHEET

As at 31 March 2003

2001		2002	2002
£'000		£'000	£'000
	FIXED ASSETS		
-	Intangible Fixed Assets	277	
670,530	Tangible Assets	708,902	
670,530			709,179
-	Debtors falling due after more than one year		2,994
	CURRENT ASSETS		
15,622	Stocks and work in progress	17,598	
82,853	Debtors	45,276	
-	Investments	-	
18,121	Cash at bank and in hand	5,232	
116,596			68,106
	CURRENT LIABILITIES		
(129,342)	Creditors due within one year		(183,368)
(12,746)	Net Current Assets/(Liabilities)		(115,262)
657,784	TOTAL ASSETS LESS LIABILITIES		596,911
(123)	Creditors due after more than one year		(161)
(22,539)	Provisions for Liabilities and Charges		(23,027)
635,122			573,723
	Financed By:		
579,203	General Fund	486,188	
46,507	Revaluation Reserve	77,624	
9,412	Donation Reserve	9,911	
-	Other Reserves	-	
635,122			573,723



RE-SHAPED A&E means improved care and reduced waiting times.

A&E - the shape of things to come

THROUGHOUT 2002-03, Accident and Emergency services in the Southside of Glasgow were reshaped to improve patient care and cut waiting times.

At the Southern General Hospital and Victoria Infirmary, new weekend rapid access services for minor injury patients were developed. Patients using this service are now seen within the hour and treated by Emergency Nurse Practitioners.

This has freed up medical staff in the A & E Departments to deal with life threatening emergencies.

Dr Tim Parke, Senior A & E Consultant, South Glasgow Trust said: "This new system is delivering a better service for patients and paves the way for an exciting new era in Accident & Emergency Services in the Southside.

"The new structure allows

specialist A&E teams to concentrate their skills and resources on the sickest and most seriously injured emergency cases and cut waiting times for patients with non-serious injuries through direct access to Emergency Nurse Practitioners."

In the north of the city, a new £1million Accident & Emergency Department at the Jubilee Building, Glasgow Royal Infirmary, opened its doors.

The new purpose-built A&E department incorporates major treatment rooms for patients with major injuries; a separate minor injuries unit; a resuscitation unit with six bays; two X-ray facilities; a patient cleaning room for treating patients at risk of chemical contamination and superior staff facilities.

The NHS Board also agreed to centralise all Greater Glasgow's A&E at Yorkhill.

Improving cancer care

OUR sustained drive to make Greater Glasgow a west of Scotland centre of excellence in cancer services continued over the past year.

The Beatson Oncology Centre, which leads in the delivery of non-surgical cancer care in the West of Scotland, welcomed a number of new staff. Apart from recruiting an additional 34 nursing staff, they also gained a new Medical Director in the shape of Professor Alan Rodger, an internationally renowned breast cancer specialist.

Other new developments at the Beatson included:

- New day case chemotherapy ward at the Beatson, providing a one-stop service for chemotherapy patients;
- A £2.2m investment in two additional linear accelerators at the Beatson's Radiotherapy Department at Gartnavel;
- The launch of the centre's new web site - www.beatson.org.uk
- The recruitment of a new palliative care consultant and two palliative care nurses;
- The recruitment of a new lung cancer nurse

Surgical cancer services are delivered from the city's acute

hospitals and over the past 12 months a new Gynaecological Oncology Consultant has been appointed at Stobhill Hospital further enhancing this regional service. New equipment and staff within the Radiology Departments of the Southern General Hospital and Victoria Infirmary have reduced the time patients wait for ultrasounds and MRI scanning.

Other developments include:

- The development of Nurse Led Clinics, freeing up consultants and streamlining care for patients;
- The appointment of two Head and Neck Nurse Specialists in the north of the city to support the overall Head and Neck Cancer Service;
- A dedicated Urology Cancer Nurse Specialist was also appointed to work across North Glasgow in close liaison with the Consultants to manage the oncology workload.
- An innovative programme to reduce waiting times for the detection of colorectal cancer in the South of the city was piloted in South West Glasgow Local Health Care Cooperative (LHCC). The new concept is known as 'Team Diagnosis'.



THE Beatson welcomed a number of new staff during the year.

Working hard to beat coronary killer

CORONARY Heart Disease is one of Scotland's biggest killers.

