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Facing The
Future Together

WELCOME...

...to a special edition of *Staff Newsletter* that focuses on NHS Greater Glasgow and Clyde's Facing The Future Together programme that aims to drive service improvements.

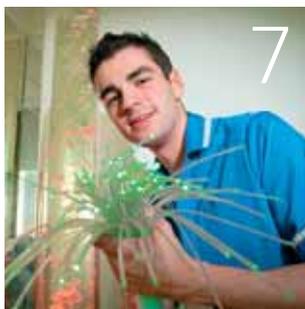
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STAFF NEWSLETTER

Staff Newsletter is written by staff for staff with the full support of the Area Partnership Forum

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Email: staffnewsletter@ggc.scot.nhs.uk Telephone: 0141 201 4558. *Staff Newsletter* is designed by Connect Communications: www.connectcommunications.co.uk



'The future ho

I WANT to take the opportunity with this special edition of *Staff Newsletter* to introduce the Facing The Future Together programme.

Facing The Future Together will be the way in which we take the next steps in a journey that most of you have been involved in since the creation of NHS Greater Glasgow and Clyde.

This journey has taken us through major changes to the way we deliver services and we can all take pride in the way that we have worked together to deliver those changes in the last few years.

The future holds a whole new set of challenges and a very different environment. Facing The Future Together is about ensuring that we are ready for these new challenges

Robert Calderwood, chief executive, introduces Facing The Future Together in NHS Greater Glasgow and Clyde

and drive further changes and improvements in the quality of the care we offer.

The focus of this new programme is to help us to deliver that drive with a particular emphasis on engaging staff more extensively in the way we meet the challenges. I want Facing The Future Together to enable staff to make a much bigger contribution.

The Facing The Future programme has been developed through staff focus groups. Staff told us that they are really committed to working in their

teams and for the NHS but that we need to get better at listening to their views and ideas, and supporting them better to do their jobs.

The response to these messages is a co-ordinated programme of improvement, focusing on:

- Our patients
- Our people
- Our leaders
- Our resources
- Our culture – the way we work together.

The most important thing about this programme is that I want



SOME EXAMPLES OF WHAT WE'RE DOING:

- Strengthened commitment to our patients and the quality of service they receive. This will play out with particular focus in our **care of the elderly**. If we get this right, then the improvements we make will benefit everyone
- More focus on **team working** and support to team leaders to develop their teams and support their people
- The **way we work together** sets out the values and behaviours which we think are essential to this new way of working. I want everyone to know that they should reflect on how well they personally meet the behaviours and also actively give feedback to their colleagues on how they meet the behaviours.

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Ids new challenges'

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everyone to feel able to get involved. To get commitment from our people means that we must get better at listening, so we're creating a number of ways for staff to feedback their views, including raising issues and questions directly with me or with their local director.

There are a number of other ways that you can contribute, including:

- Helping to improve the way your team works
- Contributing ideas on changes to improve services and reduce costs
- Helping us to work out how to

make it easier for frontline staff to focus on patients by reducing bureaucracy

- Thinking about the way we work with our colleagues and giving constructive feedback to others
- Getting involved in the local Facing The Future Together programme of activity which your Partnership or Directorate will also be developing.

Participation is not just for those who work directly with patients, we all have a contribution to make to improve services and we can all contribute to ensure

NHS Greater Glasgow and Clyde is a place that we enjoy coming to work in and are proud to be a part of.

I encourage everyone to have a look at the Facing The Future Together pages on StaffNet. If you have difficulty accessing StaffNet, please ask your team leader or manager about how you can get involved.

Now, I know that you might say that you've seen this sort of thing before and will want to know what makes this different.

First, there is my personal commitment and the commitment

of my directors and senior managers. I want this programme to make a real difference to the way we work.

Second, the programme has been shaped by feedback from staff. Finally, there are real opportunities to participate and shape the programme.

I am aware that these changes might feel uncomfortable. Giving feedback and opening up more direct routes of communication are significant changes to the way we work, and although this will be challenging we must not let this deter us.

