NHS GREATER GLASGOW’S PERFORMANCE IN 2004/05

Every year the Scottish Executive meets with clinicians, senior managers and staff representatives from each NHS Board to review the Board’s annual performance and agree key plans for the year ahead. These meetings, which are known as Annual Reviews, provide an opportunity to assess how well each NHS Board is performing against certain national standards and targets. These include targets to improve the health of local people, modernise health services, reduce waiting times, tackle infections and stay within budget. This year, the Health Minister Andy Kerr will also attend the meetings, which will be held in public for the first time.

This leaflet provides a summary of NHS Greater Glasgow’s key achievements for 2004/05. These will be discussed at our Annual Review meeting which will be held in public on Wednesday 31st August 2005 at Glasgow’s Royal Concert Hall between 3.30 and 6pm. The full document is available on the publications section of our website (www.nhsgg.org.uk) or alternatively you can phone 0141 201 4857 for a copy. Details of the Health Minister’s response and comments on our performance will appear in our Annual Report which will published in October 2005.
Modernising Our Hospital Services

In 2002 the Scottish Executive approved a £750m plan to modernise hospital services across Greater Glasgow over the next 10 years. The last year saw the first phase of this exciting plan being taken forward with construction work starting on the new Beatson – a state-of-the-art cancer treatment centre for the West of Scotland and detailed planning for the new Victoria and Stobhill hospitals progressing well.

In September 2004, the Scottish Executive announced £100m would be available to build a brand new children’s hospital in Glasgow on a site alongside adult and maternity hospital services. The details of the Calder Group, the advisory group which will consider our proposals to identify and select a site for the new hospital, were announced in June 2005. We look forward to working with this group and to delivering a new world-class children’s hospital for the people of Glasgow and beyond by 2009.

The new Beatson in progress

NEW STOBHILL HOSPITAL 2008

NEW VICTORIA HOSPITAL 2008
Reducing Waiting Times

During the last year we either met or exceeded national targets for inpatient treatment. We also made good progress towards meeting the new 26 week national target for inpatient and outpatient treatment. In addition we

- Met new 18 week targets for treating heart disease
- Made use of additional capacity at the Golden Jubilee National Hospital to carry out a range of operations, scans and tests
- Used space capacity in two local private hospitals to treat patients waiting for orthopaedic treatment
- Dramatically improved waiting times at Glasgow Royal Infirmary through the use of specially trained physiotherapists, nurses and podiatrists. This innovative approach increased the number of new referrals seen at orthopaedic outpatient clinics and the number of hip and knee replacements performed per month by 200%
- Worked towards meeting the 2 month waiting time target for cancer. Although there were periods during the last year where we met this target for breast cancer we recognise that more needs to be done to achieve this target for the treatment of other types of cancer such as colorectal, ovarian and lung cancer. We have therefore developed an action plan to improve our performance and will continue to target resources to parts of the service where are known delays
Health Improvement

Helping people to stop smoking

Over the last year we continued to develop a wide range of services to help people give up smoking. This included expanding the ‘Starting Fresh’ pharmacy scheme which provides nicotine patches, advice and support and developing services in maternity hospitals to help pregnant women give up smoking. A new service to help patients who are admitted to hospital give up smoking was also piloted during the year. Work continued to prevent young people from starting to smoke and to promote smoke-free public spaces in line with the aims of the new Glasgow Tobacco Strategy which was approved in 2004.

Promoting good health

In 2004/05 we developed the Glasgow Physical Activity Strategy and developed a range of services to improve the health of local people. These included a new programme to tackle obesity and the roll out of the successful GP exercise referral scheme across East Renfrewshire and East and West Dunbartonshire. A new oral health (dental) strategy was developed and, in partnership with Glasgow City Council, we carried out the first survey on parents attitudes to sex education to help improve sexual health education and services.

Encouraging Healthy Eating

During the year we continued to support a wide range of initiatives to encourage healthy eating and good oral health. These included school Breakfast Clubs, which provide a nutritious breakfast and encourage tooth-brushing, and the Fruit in Schools/Refresh initiatives. Work to implement the new ‘Hungry for Success’ initiative, which will increase the range of healthy options and promote healthy choices in primary and secondary schools, progressed during 2004/05 and will continue during 2005/06.
Healthy Communities

Supporting employment
Over the last year we supported a range of initiatives designed to help people get back into work. These included ‘Working for Health in Greater Glasgow’ which provided 6-week training courses and the opportunity to apply for full time jobs within NHS Greater Glasgow. ‘The Compass Project’, a new initiative involving GP practices in the Pollok area which supports patients to take up training and employment opportunities, was also piloted during the year.