That's why health staff have been working so hard over the past year to improve services for heart patients.

So what's been happening?

● OVER the year, additional funding has been put into cardiac rehabilitation services for services

such as home rehabilitation, outreach exercise and education programmes.

● A CHEST pain nurse and fast track Troponin service was successfully piloted at Glasgow Royal Infirmary to improve the quality of treatment given to patients with chest pain.

● NURSE-LED heart failure clinics have been introduced at both the Western Infirmary and Glasgow Royal

Infirmary.

● CARDIAC rehabilitation staff at Stobhill Hospital were presented with a Health Council merit award in February 2003 and the Cardiac Rehabilitation team at the Victoria Infirmary achieved the Chartermark Award for the third time.

● NHS Greater Glasgow commissioned research into particular

issues affecting black and ethnic minority groups when accessing heart disease services.

● IT systems are crucial in the delivery of modern healthcare services. In Greater Glasgow, heart disease services have been identified as a priority development area for IT systems.

better health service



THE new garden at the Langlands Building, Southern General Hospital.

Upgrading facilities

AS well as investing in staff and frontline clinical services, NHS Greater Glasgow has undertaken an ambitious improvement and refurbishment programme across many of the city's healthcare sites.

During 2002/03, NHS Greater Glasgow has continued to develop and improve facilities for patients, visitors and staff, including:

- A MAJOR refurbishment of the Gartnavel General Hospital Leukaemia ward
- ADDITIONAL accommodation for renal inpatients at the Western Infirmary
- EDUCATION facilities at the Glasgow Dental Hospital for Post Graduate dental students were improved
- £1MILLION refurbishment of Whittinghame Gardens to house the new Intensive Community Treatment Team West
- A NEW Ambulatory Care ward at Yorkhill Hospital
- THE opening of Elderpark Clinic following a £500, 000 refurbishment
- SIX wards at the Victoria Infirmary were upgraded
- A STATE-of-the-art renal unit was opened at Yorkhill
- BUILDING work started on a seventh operating theatre at Yorkhill
- THE refurbishment of the cardiology/cardiac surgical ward at Yorkhill
- THE transfer of services relating to surgery of the face, mouth and jaws to the Southern General from the Victoria and Canniesburn Hospitals
- THE development of the Ian Donald Fetal Medicine Unit in the Queen Mother's Hospital
- STOBHILL, Glasgow Royal Infirmary, Gartnavel General, Southern General and Victoria Infirmary all invested in improved sterile services facilities
- WORK began on a state-of-the-art aseptic unit at Yorkhill.

Looking after the mums and babies

MATERNITY services across Greater Glasgow have benefited from a range of new developments and initiatives for mothers, babies and their families.

PIONEERING work at Yorkhill has seen the redevelopment of the Scottish Fetal Medicine Unit, which provides the expertise to diagnose and treat pregnant women and their unborn babies.

MAJOR investment in new and upgraded facilities continued at the Southern General's Maternity and Gynaecology Unit. Two wards have already been overhauled and work for a new



GLASGOW'S mothers benefit from the latest technology

theatre and recovery area, ultrasound suite and early pregnancy assessment unit is underway.

THE Princess Royal Maternity has benefited from the development of two Neonatal Nurse Practitioners who have advanced nursing skills allowing them to resuscitate, stabilise and examine newborn babies in the hospital.

THE West of Scotland Neonatal transfer service has been resourced and recognised as part of Scotland-wide service.

BREASTFEEDING continues to be a top priority across all our maternity services and we have been stepping up our services and support for mothers in this area.

OVER the past year, surgical services across Greater Glasgow have been advancing and improving - leading to reductions in waiting times and benefits to patient care.

One area where waiting times in surgical services have been successfully reduced across the city is in the development of Clinical Nurse Specialists who are able to work independently running certain clinics and improving patients' access to healthcare.

New nurse-led services in the south of the city have improved services for Colorectal Cancer, Ophthalmology, Gastroenterology and Urology services.