Please read on to find out more from your local director about the Facing The Future Together programme in your own area. Many thanks for your support.

Jane Grant, chief operating officer, introduces
Facing The Future Together in the Acute Services Division

Engaging effectively

FACING The Future Together provides an exciting opportunity for us to engage more effectively with all staff in the Acute Services Division as we continue to

ft | Acute Services

implement a challenging change agenda to support the delivery of patient-centred, safe and effective services.

We already have a proven track record of implementing change successfully within the Division. In the last few years we have opened two new Ambulatory Care Hospitals at Stobhill and the Victoria, as well as the new Beatson West of Scotland Cancer Centre.

Last year, we successfully implemented the Vale Vision and

integrated inpatient services in the North and East of Glasgow from Stobhill Hospital onto the Glasgow Royal Infirmary site.

In addition, a wide range of services have been redesigned, modernised and in some cases centralised to single site working, to provide centres of excellence, including renal and vascular services. All of this has been achieved through hard work, involvement and commitment of staff. I want to acknowledge the level of effort and engagement from all groups of staff to support the change agenda to date.

The next few years herald a further period of significant change as our efforts continue to deliver high-quality clinical care from centres of excellence to ensure that we will:

- Provide patient-focused, high-quality services within our existing sites and for those transferring to the New South Glasgow hospital
- Implement redesign programmes to improve the current services we offer to patients and promote a culture of continuous improvement

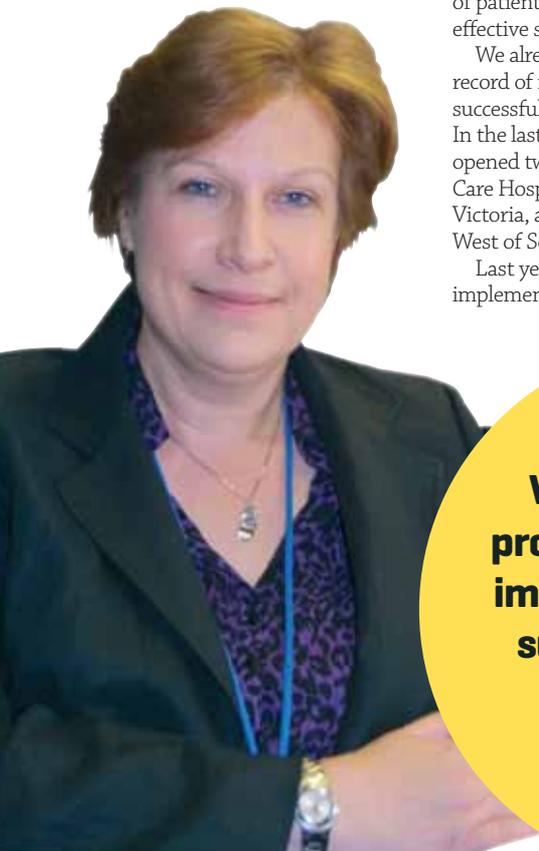
- Support innovative and best practice
- Ensure new workforce models are delivered
- Maximise the use of technology to support new ways of working.

The principles set out in Facing The Future Together are vital to our business and I welcome the opportunity to promote new behaviours and new ways of working for individuals, teams and, as an organisation, to develop a culture in which staff feel even more valued and can take pride in the delivery of the highest standards of care to patients and service users.

Divisionally and through directorates, we will have actions and activities to support the implementation of Facing The Future Together. We will keep staff regularly updated to encourage staff, clinicians and managers to work together to improve how we collectively manage and implement positive change.

Finally, I would encourage you to get involved personally by taking advantage of the opportunities that will be available to offer ideas, suggestions for change or improvement or simply to ask a question of the directors or myself.

I look forward to working with you all on this exciting new programme.



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We already have a proven track record of implementing change successfully within the Division
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Everyone needs to have a say

THE Facing The Future Together programme will be a great support to work we are already doing in East Dunbartonshire Community Health Partnership (CHP). It will build on our comprehensive programme of staff engagement, and provide the opportunity for our local work to be aligned with the key leadership, organisational change, staff governance and quality strategy outcomes for the whole of NHS Greater Glasgow and Clyde.