Promoting racial equality
During 2004 we carried out a study to identify the health needs of Pakistani, Indian and Afro-Caribbean people in Greater Glasgow.

Agreeing joint priorities
Following feedback from community groups, NHS GG, Glasgow City Council and other local partners have agreed eight key health priorities. This will ensure we work together with partner agencies to improve health and reduce inequalities, including those associated with mental health, drug and alcohol abuse and child poverty.
Fighting Infection

Infection control standards have improved significantly across NHS Greater Glasgow according to the results of a national assessment.

The review, which was carried out in 2005 by Quality Improvement Scotland (QIS), also highlighted several examples of good practice. These included the development of a new prevention and control of infection strategy and the introduction of new action plans to tackle areas that require improvement.

In the last year we have also taken forward a wide range of initiatives in response to the 2004 Healthcare Associated Infection (HAI) Task Force. These included the launch of a high profile campaign for staff and members of the public to increase awareness of a new alcohol hand washing programme.

A series of patient information leaflets on MRSA and HAI were produced and new staff training and education programmes were developed which are available on our web and intranet sites to increase access for staff across the organisation.

New infection control guidelines were issued to all staff within the Greater Glasgow NHS area, ensuring best practice in all hospitals and healthcare facilities.

Although much has been achieved by each of our Divisions the move to a new single system in NHS Greater Glasgow will enable work to tackle infections to be undertaken more effectively and efficiently.
Modernising NHS Pay

Over the last year good progress has been made in implementing the new national contracts for GPs, consultants and Agenda for Change which covers the majority of other staff within the NHS.

A recent assessment of the national Quality and Outcomes Framework (QOF), which is part of the new GP contract, showed that GP practices in Greater Glasgow were amongst the best in Scotland. Practices are awarded points according to how well they met the set quality criteria. In Greater Glasgow the average number of points achieved was 994 (94.7% of the total 1050 points available), well above the national average.

Balancing our budget

In 2004/05, the first year of our two-year financial recovery plan, we implemented a major cost savings plan. This included savings generated by reduced prescribing costs and the redesign of many of our clinical services. This work ensured we managed to breakeven at the end of the year. Many of the changes made during 2004/05 will generate savings year-on-year. These will be reinvested in 2005/06 to help meet the financial targets during the second year of our recovery plan and, in the longer term, to drive new initiatives to further improve the effectiveness and efficiency of our organisation.
NHS Greater Glasgow works with a wide range of organisations to develop and improve health services. These include local councils, other NHS Boards, colleges and universities, emergency services and voluntary organisations. In the last year we have developed and agreed plans to create new joint Community Health Partnerships (CHPs) with Glasgow City and East Renfrewshire Councils. These new Partnerships, which will be known as Community Health and Social Care Partnerships (CHSCPs), will break down some of the barriers that have traditionally existed between community health, social care and specialist health services. This will make it easier for patients to access the local services they require regardless of whether these are provided by their local council or NHS Board.

In May 2004 our emergency planning arrangements were put to the test in response to the Maryhill factory explosion. These integrated plans, which were developed in partnership with police, fire, ambulance and local authority colleagues, ensured that survivors were quickly transported to hospitals across the city for life-saving medical care and treatment.

Throughout the year we worked closely with local councils to reduce the numbers of patients delayed in hospital despite being ready to leave. Although we managed to meet our target for the first half of the year we did not manage to maintain this for the rest of the year – largely due to delays associated with new legislation for adults with incapacity.

We continued to strengthen our partnership with local universities and colleges through a new strategic alliance that will underpin our local workforce plan for the next decade. The brand ‘Medicine in Glasgow’ was also launched during the year as a signal of our work with the University of Glasgow to further improve teaching and research.

In recognition of the importance of working in partnership with patients and local communities a new Involving People Committee was established during the year. This formal sub-committee of the NHS Board will monitor patient focus and public involvement work across Greater Glasgow.

During 2004/05 we staged two ‘Our Health’ events to allow patients, the public and partner organisations to come together with NHS Greater Glasgow Board members to discuss the challenges and choices ahead. A third ‘Our Health’ event focussing on our hospital modernisation plans will be held on 31st August 2005.