Other highlights in surgical services include:

- £340,000 investment in colonoscopy and endoscopic services which brought two additional consultants to the Royal Infirmary and Gartnavel General Hospital
- THE transferring of the emergency gynaecology service to the Southern General site
- THE opening of a five-and-a-half day elective orthopaedic ward at the Victoria Infirmary
- BUILDING work commenced on a seventh operating theatre at Yorkhill which has the potential to increase theatre capacity, introduce new services and reduce waiting times
- THE piloting of an

Advance in our surgical services



IMPROVING our surgical services

innovative scheme within ophthalmology - the Glasgow Integrated Eye Service - which allows GPs to refer patients with specific symptoms to designated community based optometrists for treatment

● YORKHILL has also continued to develop its profile of national surgical services such as Paediatric Cardiac Surgery, Interventional Cardiology, transport of the critically ill child, Extracorporeal Life Support and Paediatric Renal transplants.

Helping stroke sufferers to recovery

NEARLY £350,000 of new money was invested in Stroke Services last year.

New initiatives have been developed to improve services for stroke patients.

This includes the new clinics which have been set up in hospitals to give patients with TIA (mini-strokes) easier and more rapid access to treatments that will prevent them having a

second stroke.

Other new initiatives introduced over the last year to improve services for stroke patients include:

- A NEW stroke rehabilitation unit at the Southern General Hospital
- NEW guidelines for doctors and nurses on secondary prevention of stroke
- THE development of a managed

clinical network for health professionals working with people with stroke which will take a more coordinated approach to how services are delivered

● AN outreach anticoagulant service to make it easier for people taking Warfarin to have the regular monitoring blood tests done locally.

Modern way for mental health

MODERNISING Mental Health Services was a key priority for NHS Greater Glasgow and its partners during 2002-03.

Key highlights of the year included the continuation of an ambitious £100million five year initiative to replace older buildings with modern, purpose built in-patient facilities as well as improved and extended community services to treat people with mental health problems.

This includes:

- A new 15-bed addiction in-patient unit at Stobhill
- A new £950,000 mental health resource centre, the Stewart Centre, in Castlemilk
- The start of work on the new £2.2m East City Centre Resource Centre

Over the last year, there have been a number of developments in the treatments offered to patients both at home and in hospital.

Services for young people have been further developed too, including the development of the Parry Jones service for young people with anorexia; and the Esteem service, a community and home based service for young people who are experiencing an episode of psychosis for the first time.

The teams would also work closely with a wide range of voluntary and community organisations, including user and carer representatives, to ensure the views of patients and local communities inform service planning and development.



PALLIATIVE CARE is about helping patients with long-term illness.

What is Palliative care?

PALLIATIVE Care is a vital part of the lives of many patients with long term or terminal illnesses.

It is a holistic approach to caring for patients with chronic disease with the ultimate goal of achieving the best possible quality of life for patients and their families.

The palliative care approach addresses many symptoms including pain and physical, psychological, social and spiritual problems.

Sounds good, but what developments in palliative care has NHS Greater Glasgow been implementing in the past year?

A new informative website: www.palliativecareglasgow.info was created by the Glasgow Palliative Care Information Network in a bid to inform patients about the range of services available.

The popular site features links to reliable sources of information that help patients understand their illnesses and possible treatments. It

also details the roles of staff such as district nurses, hospice nursing staff and palliative care teams, so patients know who to turn to.

The Network has since established a number of public internet access points across Greater Glasgow in locations such as health centres, pharmacies, hospices and GP practices - including Bannerman's Pharmacy in Saracen Street - to make the site widely available.

John Sweeney, Project Manager, said: "This is a key way of raising awareness about palliative care and those who provide it. Although it has traditionally been associated with cancer, the palliative care approach is now also aimed at patients with chronic disease and life threatening illnesses such as Motor Neurone Disease, chronic obstructive pulmonary disease and heart failure."

To access further information, email info@palliativecareglasgow.info

Responding to the needs of every community

PRIMARY care services - community health services delivered by GPs, nurses, dentists, pharmacists, opticians and many other health professionals - continued to evolve over the last year.

Terry Findlay, Director of Primary Care, said: "It's essential that we respond to local needs - communities in Glasgow are diverse and we have recognised that in our service planning.

"We've also created much closer partnerships between primary (community based) and specialist (hospital based) care to allow more patients to be treated nearer to home and increase the amount of hospital time available for more specialist, complex cases.

"Working in partnership with other agencies, such as local authorities, helps improve the patient experience, and takes us closer towards our vision of primary care for Glasgow."