Everyone in our organisation needs to have the opportunity to have a say in how we can improve the outcomes and service

Karen Murray, director, East Dunbartonshire Community Health Partnership, says Facing The Future Together will help people contribute to improving services

experience for our patients and their carers, and improve quality.

Our aim is to encourage and support teams at all levels so that staff are respected and valued for their contribution to delivering excellent patient care. I am looking

forward to speaking to staff about their successes and concerns in the weeks ahead.

I encourage you all to access Facing The Future Together on StaffNet and play your part in the programme.

ft | East Dunbartonshire CHP





Improving support

Ian Reid, director of human resources, explains the role of Corporate Services in Facing The Future Together

ft ft Corporate Services

AS DIRECTOR of human resources I welcome this opportunity to join with the other directors of finance, health information and technology, communications, planning and public health to give our commitment to Facing The Future Together.

With this programme we are giving all staff the opportunity to get more involved in making NHS Greater Glasgow and Clyde an even better organisation.

I'd like to mention in particular the role that the staff in the corporate functions will play.

Although not providing direct care and services to patients and communities, we play a vital role in supporting those who do. While in positions less visible to the public we are still under scrutiny to embrace change and be more effective and efficient. Facing The Future Together is therefore as important to us as it is for staff who deliver services and work with patients.

The programme complements our commitment to Staff



Governance and opens up more opportunities for us to examine how well we work together. We'll use it to make sure we encourage, motivate and develop people to continue to give their best and benefit from a positive and

rewarding workplace.

I want to encourage all corporate services staff to think about how they can get involved and use the opportunities of the Facing The Future Together programme to make their contribution.

Making links

IN INVERCLYDE

Community Health and Care Partnership (CHCP) we are all committed to providing the best possible care services for the people of Inverclyde. The "Improving Lives" approach which we developed with staff to sum up our values and aims gives us a strong platform to get the best from the Facing The Future Programme.

The launch of Facing The Future Together gives our staff new ways to get engaged and participate. It will help us build on the success that we have already had in engaging our staff and supporting them in their roles to improve the health and care of our local community.

Key to that success are the relationships we develop within and outside the CHCP. I am very proud of our track record of joint working and the benefits that this has had and I know that we will continue to build on this with our local approach to Facing The Future Together.

So, there are lots of new ways to get involved and I am asking you all to think about how you can play your part. Talk to your colleagues, reflect on how you could improve services, have a look at StaffNet, be a positive part of change.

Robert Murphy, director of Inverclyde Community Health and Care Partnership

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Glasgow City Community Health Partnership has a role in Facing The Future Together, explains director Anne Hawkins

Partners in improvement



WE ARE fortunate in having highly motivated and dedicated staff within the Glasgow City Community Health Partnership, across all our services and the services we manage on behalf of the other Partnerships.

I never fail to be impressed with the willingness of staff to work together for the benefit of our patients. We are also fortunate in having staff-side colleagues who live up to the principles of partnership working.

On a day-to-day basis we all face many challenges and need

ft ft Glasgow City CHP

to ensure that we do not lose sight of our primary function to improve the health of the local population.

Most of us have concerns about change, but change is inevitable in today's world and often brings opportunities we may not have envisaged.

I believe that Facing The Future Together will give us even better ways of working and more opportunities for staff to shape and lead change so that we can meet the challenges we face and continue to provide services we can be proud of.

Opportunity to get involved

AS the director of West Dunbartonshire Community Health and Care Partnership (CHCP) I welcome this opportunity to take forward all the important elements of the Facing The Future Together programme.

I am looking forward to the launch to recommit myself to working with all staff in the CHCP to ensure that we collectively do the best we can for all the people in West Dunbartonshire who receive services from the CHCP.

The programme will support

our local initiatives including higher visibility for our senior management team, increasing the knowledge of all staff to contribute more fully to improving services and quality and continuously improving our team work.

I will personally be monitoring the success of our local work and hope that you will all take this opportunity to be involved in these positive initiatives.

