

**NHS GREATER GLASGOW & CLYDE  
2011 – 12 ANNUAL REVIEW**

Welcome to today's Annual Review and thank you for making the time to attend.

On behalf of Mr Alex Neil MSP, Cabinet Secretary for Health and Wellbeing, and the Board of NHS Greater Glasgow and Clyde, I am delighted to welcome you to our 2011-12 Annual Review.

The purpose of our Annual Review is to allow the Cabinet Secretary and his team to discuss, with the leadership team of NHS Greater Glasgow and Clyde, the Board's performance against key targets throughout 2011-12. This will include discussion on progress with improving health, reducing health inequalities, improving the quality of services (including waiting times) and the development of community-based healthcare.

The format of the occasion enables members of the public to observe the exchanges between the Cabinet Secretary and NHS representatives. The final 30 minutes of the event will be given over to the audience to ask us questions about what has been discussed or any other aspect of the services you receive – so please feel free to make use of the time we will be allowing for that. However, please note that it will not be possible to answer any questions which relate to matters which involve patient confidential information.

Finally, I would like to thank you once again for attending. We hope you find the experience worthwhile.

A handwritten signature in black ink, appearing to read 'Andrew O Robertson', written in a cursive style.

**ANDREW O ROBERTSON, OBE LLB**  
Chairman