Some of the citywide achievements have included:

- An innovative new back pain service
- Scotland's largest eye screening programme for people with diabetes
- More Community Older People's Teams
- Work progressed on establishing new specialist community addiction teams
- A new dedicated homeless service

- A single Shared Assessment Framework for older people

Improving premises was also a priority. The new £4million Rutherglen Primary Care Centre was officially opened in September 2002, closely followed by the newly refurbished Elderpark Clinic, Govan.

Health staff have also worked to increase the percentage of local mums breastfeeding and more 'model' pharmacies - which offer private consultation areas, internet access and health promotion advice - were introduced over the past year.

Helping patients manage chronic disease

PREPARATORY work on Glasgow's Chronic Disease Management Programme, which will improve patient care in seven disease areas - diabetes, coronary heart disease, stroke, epilepsy, chronic obstructive pulmonary disease, rheumatoid arthritis and multiple sclerosis - progressed.

As well as being trained in a number of areas, staff also worked on the construction of individual disease registers and the implementation of IT systems to support the programme, which will be rolled out on a phased basis citywide.

It is anticipated that once the programme is fully up and running in 2006, around 110,000 patients will

receive care and treatment in their own local health centres, clinics and GP practices.

- YORKHILL NHS Trust developed 'My Health Record', a patient held record which has been issued to all children with diabetes. Developed by Sister Fiona Lamb, Diabetes Nurse Specialist and Dr Ian Craigie from the Diabetes Team, this project won a NHS award for Nurses, Midwives and Multidisciplinary Team workers and the prize money contributed towards the printing costs of the record.

- DR Craigie and Gavin Allison, Diabetes Nurse Specialist walked from Glen Finnan to Yorkhill whilst Anne Morrice, Diabetes Dietitian and

Alison Johnston, the Service manager cycled from Gretna Green to Yorkhill and raised £25K for the Insulin Dependent Fund which has enabled children with diabetes to have an insulin pump therapy.

- THE staff at Yorkhill took a group of children age 10 to 15 years to an activity weekend at Derwent Hill in the Lake District. Children were taught how to manage their condition whilst participating in extreme sports.

- ALISON Johnston, Diabetes Service Manager, Yorkhill NHS Trust, received the Greater Glasgow Health Council Merit award in February 2003.

Brushing up on our oral health

A CROSS NHS Greater Glasgow a wide range of initiatives, investment and planning for the future has taken place for oral health during the last year.

Some of the highlights include:

- GLASGOW'S community based Oral Health Action Teams (OHATs) have had a successful year, expanding into several additional Glasgow areas. These teams work to raise awareness amongst families of the importance of oral health in children under the age of five, as well as addressing the specific oral health needs of their local communities.
- A NEW comprehensive Glasgow Out-of-Hours Emergency Dental Service (GEDS) was launched during 2002/03 and treated 1668 patients. Around £250,000 has been invested in GEDS, bringing about not only an improved service for patients, but also being used to purchase new X-ray equipment.
- GLASGOW'S Primary Care Trust's Dental Directorate team have been successful in working with the



INVESTING in oral health

Primary Care Diabetes Service to ensure that the oral complications of diabetes are highlighted in relevant patient information about the disease.

- A SERIES of service improvements for children undergoing dental general anaesthetics were introduced during the year. A standard pre-anaesthetic referral letter and screening appointment has been introduced for all patients, as well as the introduction of a second anaesthetist during all anaesthetic appointments.
- AT Yorkhill, oral health promotion begins days into a baby's life thanks

to the work of the Dental Department. Health promotion advice for new mums and dads is available at the Queen Mother's, including when to start brushing baby's teeth.

- DURING 2002/03 the Dental Department at Yorkhill continued their work with specialist groups of patients such as those diagnosed with cancer, cystic fibrosis, diabetes, and those requiring cardiac surgery amongst others.
- DURING 2002, the city's Oral Maxillofacial Surgery service relocated to its new home at the Southern General Hospital. The service, which deals with surgery relating to conditions of the face, mouth and jaws, has been greatly enhanced as part of this move.
- IMPROVEMENTS for Dental Hospital & School patients have continued during the last year with a number of major developments. This includes a new combined Therapy School to train Dental Therapists. The Dental Hospital's walk-in treatment service is also undergoing some changes, by modernising the service to meet the needs of today's patients.