Keith Redpath, director, West Dunbartonshire Community Health and Care Partnership



Facing The Future Together will support local initiatives



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ft | Renfrewshire CHP

Getting positive results

David Leese, director, Renfrewshire Community Health Partnership, welcomes Facing The Future Together

I WELCOME Facing The Future Together as it builds on our local cultural change work to improve the quality of staff experience in the workplace, with the aim of delivering safe, effective care for our patients.

Our work began in 2008 with stakeholder focus groups which provided honest feedback about how people experienced and viewed the Community Health Partnership (CHP). We worked with

stakeholders to describe our desired future culture, and then introduced new programmes of work and improvements to the working environment with positive results.

The local findings resonate with the Facing The Future Together programme, including recognising existing good practice, really communicating and engaging with our staff and partner agencies, higher visibility of managers to

frontline staff, and being more transparent about priorities and how they are delivered in challenging times. We are confident that Renfrewshire CHP staff are committed to continually improving how we work and behave to deliver high quality services for people in Renfrewshire. I hope you will all take the opportunity to contribute to this new, NHS Greater Glasgow and Clyde wide programme.

An exciting time to work together



I AM delighted to endorse Facing The Future Together, which complements our Partnership Transformation Programme, which we established to help services develop and implement change. We are off to a good start in the East Renfrewshire Community Health and Care Partnerships (CHCP) when it comes to redesign initiatives as we have five work streams in place that consist of more than 50 projects, all led by staff.

So there's already a great deal of activity taking place across the CHCP that supports Facing The Future Together. We're gathering this information and will use East Renfrewshire's Facing The Future Together StaffNet page to share the

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progress we're making.

Facing The Future Together will also provide us with an opportunity to bring together other pieces of work with you to:

- improve internal communications
- hear from you about your improvement ideas
- take the findings from the CHCP staff survey and develop them into an action plan.

This is an exciting time for all of us and I look forward to discussing how we can best work together to

meet the challenges ahead for East Renfrewshire CHCP.

Julie Murray, East Renfrewshire Community CHCP director



We are off to a good start in East Renfrewshire Community Health and Care Partnership when it comes to redesign initiatives



CASE STUDY: BRIGHT IDEAS

Thanks to the "Bright Ideas" programme introduced in 2007, NHS staff in joint services and community groups have come up with a number of enterprising ideas and improvements, with the help of small budgets.

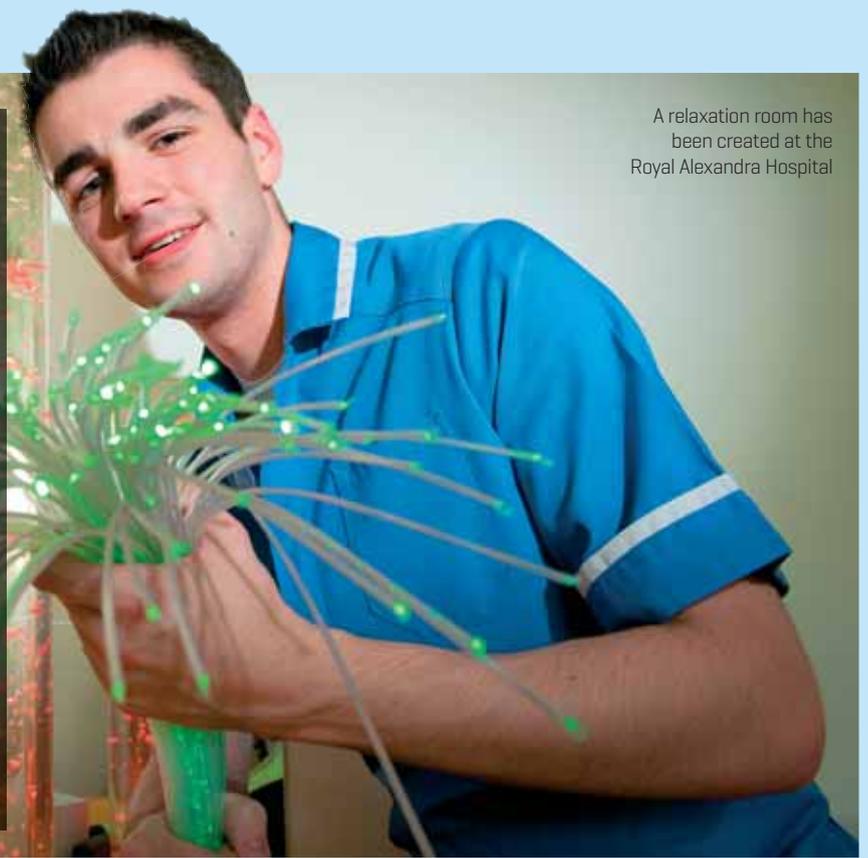
Among these has been the introduction of a sensory garden within the Recovery Across Mental Health service at Carlibar Road in Paisley and the creation of a relaxation room using fibre optic lights and wall projections, as part of an elderly mental illness ward at the Royal Alexandra Hospital.