Expanding learning disabilities services

SERVICES for people with a Learning Disability have changed dramatically over the past few years in Glasgow, according to Mark Feinmann, General Manager of Glasgow's Learning Disability Partnership, the joint health and social work organisation.

He said: "The closure of Lennox Castle Hospital in April 2002 and the resettlement of residents in community accommodation across the city has meant an entirely new way of life for thousands of people."

So what else has been happening over the past year?

- TO ensure effective emergency support for anyone with a learning disability in Glasgow, a 24-hour on-call service has been established to provide professional advice and support to clients, carers and provider organisations outwith normal office hours.
- Three new 'Hubs' were opened providing a single base for a range of professionals and a single point of access for services for people with a learning disability, their carers and families in Maryhill, Riddrie and in the south west of the city.
- A new therapy - Rebound Therapy - was introduced within Glasgow Learning Disability Partnership; a leadership development programme 'Rethinking the Future' was designed for disabled adults and family members with a disabled adult over 19 years of age; and Common Knowledge - a training partner funded by European Social Fund (ESF) and Glasgow Learning Disability Partnership - was formed to promote the inclusion of people with a learning disability through lifelong learning initiatives.
- A Glasgow Learning Disability Partnership website has been developed to bring information to people with a learning disability in Glasgow and their carers: www.ixseed.org.uk

Looking after older people

NHS Greater Glasgow is continuing to develop its services for older people.

Health and social care staff from our local authority partners are working together to plan, develop and manage a wide range of services in a more joined up way - called Joint Future. Four Community Older Peoples' Teams (COPTs) are currently operating across Greater Glasgow - two in the south side of the city (based in Castlemilk and Govan), one in West Dunbartonshire, (based in Clydebank) and one in East Renfrewshire (based in Clarkston). The teams provide short-term intensive rehabilitation for older people living at home to help prevent admission to hospital and there are plans to introduce a further six teams over the coming months.

Locality Planning Groups were also created and one of their first tasks was to develop a single shared assessment which will make it quicker and easier for older people to access the services they need.

Other highlights from the year include the setting up of:

- A NEW personalised medical service for nursing homes
- NEW movement disorder clinics, in conjunction with the Parkinson's Association, for the diagnosis and treatment of people with Parkinson's disease at the Southern General, Drumchapel and Stobhill Hospitals
- NHS Greater Glasgow also continued to work closely with local authorities to ensure older people leaving hospital were given the care and support they needed to live in the community and so reduced delayed discharges.



THE FUN doesn't stop when you grow older!

Helping you live a healthier life

IMPROVING the health of the people of Greater Glasgow is a key part of what NHS Greater Glasgow and its partners are all about.

By giving people the information and support they need to make healthy lifestyle changes, we aim to provide them with the tools they need to live healthier lives.

Achievements over the past year include:

- Helping six community groups set up their own Healthy Living Centres in Gorbals, Drumchapel, Balanark, West Dunbartonshire and Cambuslang/Rutherglen
- Providing a new welfare benefits advice service at various health sites across Greater Glasgow
- Continuing to develop Starting Well, which aims to give families with young children in Gorbals, Govanhill, North Torglen and the east of Glasgow the best start in life
- The launch of a new pilot service for young people - the Esteem Service - to provide support to young people with mental health problems and their families in East Dunbartonshire and North Glasgow
- A major expansion in how we provide stop smoking services to smokers



HEALTHY eating is a vital part of ensuring the good health of Greater Glasgow's population.

- The GP Referral Scheme to help people with weight or heart problems get help with exercising
- More than 100 Glasgow companies and organisations signed up to Scotland's Health At Work, a national scheme that rewards companies who create a healthier workplace
- Healthy Bytes gives people living in the eastend the opportunity to learn about healthy living through using computers
- A major consultation exercise with our black and ethnic minority communities took place over the past year to find out if health services were adequately meeting their needs
- We also consulted with young lesbian, gay and bisexual people (LGB) to find out what difficulties they face when coming to terms with their sexuality and accessing health services.

Keeping staff involved

STAFF Governance is a standard set to ensure all NHS employees are kept well informed, appropriately trained, treated fairly, involved in decisions that affect them and given a safe working environment.

Over the past year, NHS Greater Glasgow's Partnership Forums across the NHS system have had a number of achievements. These included implementing new policies such as Dignity at Work (response to bullying and harassment), Equal Opportunities and Facilities Arrangements (trade union leave).

Several sections of the NHS have also successfully secured Scottish Health At Work (SHAW) Awards, having shown outstanding efforts to improve the health of the workforce.

A new appraisal system and revised team brief are also being rolled out. Local Partnership Forums have also published annual reports to inform staff of progress made over the last year.

The next move is hoped to be the introduction of stress management courses and stress assessment tools for the Health Service's workforce.

Critical care

CRITICAL Care Services - Intensive Care (ICU) and High Dependency (HDU) services - are provided both in the adult acute hospitals in Greater Glasgow and, for children, in Yorkhill Hospital.

In this vital area, where critically ill patients are treated, there have been many advances in the past year.

In October 2002, the Western's Intensive Care Unit became the first adult unit in Scotland to introduce a new computerised critical care charting system for all patient nursing records and data.

The North Glasgow Shock Team/Critical Care Transfer Service - which provides a safe transfer service for critically ill patients between hospitals - has been enhanced. It now includes a nursing input and a Critical Care Outreach Service.

At Yorkhill Hospital, initial work on the creation of a state-of-the-art, purpose-built combined intensive and high dependency unit started this year. This is part of an £8.5million investment which is providing the hospital with the new unit, a new ICU and expanded Accident & Emergency Department.

Sexual health is Sandyford's role

GLASGOW'S flagship sexual and emotional health development, the Sandyford Initiative, continued to expand and improve its services during 2002/03.

Rak Nandwani, from the Sandyford, said: "The Sandyford is the biggest centre of its kind in Scotland, bringing together a range of services including Genitourinary Medicine, Family Planning & Reproductive Health Care, the Centre for Women's Health and the Steve Retson Project.

"As well as providing services from our base in the city centre, we also work in 28 community settings throughout the city, treating around 100,000 people every year in total."

As well as continuing to successfully deliver a full and diverse range of services during the



THE SANDYFORD reception ... ensuring good sexual health for all.

year, staff at Genitourinary Medicine and Steve Retson Project worked with colleagues in NHS Greater Glasgow to respond to the increase in infectious syphilis.

Other initiatives included:

- The establishment of specific groups for women, gay men, ethnic minorities and transgendered patients
- The Health Advisers Primary Care Initiative was set up to ensure that all the Local Health Care Co-operatives have a named Sexual Health Adviser to support Sandyford staff in their work.
- Finally, staff at the Sandyford were awarded the prestigious Charter Mark in recognition of the excellent service the centre provides to all its patients.

How NHS chief rated our performance

THE services provided by NHS Greater Glasgow must meet nationally and locally agreed standards.

The Scottish Executive uses the Performance Accountability Framework to assess the performance of NHS Boards in providing these services.

NHSGG's formal annual review 2002-2003 was summarised in a letter to Sir John Arbuthnott, Chairman of NHS Greater Glasgow, from Trevor Jones, Head of the Scottish Executive Health Department and Chief Executive of NHS Scotland.

Below are extracts from the letter.

The full document is available from John Hamilton, Head of NHSGG's Board Administration, on 0141 201 4608.

MAJOR SERVICE ISSUES

"I ASKED for an update on implementing the acute services strategy. A timetable of work for the coming months has been agreed, which would result in a report being considered by the Board in November focussing on overall governance and project management and arrangements for keeping the public and key stakeholders informed.

I was encouraged to hear work has progressed on the Ambulatory Care Hospitals and the West of Scotland Cancer Care Service."

PERFORMANCE ASSESSMENT FRAMEWORK

"WE identified a number of areas of concern, most notably pre-school dental disease, immunisation levels and babies breastfed at the age of six weeks.

You shared my concern over the decline in the percentage of five-year-olds free from tooth decay, while reporting that the rates of dental disease amongst children from deprived communities was twice that of children from affluent areas.

You said you expect to see the benefits of the Oral Health Action teams start to flow.

The trend in breastfeeding at six weeks is increasing at a faster rate than in Scotland as a whole."

I CONGRATULATE Glasgow on a very good year for 2002/03. The NHS Board delivered on national priorities while addressing very complex service issues and progressing an ambitious modernisation agenda.

Partnership working is well established and should be reinforced as you progress to a single system.

I would ask you to convey my recognition and congratulations to staff for their contribution to a very successful year for NHS Greater Glasgow.