Another project has developed very visual and portable healthy eating display stands, promoting recommended meals and snacks to the public, staff and patients.

Staff have also negotiated a package with the Lagoon Leisure Centre in Paisley offering George Street Homeless service clients access to a number of sports facilities including swimming, badminton and gym sessions.

Liz Daniels, rehabilitation and enablement manager for Renfrewshire CHP, said that these ideas, which may appear to be small steps, have had a positive effect on staff and quality of care for patients: "Feedback has shown that staff felt empowered by having access to a small budget and being able to make choices to use it to improve service delivery which has led to enhanced care for patients and also important health messages for staff and the public."

A relaxation room has been created at the Royal Alexandra Hospital



Facing The Future Together in practice

Renfrewshire Community Health Partnership has already been living the values of Facing The Future Together

THE approach, values and direction underpinning Facing The Future Together (FTFT) have been operating in Renfrewshire Community Health Partnership (RCHP) for over three years.

Director David Leese explained: "Our analysis began with a number of staff focus groups which gave us really high value and very honest feedback in terms of how staff experienced and viewed the Partnership.

"We worked with a range of stakeholders to describe our future culture using a straightforward 'from-to-approach', simply, where we are now and what we want to move to be. This was described in plain English in response to a request for less jargon!"

Many of the issues flagged up resonate with the FTFT programme, including more effective communication and engagement with staff, patients, carers and partner agencies; higher visibility as leaders

and managers; and being more transparent about priorities and how they are delivered in challenging times of resource constraint.

David went on: "Getting together to introduce new programmes of work, innovations, and improving the working environment, has brought a positive response from staff, patients and the public because more people feel included in shaping services."

He paid tribute to staff and managers in RCHP and emphasised the commitment required and the scale of effort from staff and managers alike to change how they work, think and behave.

David added: "If we don't try, we will continue to work and operate as we always have - and in ever changing and more challenging times, that is not an option."

Above and to the right are examples of the Renfrewshire approach.



The Renfrew Health and Social Work Centre engaged with staff, patients and the public

CASE STUDY: PUBLIC INVOLVEMENT

Patients were very much involved in influencing the design and operation of the new Renfrew Health and Social Work Centre through their public involvement group.

They played a central role by making a number of suggestions, including asking for additional access for wheelchair users and changes to the design of disabled toilets, adding to the already high-quality facilities.

The group, which included representatives from the community council, elderly forum, and the local area committee, also chose some of the artwork, produced by Reid Kerr College students,

now on display in the building.

They also worked with local poet Douglas Dunn, who wrote a special poem for the centre.

And to ensure patients are aware of the different services available, group members suggested that information points were placed at the entrance.

Fiona MacKay, head of planning and health improvement for Renfrewshire CHP, said: "Significant changes were made following a meeting with group members.

"Bringing together staff, patients and the public gives everyone a sense of ownership of the new centre."

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To find out more/get involved visit staffnet or ask within your own directorate

Keep improving the service!

Respond to the challenges ahead!



Create a better work place where everyone is proud to play their role!