TREVOR JONES, CHIEF EXECUTIVE, NHS SCOTLAND

FINANCE ISSUES

"WE commended you on last year's performance and heard an update on Board discussions about the financial challenges for the current year.

You explained difficulties due to a lower allocation from 2003/04 to the indicative allocation notified in 2001. The reduction meant it was not possible to sustain all commitments in the Local Health Plan.

The issues of funding Beta Interferon concerned us and you suggested capping investment at the 2002/03 level.

I recognised considerable progress and investment has been made in services for MS sufferers. I reiterated the Executive position on the availability and provision of Beta Interferon and I accepted your proposals to resume the assessment of patients.

WAITING

"OVERALL this has been a successful year for Glasgow as it successfully delivered against the nine month target for March 2003. It has halved the number of patients waiting more than nine months and held the 12 months

national guarantee.

Outpatient figures showed a significant decrease in waiting times.

You confirmed that March 2004 remained the target for 48 hour access to primary care. We concluded Glasgow is clear and focussed on the challenges and would conclude discussion with the National Waiting Time Unit (NWTU) to agree the 2003/04 plan.

PARTNERSHIP FOR CARE

"THE Board's health improvement focus was firmly set in the social inclusion framework. You stressed the necessity for work to promote healthier lifestyles to be allied to work to improve life circumstances and, in particular, to tackle the detrimental effects of poverty and deprivation.

We acknowledged the well established principle of the NHS working in partnership with local authorities, other public sector agencies, the voluntary sector, employers and communities.

You suggested that for Community Planning the approach would focus all the partners on the need for greater co-ordination across the spectrum of

interests.

We look forward to the production of Joint Health Improvement Plans with local authorities.

CLEAN HOSPITALS AND INFECTION CONTROL

"I AM content that measures are being taken to meet standards for Infection Control and Cleaning Services, and that Glasgow is on schedule to meet requirements on decontamination."

IN SUMMARY

- An implementation plan for PIN guidelines is being produced.
- On the Joint Future agenda staff will be fully involved and supported.
- The NHS Board will progress plans for the procurement of the two new ambulatory care hospitals and will inform the Department of the outcome and timetable.
- The NHS Board and the department will consider lifting the special management arrangements at the Beatson Oncology Unit in the autumn.
- Dental care for children will be kept under review. MMR uptake rates will continue to be monitored and work with LHCCs to promote ownership of the mental health strategy will be progressed.
- On the availability of Beta Interferon, you agreed to submit proposals to resume the assessment of patients from July. You also undertook to share the analysis work you have produced on the risk-sharing scheme.
- On waiting times you confirmed Glasgow would secure the nine months guarantee in a sustainable way. A final plan was to be agreed with the National Waiting Time Unit.
- We agreed to consider the issues you raised on the process for securing additional resources through the CHD/Stroke Initiative.
- We were pleased with proposals to progress the Health Improvement agenda.
- You will keep the Partnership Fora closely involved with implementation of the Pay Modernisation Agenda.
- You will keep infection control issues and decontamination under review."

THE ORGANISATION

Who we are and what we do ...

Greater Glasgow NHS Board

OVERALL direction and responsibility for local NHS services lies with Greater Glasgow NHS Board. There are 23 Board Members appointed by the Minister for Health & Community Care. The Board ensures that there is efficient, effective and accountable governance of services.

It coordinates strategic planning and financial management and is directly responsible for local health promotion and Public Health services, such as infectious disease control.

Greater Glasgow Primary Care NHS Trust

SEVEN thousand staff and 2,500 independent contractors such as family doctors (GPs), dentists, opticians and community pharmacists provide Greater Glasgow's Primary Care Services, which include community health services, mental health and learning disability services.

North Glasgow University Hospitals NHS Trust

MORE than 14,000 staff provide the area north of the River Clyde with a full range of general hospital services, inclusive of regional and national services as well as community-based care such as midwives and outreach teams.

There are nine hospitals in North Glasgow including Glasgow Royal Infirmary, Stobhill, the Western, Gartnavel General and the Glasgow Dental Hospital and School.

South Glasgow University Hospitals NHS Trust

6,200 STAFF, of which the majority are based in two hospitals, provide adult acute care in the Southside. The largest hospital is the Southern General in Govan, which is an acute teaching hospital providing a range of local, regional and national services.

The Victoria Infirmary in Battlefield is also an acute teaching hospital and provides a range of local services. A range of care/continuing care facilities for older people complement both sites.

Yorkhill NHS Trust

AROUND 2,500 staff provide services which comprise the country's largest children's hospital (the Royal Hospital for Sick Children), the Queen Mother's Maternity Hospital, the Duncan Guthrie Institute, Child and Family Psychiatry Services and a Greater Glasgow-wide network of community, school-based health teams and eight academic departments of the University of Glasgow.

Cancer Services

THE Beatson Oncology Centre (BOC) leads the delivery of non-surgical cancer care in the West of Scotland. It serves a population of 2.8 million and has clinical links with 27 hospitals in West and Central Scotland. The Centre itself is currently based at two sites in the City of Glasgow - the Western Infirmary and Gartnavel General Hospital. By 2007, the BOC will be housed in a single new state-of-the-art £85m unit being built at Gartnavel.



CELEBRITY JAB ... Ida Schuister from TV's *River City* fronted our Flu Jab campaign last year.

Don't let the flu bug bite!

Free flu vaccinations for over 65s and people suffering ill health. Contact your GP.

IT'S that time of year again when winter viruses begin to strike. Older people and people suffering ill health are most at risk of catching the flu and other bugs, which may in turn lead to serious health problems. That's why NHS Greater Glasgow is offering free flu bug vaccination to people:

- Aged 65 and over suffering:
- Chronic heart and chest complaints, including asthma and bronchitis
- Chronic kidney disease
- Diabetes
- Lowered immunity due to disease or treatment such as steroid medication, cancer treatment, no spleen or splenic dysfunction
- With any other long-term medical complaint.

For people over 65 there are also free vaccinations available for Pneumococcus, which is the bug that can cause pneumonia and other chest infections, blood poisoning, inflammation around the heart, peritonitis and meningitis. One vaccination will offer lifetime protection from Pneumococcus for most people.

Contact you GP for an appointment or for advice about your eligibility for the free vaccinations.



Maternity services – the next steps

TWO years ago, following widespread consultation with women's groups and medical professionals, it was agreed two maternity units should serve Glasgow.

Pressures on the midwifery, obstetric, neonatal and anaesthetic workforces are such that change is essential.

This leaves a tough choice: either the Southern General Maternity Hospital or the Queen Mother's Maternity must close. Both are excellent hospitals and both provide a good range of local and regional services, but these services can be better provided with proper resources and staffing for the long-term from one site.

The Maternity Services Review will move forward during the month of October. Two meetings are taking place after which the consultation period will begin and run until the end of January 2004.

The consultation process will be thorough and inclusive, offering everyone from MSPs and maternity network groups to clinicians and Glasgow mothers to have their say on the future of maternity services in the city.

As the consultation process rolls out you can keep in touch with events and opportunities to make your views known by visiting www.nhsgg.org.uk

External assessments of individual services

A RANGE of inspections and assessments of NHS Greater Glasgow services and premises were carried out in the course of 2002-2003. Detailed reports of each inspection or assessment and its outcome can be obtained via the NHS Greater Glasgow website: www.nhsgg.org.uk

HOW TO CONTACT US

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Chair: Sir John Arbutnott
Chief Executive: Tom Divers

NORTH Glasgow University Hospitals NHS Trust, 300 Balgrayhill Road, Glasgow G21 3UR (Tel: 0141 201 4200)

Chair: Ronnie Cleland
Chief Executive: Tim Davison

SOUTH Glasgow University Hospitals NHS Trust, 1345 Govan Road, Glasgow G51 4TF (Tel: 0141 201 1200)

Chair: Elinor Smith
Chief Executive: Robert Calderwood

GREATER Glasgow Primary Care NHS Trust, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow G12 0XH (Tel: 0141 211 3600)

Chair: Andrew Robertson
Chief Executive: Ian Reid

YORKHILL NHS Trust, Dalnair Street, Yorkhill, Glasgow G3 8SJ (Tel: 0141 201 0000)

Chair: Sally Kuenssberg
Chief Executive: Jonathan Best

OUR PARTNERS

NHS Greater Glasgow works with a number of partner local authorities, charities and other organisations such as Strathclyde Police and NHS 24. Our main partners are:

