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TRAUMA TRAINING FIRST P15



MORAG'S ROYAL AWARD P16



WIN A FABULOUS HAND-CRAFTED PENDANT P20

SUPPORT THE ROAD TO RECOVERY

With 3,000 people affected by drugs in Forth Valley and another 50,000 by alcohol; four 'recovery cafes' have been set up across the area to help people kick their habits. Could you volunteer to assist them on the road to recovery, by making teas or coffees, preparing food or even running an interest group such as music, relaxation or alternative therapies?

Staff News popped into the Alloa cafe and found many of the volunteers were in recovery themselves, determined to try to stay sober or 'clean'. People like James, a mechanical engineer and recovering alcoholic.

"At my worst, I was drinking a litre of spirits a day" he revealed. "It did affect my work, it got to the stage I was using it to function. I'm a mechanical engineer to trade, a job where you have to have all your wits about you because there's a big safety factor. I even drank in the morning before going to work to stabilise the withdrawal."

James's descent into alcoholism was sparked by domestic circumstances. He has had several inpatient detoxes and also enlisted the help of Signpost Recovery and Alcoholics Anonymous. It was Signpost who pointed the way to the Recovery Cafe, where James now dons an apron and indulges in his love of cooking.

"The cafe certainly offers great support and it gives me pride within myself that I have been able to come through this period in my life. It also gives me hope for the future as I now get more of a buzz being sober and alive than anything drink ever gave me."



The Alloa cafe at 2 Ludgate is one of four recovery cafes throughout Forth Valley. Since they opened last year, they've already clocked up some 4,000 visits. NHS Forth Valley Alcohol and Drug Partnership Co-ordinator Elaine Lawlor believes thousands more people could benefit. She explained: "Through the support received at the cafes some people have been able to get back into employment and others are encouraged to reach their full potential again and positively contribute to society."

Around 3,000 people in Forth Valley are affected by drugs and a further 50,000 by alcohol. The cafes are in Alloa, Stenhousemuir, Stirling and Falkirk and designed to offer warmth, friendship and support.

If you can help, please contact **Jardine on 01324** 673669/07920234694 or email jsimpson@asc.me.uk

REMEMBERING ROBBIE

The Cardiology Ward at Forth Valley Royal Hospital received a fantastic £3,000, thanks to a donation from a local family.

The Ward looked after 17 year old Robbie Williams, who had a life-long heart condition, before he passed away in December 2016. As a way of saying thank you to the staff on the Ward who cared for Robbie, his family decided to host a fundraising event on what would have been his 18th birthday.

The money raised will be spent on the Ward, at the request of Robbie's parents, Margaret and Alan, and also on new art work to display within Pictured with a cut-out of Robbie are family a each room.



ictured with a cut-out of Robbie are family and friends with staff from the Cardiology Ward

SISTERS SHARE MEMORIES

Memories of working in the Casualty Departments at the former Falkirk and Stirling Royal infirmaries were the topic of conversation when these former Sisters met at **Forth Valley Royal Hospital** to celebrate 50 years of emergency medicine as a speciality. They recalled when A&E was staffed by just a single nurse and doctor and a **Casualty Night Runner would** check whether the emergency

doctor should be woken when a patient arrived!

All spoke about their pride in their uniforms with long sleeves and starched cuffs and fondly remembered caring for one another as part of an extended family.

Pictured in bottom left photo (left to right) are Marguerite Western (formerly Gow) from Dunipace, Maureen Birrell from Stirling, Sheila Macdonald (formerly McNaughton) who lives in Blackford, current Senior Charge Nurse in the Emergency

Department Glynis Fotheringham and Margaret Fleming from Doune. In front is Rena Horne from Alloa, who was Nursing Officer in Stirling, and worked in Casualty for 36 years.

Consultant in Emergency Medicine Dr Elspeth Pitt, speaking at the Celebratory Cake Day, said: "Not only does this event celebrate half a century of emergency medicine as a speciality, but it also celebrates the hard work which continues to go on in the emergency department, minor injuries unit and across our hospitals every single day."







SCALING NEW HEIGHTS FOR TODDLERS

Nurse Jennifer Lean and two of her friends laced up their boots to climb Ben Ledi, to help raise money for a local toddler group which meets in the Mayfield Centre in Stirling. Jennifer who works in Stirling Community Hospital, is involved in a campaign trying to raise £1,800 to pay hall fees for a year.

To prepare for her Ben Ledi ascent, Jennifer limbered up by walking around Causewayhead. Her training paid off as the trio completed the climb in just three and a half hours, braving sun, rain, hail, sleet and snow, not to mention the horrendous wind.

The mum of two sons, also helped organise a raffle. The group, who meet on Tuesday and Thursday mornings, currently has 40 registered children on the books. It costs just £1 to attend and money is re-invested in running the group.



BEAT THOSE WINTER ILLNESSES

This group of children had the right idea. Wrap up warm and keep away those winter chills and illnesses. The photograph was used to launch Forth Valley's winter campaign, which also includes a new radio advert on Central FM advising people to think twice before heading for the Emergency Department with minor illnesses and injuries. The Communications Department are also using social media and local media to remind people to make use of their local GP, pharmacies and the minor injuries services to avoid putting extra pressure on the Emergency Department at this busy time of year.

Additional medical, nursing staff and AHPs have been working in hospitals and in the community to provide healthcare treatment and support. Extra contingency beds are



also available, if required, at Forth Valley Royal Hospital and our local community hospitals.

Meanwhile our immunisation teams have been busy vaccinating 24,000 primary school children across Forth Valley. And remember, if you haven't had your flu jab, it's still not too late as the Occupational Health Department at Forth Valley Royal Hospital will

be continuing to provide drop-in vaccination clinics over the next few months. There are already reports showing that the flu is starting to take its toll so help protect yourself, your family and your patients this winter by getting the free vaccine. For details of drop-in staff flu clinics please see the staff intranet.

KICK START YOUR NEW YEAR

Two new Jog Scotland groups are starting in January 2018 at Forth Valley Royal Hospital. If you can already run 5k without a break (it doesn't matter if you're not fast!) meet on Wednesdays at 5.30pm by the bike racks at the front entrance to the hospital. For those who've never jogged before it is Monday evenings, same place, same time.

Did you know that jogging can:

- Improve mental health and mood
- Reduce risk of cardiovascular disease
- Reduce risk of some cancers
- Strengthen bones and muscles
- Reduce risk of type 2 diabetes and metabolic syndrome
- Improve ability to do daily activities and prevent falls, if an older adult

Theresa Campbell, Health Promotion Lead Officer, joined a zero to 5k group in September 2017. She said: "I now jog 6km three times a week. It never fails to leave me feeling enthusiastic and energised. I'm not exactly a 'young thing' and my motivation was, and remains, maintaining muscle mass and strengthening bones."

Sandra West, Serco General Manager, said "During 2017, I was focused enough to lose 2.5 stone and even better,



my medication for high blood pressure has been halved. I'm feeling fitter and happier and want to stay this way. I turned up on week one not knowing quite what to expect and looking back, can't really believe that I can now run 5k without stopping."

Anyone interested in joining should wear clothes they would be comfortable exercising in and a good pair of supportive running shoes or trainers. For more information and to sign up visit http://jogscotland.org.uk. The Jog Scotland Leader at Larbert is Ron Gray (ronaldigray@outlook.com) Facebook page: https://en-gb.facebook.com/pg/Jogscotlandlarbert/community/.

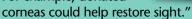
TALKING ABOUT TISSUE DONATION

Staff who work in the Emergency Department at Forth Valley Royal Hospital are being urged to think more about approaching families about tissue donation when a loved one has passed away.

The plea has come from Susan Macmillan, a Clinical Development Fellow, who is undertaking a quality improvement project with the aim of increasing tissue donation within the emergency setting.

Susan has been surveying staff to try to identify barriers to discussing donation and will present the findings at the end of her study. She is also undertaking staff education sessions which include advice on how to speak to bereaved families about tissue donation.

Susan explained: "When most people think of organ donation they think of organs such as lungs, livers and kidneys. But donating tissue such as heart valves and corneas can significantly improve the quality of life for some patients. For example, donated



Since she began her project Susan says she has already seen a rise in the number of tissue donations, which will greatly benefit those people in need.



ASPIRING & INSPIRING AHPS

Allied Health Professionals (AHPs) across Forth Valley have now signed up to ASPIRE, a programme of future service delivery designed to give AHPs opportunities to play a bigger role in prevention and early intervention, as well as diagnosis, treatment and rehabilitation across health and social care. It will also contribute to the delivery of Shaping the Future, NHS Forth Valley's Healthcare Strategy 2016-2021.

ASPIRE is linked to the national strategy for AHPs and covers eight work streams including unscheduled care, acute, outpatients and mental health (rehabilitation and dementia). It sets out a new four-tiered pyramid approach to service delivery ranging from enabling others at the bottom, generalist, specialist and advanced practice at the top. The aim is to open up access to services using enhanced triage to help people get the support and assistance they require. This includes work to introduce more competency based training to broaden out the range of people able to offer assessment and support and increase



the number of staff working across traditional service boundaries to meet the needs of individuals.

NHS Forth Valley's 500 plus AHPs work across a host of disciplines from dietetics, occupational and speech and language therapies to physiotherapy and radiography. Each year they treat 73,000 new patients, have 406,000 contacts annually and deal with 157,000 radiology attendances.

For more details, read the aspire document on the publications section of the NHS Forth Valley website.

WHAT A CRACE SERVICE OF SERVICE O

OK. We all know Christmas is wrapped up for another year but we felt we had to share the picture of the season when Ryan Morrison from the IT service desk decided to become a cracker! He was helping raise money for Save the Children at a bake sale which took place at Falkirk Community Hospital.

The word on the street is that Ryan, a championship boxer, braved the elements to come to work wearing his festive outfit. We are all left wondering whether he walked the distance, squeezed himself into a car or took up two seats on a bus!





STAFF SAVERS

Recognising that some of the best ideas come from staff, we asked you to put on your thinking caps and come up with suggestions to save money. The response has been fantastic and a number of common themes and ideas have been shared with the Area Partnership Forum. The individual suggestions are also being explored by each of our Directorates as part of their wider savings plans. One of the key aspects of the plan was to let you know what is happening. Here are some of the results.

Switching off paper payslips

A number of staff suggested replacing paper payslips with an electronic payslip. This was implemented in October 2017 for the majority of staff and there are plans to transfer remaining staff during 2018. The transfer will save the organisation around £25,000 through reduced paper, printing and postage costs.

Reduced Corridor Lighting at Forth Valley Royal Hospital

Many staff asked if the lighting in Forth Valley Royal Hospital could be adjusted to help save money. As a result, lighting levels have been reduced by 50% in the hospital corridors which will generate an annual saving of £24,000. Further work is planned to review sensor timings which automatically switch off lights where no activity is detected.



Postage

There were a number of suggestions to reduce the expenditure on postage. A new first class post protocol has been established which sets out those exceptional cases where the use of first class post is appropriate. This is in place and, together with a national price reduction,

will reduce postage costs by £30,000.

Sexual Health Evening Clinics

The Sexual Health Clinic has evening clinics running three times per week. It was proposed that by adjusting the clinic hours in the evening to close at 8.00pm instead of 8.30pm would remove the need to pay unsocial hours payments. A saving of £3,000 has been achieved.

Taxis

There has been an increase in the use of scheduled runs using the Board's own transport fleet and this, combined with a focus on agreed criteria for taxi use, will generate a reduction of £30,000.

Reducing Travel Costs

Having pool cars was raised. This is being partially met by the introduction of the Enterprise Car Club with vehicles placed at Forth Valley Royal Hospital, and more recently Falkirk Community Hospital.



Recycling Bins

Savings through waste and recycling were a consistent theme. Estates and Facilities staff are reviewing a number of proposals around waste management, one of which will allow for recycling bins to be introduced in place of the current generic waste bins. Potential savings are being assessed as part of this.



Matter WHO'S WHO

Your feedback from iMatter was that visible and consistent leadership is important to local staff. Many of you felt that senior managers responsible for the wider organisation were not always visible so we have decided to put names into the frame to help you know who's who and to let you know how they are supporting iMatter.

Cathie Cowan, Chief Executive

"I championed **iMatter** during my time with NHS Orkney. As Chief Executive having an understanding of the things that matter to our staff is invaluable. I am truly passionate about this work. The benefits to patient care of having an engaged and happy workforce are evidence-based



and I will continue to support and lead this work as I did in NHS Orkney."

Mr Andrew Murray, Medical Director

"iMatter is a great tool to help me understand how engaged my team feel. If they're engaged and feel valued they'll do great things and that's the NHS Forth Valley I want to work in."



Dr Graham Foster, Director of Public Health and Strategic Planning

"I believe **iMatter** is a great tool as it gives staff who may not otherwise be willing to speak up, a chance to have their views heard and to influence change. It has helped us as a team as it involves everyone."



Professor Angela Wallace, Director of Nursing

"I continue to support and value **iMatter** and see it as fundamental to my ability to understand what matters to my team. We plan together to make changes happen that support how we work together to deliver high quality care for patients and support for our staff."



lan Aitken, General Manager, Medical **Directorate**

"Staff engagement and experience is central to the continued delivery of excellent patient care, more so in today's fast changing environment than perhaps at any time in the past. Recognising this I believe it is crucially important that staff



have the time, space and support to be able to reflect, learn and improve."

Gillian Morton, General Manager, Women, **Children's & Sexual Health Services Directorate**

"I am fully supportive of **iMatter** as a means of involving all teams within my area in a process of continuous improvement. Not only does this deliver improvements for our patients and service users, but the results also help identify



and address any areas which staff feel are important to them. This really does matter because we need to ensure staff remain motivated and engaged and feel valued and recognised for their commitment."

Kathy O'Neill, General Manager, Community Services Directorate

"iMatter feedback has helped the Directorate Management Team focus on the challenges of managing services which are facing lots of changes due to health and social care integration. One priority is that as senior managers we need to be more visible and create opportunities to meet with staff more often. Another is to meet informally as a senior team each week to support each other and share information."





REDEPLOYMENT TO EMPLOYMENT

Positive redeployment is the buzzword in NHS Forth Valley. Since January 2017, around 30 people have been placed in new roles thanks to a refreshed approach following a revision of NHS Forth Valley's Redeployment Policy in 2016.

The outcome was the result of discussions by a working group who met to agree new processes to help staff who have been supported through an employment policy (for example long-term absence, illness or injury, coming to the end of a fixed term contract) or who have been displaced through organisational change.

Staff News has been speaking to HR Projects Manager, Janine McGregor, who is lead for Redeployment and talking to some members of staff who say they are thoroughly enjoying their new roles.

According to Janine, redeployment is not just a 'quick fix.' People are often in their redeployed post many years later. But getting it right after a period of long-term absence can be tricky for many people, and for some, it still carries an element of stigma. However, all that appears to be changing thanks to the recently-revised Redeployment Policy.

"What we are trying to do is to project to staff that this is the start of a positive new pathway" explains Janine. "They may have been off sick for a long time, or have suffered an injury which would make it difficult to return to their previous job. For example, a nurse who has suffered a knee injury may find it difficult to resume previous duties on a ward. I would imagine being redeployed carries a sense of loss to some people but to others it could come as a relief and the start of a new era in their career in the NHS."



Janine McGregor (far right) is pictured with HR Advisers Sara McEleny (left) and Lesley Luke (middle)

Janine's role is to ensure that the redeployment process is followed correctly. She works closely with others in the HR team and Occupational Health. When staff join the redeployment register their reasons remain confidential and are not disclosed to any potential recruiting manager. Janine focuses on their job family, banding, and the number of hours they have been working as any matching is subject to existing terms and conditions of employment.

Janine works closely with staff, managers and the Recruitment Team and utilises their Ecruit database which was upgraded in 2016 to incorporate a new redeployment function. This assists in matching staff to vacancies keeping all information central and accessible to both HR staff and recruitment. Under the new

revised policy redeployees, where possible, are considered for posts ahead of vacancies appearing on the intranet and SHOW through utilising upcoming vacancies in conjunction with Recruitment. Staff are normally given a four-week trial to see how they settle into their new role.

Janine believes redeployment is incredibly worthwhile. "It demonstrates to our staff that their skills and experiences are valuable, many skills are transferable across job families and we want to retain these. For example, if you were a nursing assistant who moved to a receptionist post, you will have already have experience of dealing with patients and members of the public and those skills move with you."





LINN CHRISTIE

Linn joined NHS Forth Valley in 2007 as a Nursing Assistant where she worked for many years, latterly in Unit 1 at Falkirk Community Hospital. After a period of absence and unable to return to her substantive post in nursing, Linn commenced her redeployment journey in April 2017. Very quickly a vacancy was identified as a match for Linn's skills and experience and a trial period was arranged. This proved successful and Linn was formally redeployed in June 2017 to the role of Receptionist/Clerical Officer within the Community Alcohol and Drugs team based in Falkirk Community Hospital.

YVONNE FYFE

Yvonne began her career with **NHS Forth Valley** in 2005 working as a Staff Nurse in the Medical



Unit at Forth Valley Royal Hospital. Following a period of absence, it was recommended that a community post would be more suitable for Yvonne and she joined the redeployment register in February 2017. A Community Staff Nurse post aligned to Grangemouth Health Centre became available in March 2017 and following an extended trial period, Yvonne secured the post permanently in July 2017.

"I absolutely love my job and now feel as if I am a valued member of the team. I have had lots of training courses and I really enjoy visiting my patients in their own homes.

I would like to encourage anyone who needs to change their post for whatever reason to go down the redeployment route and I'm sure like myself they will find the perfect job for them."



KELLY MITCHELL

Kelly was brought to NHS Forth Valley via the winter beds recruitment drive from winter 2016/17. Once the winter beds initiative was no longer required, Kelly was placed on the redeployment register and a Staff Nurse post in the Neonatal Unit was quickly identified as a potential match. Following a successful trial period, Kelly commenced full-time with the Women and Children's Unit in October 2017.

"Redeployment has helped me every step of the way and are always on the other end of phone to give advice on interviews."

GOODBYE EKSF – HELLO TURAS

For some time now you have asked for a much simpler way to record your Personal Development Planning and Reviews. As a result, a replacement for e-KSF known as TURAS APPRAISAL is being launched throughout NHS Scotland from April 1st 2018.

What is Turas?

Turas (Gaelic for 'Journey') is a single digital platform developed by NHS Education for Scotland (NES). This is already being used by some staff to access ePortfolio and the QI Hub for example, and this platform is now being developed to host the replacement for e-KSF with input from all Boards across NHS Scotland. Turas is a more intuitive system to use and you will find this easy to navigate.

What happens to the information in e-KSF?

The existing information will be moved to Turas Appraisal and you will be able to access this on a read only basis so you will be unable to make any changes. Thereafter, any NHS Scotland staff data will be deleted from e-KSF.

Will I need training?

As this is a very simple system it is likely that you will not need any training at all once you know how to log-on.

Do I still need to have a meeting with my Reviewer?

Yes, but the good news is that this too will be a much simpler process. It will be based on a 'quality conversation' between a Reviewee and their Reviewer taking place and agreeing any Personal Development needs. A record of the conversation and PDP activity will go in to Turas Appraisal.

Where can I find out more about Turas Appraisal?

Check out the pages on StaffNet which will be updated regularly with more information, or contact the following: Anne Benton, 01324 567384, anne.benton@nhs.net Laura Hotchkies, 01324 567970, laura.hotchkies@nhs.net Morag McLaren, 01324 567384, morag.mclaren@nhs.net StaffNet, http://staffnet.fv.scot.nhs.uk/a-z/turas-appraisal/



MOVING FORWARD

In NHS Forth Valley our iMatter journey continues to go from strength to strength and, during 2018, there will be many major milestones for us. Here is a brief description of what's happening when, but please see our StaffNet pages for more information on session dates, etc:



- (1) Topic specific Drop-in Support Sessions for Managers
- (2) All Staff Awareness Sessions
- (3) Sharing Case Studies / **Good Practice**

February 2018

Scottish Government will publish the first "Health & Social Care Staff Experience Report"

9th April 2018

iMatter survey goes live in NHS Forth Valley's first whole system roll out

Matter http://staffnet.fv.scot.nhs.uk/a-z/staff-experience-project/

NHS Forth Valley wide timeline 2018/19:



12/03/18

Distribution date - date Team Managers receive Webropol request to confirm Team details.

06/04/18

Team confirmation end date - all teams within a Directorate need to be confirmed or the whole Directorate does not go live. 09/04/18

Questionnaires sent electronically. Paper copies to be printed by Managers and distributed to individual team members.

30/04/18

Survey end date - 21 days after this has gone live.



07/05/18

Last day for Webropol to receive paper surveys.

11/05/18

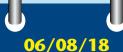
Paper input end date by Webropol.

14/05/18

Team Reports published, emailed to those who completed electronic survey. Managers to send to others.

11/06/18

Action Plan Reminder sent from Webropol to Managers (4 weeks after reports received).



Action Plan reminder (12 weeks after reports & 8 weeks after 1st reminder). 03/08/18

Date Action Plan to be Recorded on iMatter Portal. 11/03/19

Anniversary cycle new distribution date.

CELEBRATING NEONATAL SKILLS

A partnership between NHS Forth Valley and Edinburgh Napier University is equipping our neonatal nurses with extra skills and expertise to care for babies within the Neonatal Unit at Forth Valley Royal Hospital. The Unit admits between 300 and 400 babies a year who require treatment from a highly specialised multidisciplinary team.

Neonatal nurses undergo extensive training following initial registration either as a general nurse, a midwife or a child health nurse. This post graduate training involves either one academic year, part time at university, to gain an exit award as 'Qualified in Speciality Neonatal Nurse' or a three year degree programme at Masters level to become an Advanced Neonatal Nurse Practitioner.



POP UP CLINICS SUCCESS

Our Health Promotion staff have been busy sending out invitations to nearly 6,000 women across Forth Valley to attend pop-up clinics for cervical screening. The scheme has been very successful with some women turning up for appointments who haven't attended their smear test for more than 30 years.

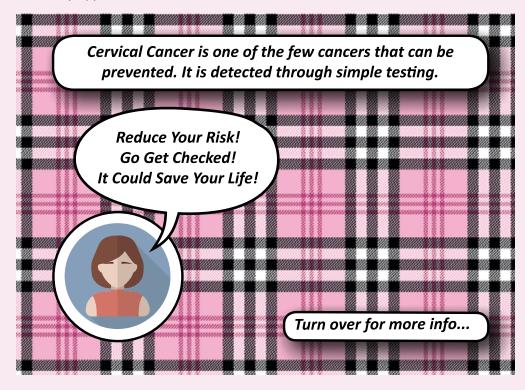
Twenty four sessions have been arranged at local GP practices across Forth Valley followed a successful pilot in Clackmannanshire last year.

The women received eyecatching pink tartan invitations which were posted out in bright pink envelopes. The clinics, which are scheduled to take place until March 2018, are held in a quiet and relaxed environment and women can bring a friend along with them to support them.

NHS Forth Valley Health Promotion Officer Margaret-Anne Macmillan said one GP practice in Clackmannanshire had identified around 700 women who had missed their appointment. She said: "The women think it's a great idea to come along in the evenings. They like the privacy, and sometimes workplaces don't let staff away for routine screening appointments and the women end up having to take annual leave. What we are also finding is that the 'pink' letters are not only bringing women along to the evening clinics, but if they can't attend at that time they are now booking day appointments.

NHS Forth Valley Consultant in Public Health Medicine, Dr Jennifer Champion added: "The smear test saves around 5,000 lives every year in the UK and prevents eight out of 10 cervical cancers from developing. It can stop cervical cancer before it starts and could help save your life."

For more information visit http:// getcheckedearly.org/cervical-cancer



CONSULTANTS TAKE ON NEW APPRAISAL ROLE

Two NHS Forth Valley consultants – Fiona McIlveney, an anaesthetist, and Ben Murray, who works in orthopaedics, have recently taken on a new challenge, as joint leads for the medical appraisal system for NHS Forth Valley's 300 secondary care doctors. The pair say they're excited about their new challenge, and are appealing for any colleagues who wish to become 'appraisers' to get in touch with them.

The appraisal system is part of the GMC revalidation requirements and every trained doctor has to participate to maintain their licence to practice. Both Fiona and Ben see their new role as exciting.

"I think we are both enthusiastic about it" explained Fiona. "Any appraisal is appraisee led. Doctors decide what supporting evidence they wish to share which demonstrates their fitness to practice. The GMC has set specific guidance which looks at the scope of your daily work and development needs.

"I think the appraisal is an opportunity for doctors to spend a few hours out every year thinking about their role and where they want to go in future, no one need fear an



appraisal, it's just demonstrating a way of making sure that your practice is safe and effective."

Anyone interested in becoming an appraiser should contact Ben or Fiona direct at benmurray@nhs.net and fiona.mcilveney@nhs.net.

Ideally it will be at least ten years since you completed your primary medical qualification, appraisers should also have an open and inquisitive mind and want to support and engage with colleagues throughout the organisation.

CARE HUB REACHES NEW MILESTONE

A topping out ceremony at the new Stirling Care Village saw the final tiles being placed on the roof of the new Care Hub. The hub will have more than 100 beds and provide short-term care, assessment or rehabilitation to older people who require additional support following an illness or operation.

The £35m Care Village is a joint venture between Stirling Council, NHS Forth Valley, the Clackmannanshire and Stirling Integration Joint Board and the Scottish Ambulance Service, who plan to re-locate their existing ambulance station there from the Riverside area of the city. Forth Valley College is also keen to explore training and volunteering opportunities in the Care Village for young people considering a career in health and care

Also being built in the grounds of Stirling Community Hospital is the Primary and Urgent Care Centre which will house a number of existing health services including Minor Injuries services, X-ray and GP out-of-hours services plus a number of local GP practices, which are relocating to the centre.



BETTER AFTER BOWEL SURGERY

Patients undergoing bowel surgery are now being invited to take part in a special programme which speeds up recovery and cuts the time spent in hospital from several weeks to several days. Results so far have been impressive with NHS Forth Valley consistently leading the way in the adoption of the National **Enhanced Recovery Initiative.**

As well as undergoing a detailed preop assessment, the initiative includes a special preparation 'boot camp' which gives patients the chance to meet with other patients and discuss with staff what will happen before, during and after their operation.

The results are particularly encouraging for patients undergoing keyhole surgery for conditions such as bowel cancer, inflammatory bowel conditions

diverticular disease. So far more than 100 patients in the Forth Valley area have benefited from the initiative.

Linnet McGeever, NHS Forth Valley's Lead Nurse for Colorectal Cancer and Project Manager for the recovery initiative, said: "Patients often find it difficult to take in information after major surgery so we now bring them in before their operation when they are more receptive and also find it reassuring to have the opportunity to ask questions and practice using different products in advance."

The first 24 hours after major surgery is critical and a number of steps are taken to support recovery. This includes getting patients back on their feet to reduce the risk of blood clots and chest infections, ensuring they are able to eat and drink within a day to reduce dehydration and removing devices such drips and catheters to reduce the risk of infections. Patients are also given detailed information on what to

expect once they go home and what warning signs to look out for. Uniquely in NHS Forth Valley, patients taking part in the initiative are also given the direct number for the on-call surgeon who they can contact if they have any concerns or problems.

Mr Paul Hendry, Colorectal Surgeon and Clinical Lead for the Recovery Programme, added: "We are probably the only hospital in Scotland which gives patients a direct link to the surgical team who can provide advice or arrange for them to come back up to the hospital to be seen in the Surgical Assessment Unit. So far, no one has abused this access as patients realise that this an emergency number and should only be used for serious issues or concerns.



GET FIT ABOUT FIT – THE NEW BOWEL CREENING TEST IN SCOTLAND



Bite size learning sessions are now being offered free to GP clusters or individual practices, following the

introduction of the new bowel screening test in Scotland. The Faecal Immunochemical Test (FIT) is much easier for patients to use and is more effective than the previous stool tests. It requires just a single sample and results will be analysed by a machine rather than manually.

Pilot studies in Ayrshire and Arran and Tayside resulted in uptake increasing by around 5% and showed greatest increases among men and those in more deprived groups.

The workshops are being offered through the Cancer Research UK Facilitator Programme and will last between 20 and 30 minutes. They can be held in-house at a time to suit and are available for clinical and non-clinical staff. Follow up support is available.

Topics covered include understanding the FIT test, key messages for patients, reducing barriers to participation, the bowel screening pathway and practice resources.

To arrange a session please contact lisa.cohen@cancer.org.uk

BE GUIDED BY FLORENCE!

Getting your blood pressure monitored regularly can be a bit of a bind, especially if it means trekking to your local GP surgery in the wind and rain. But now the humble text message – one of the simplest methods of communication – means some patients in NHS Forth Valley soon won't have to move from the comfort of their own home.

Initially patients in around ten local GP practices will receive a text from their practice asking for information about their hypertension. They can then take their own blood pressure readings and text in the result. All the readings will be collated on a web interface which can be viewed by clinicians. Those behind the scheme say it feels just like sending a text message to a friend!

Crucially, if readings fall out-with certain parameters agreed in their management plan, a text will be sent back to the patient advising them that, for example, their readings are a little high and what to do next. An alert can also be sent to their clinician to support early intervention which can reduce the need for the patient to travel to their GP or hospital.

The system is called Florence (Flo), after Florence Nightingale, the founder of modern nursing, and is the new way to monitor patients. Although the 'back end' of Flo – the computer programming needed to make it work – is



complex, what the patient sees and interacts with could not be more simple and familiar, given the prevalence of mobile phones and texting.

Flo is just one example of innovation within NHS Forth Valley and a range of innovation tools and resources are available to support local staff and services. These can be accessed via the EPQi and Research and Development pages on the staff intranet. You can also speak to a member of the EPQi team on 01324 567955 for advice about how to take your ideas forward, get involved in innovation that's already taking place and information about innovation funding opportunities.

MODERNISING OUT OF HOURS CARE

A revamp of the GP and Primary Care Out-of-Hours (OOH) service is currently under way in Forth Valley, with an appeal for GPs to come back to the service. A recruitment drive is also in place for advanced nurse practitioners.

Dr Karyn Webster, who together with Dr Chris Mair is one of our new joint OOH clinical leads, says a modern workforce approach is required to help deliver sustainable OOH services in the future. She envisages greater joint working and sees paramedics, mental health nurses and social care staff as vital to out of hours care. These developments will also support the recommendations of the recent national strategy for Primary Care Out-of-Hours services which followed on from a major review of services across Scotland.

Dr Webster said: "We are looking at developing other roles to support

OOH care, for example advanced nurse prescribers. In the past we have had to close centres for short periods of time due to problems getting GP cover but having staff with a wider range of skills would provide additional support for GPs and guarantee a better service for our patients. What patients are looking for is someone to listen to them and address their concerns and where patients have been seen by a nurse prescriber in the past they have been very happy with the service."

themselves. The OOH service has also been working with the Scottish Ambulance Service to look at ways that advanced paramedic specialists could support care by making home visits.

Dr Webster emphasised that training is very much part of the new approach. Advanced nurse practitioners will take on a mentoring role and GP colleagues across Forth Valley will come in to deliver training sessions.



FIRST FOR TRAUMA TRAINING

Discovered with gunshot wounds, and severe facial injuries due to someone stamping on his head, this 'patient' whose airway was compromised was dumped from a car at the entrance to the ED. He was just one of five 'scenarios' which emergency teams were called to deal with during the first trauma team training course to be held at the Scottish Centre for Simulation and Clinical Human Factors based at Forth Valley Royal Hospital.

Throughout the day 15 participants from five Health Boards across the country battled to 'save lives'. Consultants, surgeons, anaesthetists, emergency and ITU staff, nurses and paramedics quickly swung into emergency mode and spent time learning from each other.

The course was organised by Emergency Medicine Consultants Dr Roger Alcock and Dr Laura McGregor and 'manikins' were dressed to look like trauma victims, complete with 'blood-soaked' bandages and realistic wounds.

Roger said: "When we surveyed trainees and non-training grade doctors they told us trauma was one of the areas they needed more exposure to."

"The training is also timely with the development of the Scottish Trauma Network and provides an opportunity to tailor a bespoke high-fidelity simulation course for Scotland that fosters inter-professional dialogue and training."

After a hard day's work Roger summed up: "I'm really positive about this course. It's been fantastic for both the Faculty and participants to learn from one another and ultimately improve trauma care for Scottish patients. What reassured me was that people felt supported and were able to learn together in very challenging trauma situations.



TRAKCARE – BOARD THE WINTER EXPRESS

Throughout the winter months, the TrakCare train has continued to gain momentum. To prepare for the new Patient Management System, which is set to replace EDIS, eWard and **TOPAS**, several Governance groups have been formed, the first of these being the **Programme Delivery Board and** Implementation Group, who have been meeting regularly.

More recently, the Clinical and User Advisory Group (CAUG) has been established. This group will be chaired by the project's two Clinical Leads, Ms Fiona Leitch and Dr Mark Spears. All minutes from the TrakCare Governance Groups are available to read on the TrakCare staff intranet page.

There has been continued engagement with InterSystems, who developed the TrakCare system, in preparation for the signing of the contract and for the workshops taking place in early 2018. At these workshops InterSystems will provide us with a more detailed look at the TrakCare functionality and allow staff a chance to see how current processes might tie in with the new system. In preparation, the project team have continued to gather information and process map services throughout NHS Forth Valley, most recently mapping the Emergency Department, Front Door and now moving into the Outpatient and Inpatient Areas.

Key data cleansing has also begun within the three current patient information systems. This work is vital InterSystems

BVK(VBt

to ensure all of the data migrated to the new TrakCare system is of the highest quality, improving both patient and user experience as well as national reporting.

For more TrakCare information or to submit any feedback or questions please visit the TrakCare Intranet page.

http://staffnet.fv.scot.nhs.uk/a-z/ trakcare-pms/

RUBBING SHOULDERS WITH ROYALTY!

Morag MacKellar, AHP Manager for Children's Services, recently had opportunity to chat to Prince Charles about dietetics and nutrition and its positive impact on health, when she visited Buckingham Palace to receive her OBE for services to dietetics and health. She and the Prince discussed the challenge of improving on obesity rates and his commitment to encourage this, including work at Dumfries House where he is trying to get local youngsters involved in physical activity through growing vegetables.

"The Investiture itself was obviously quite formal but at the same time everyone made a great effort to put you

at your ease so all in all it was an exciting day particularly meeting all the other people who had been honoured - really quite humbling."

After qualifying as a dietitian in 1975, Morag worked in England for a few years before moving to Forth Valley in 1979. She has held a wide range of roles across the health board area where she has worked as the

area dietitian and lead for primary care and community dietetic services. Morag, who is passionate about health improvement, also played a key role in developing NHS Forth Valley's food policy, the first of its kind in Scotland. She has also held a number of national roles and is currently chair of Nutrition and Diet Resource (UK), a nutrition information charity.

Fresh from her Buckingham Palace presentation, Morag Mackellar was treated to another Royal occasion – a surprise tea party in her honour. AHP staff and colleagues brought in food to the department, with Morag unaware of the 'behind the scenes' preparations which included a



fake meeting in her diary to

ensure she was available!

FORTH VALLEY ROYAL – CAN I HELP YOU?

The friendly voices which greet callers to Forth Valley Royal Hospital have achieved recognition for going the extra mile to help people. The team, comprising Ann Reynolds, Patricia Dickson, Kate Scott, **Ruth Crawford and Mary Jane** MacDonald were recently nominated for two Serco star awards. The first was for the assistance and support they provided to the Emergency Department in managing the response for a very ill patient, for which they were nominated by Dr Roger Alocock. The second was for their work to develop and improve the oncall boards in their department. The boards change daily and are used for on-call and emergency situations. To ensure accuracy and ease of locating the correct person in a challenging situation, the team created different colour markers for

each different on-call area. They trialled this for a number of weeks, making changes along the way. The new way of working has now been fully implemented and praised by both Serco and NHS colleagues.



DAY MEDICINE RECOGNISED AS LOCAL 'DIAMONDS'

The Day Medicine **Department at Forth Valley** Royal Hospital were one of 15 'diamonds' selected for the 2017 Pride of Forth Valley awards, organised by Central FM where they won the NHS/999 Award. Pictured receiving the trophy are (left) Healthcare Support Worker, Jo **Bradford and Staff Nurse** Mary-Ellen Smith.

A spokesperson for the radio station said: "The department was highlighted for the excellent care they provide, above and beyond the call of duty. They can see up to 50 patients a day making sure they are cheerful and welcoming from the first appointment to the last. This highly- skilled department are praised regularly by their patients."

The ceremony, which recognizes the fantastic achievements of unsung heroes in the community, was held at the Airth Castle Hotel, with live entertainment from East 17.





































WALKING PROJECTS SCORE A WINNER

Three projects in the NHS Forth Valley area have scored success in the Paths for All 2017 Volunteer Awards. All have been recognised for the health impacts they have made in the local community, which has led not only to people becoming more active, but has also improved their social life and increased their circle of friends.

Pictured are some of the over 50s in Active Stirling Walking Football, which was a winner for Bob Moyes who has encouraged his team to join walking football competitions and charity events and try new sports such as bowls, cycling, badminton, curling, volleyball, table tennis and basketball. He also helped to set up Walking Football Scotland and to negotiate affiliation to Stirling Albion FC for his local group.

Eva Finlayson, Walk with Braveheart Falkirk, was voted Project Manager of the Year. She has expanded the walking programme to include walkers who are living with dementia, epilepsy and those with visual impairments organising the necessary training programmes for Walk Leaders to ensure they have the right skills to support their walkers.

There was also an award for the Forth Valley Recovery Ramblers, Stirling and Falkirk, who achieved Health Walk Group of the Year. This group are in recovery from substance use and have mental health issues. They decided to organise their own regular health walk and report that getting outdoors walking has helped their recovery and positively influenced their relationships.



LEADERS OF THE FUTURE

Another group of staff have successfully completed the Introduction to Leadership programme. Before presenting their certificates, Morag McLaren, Associate Director of OD and Learning, offered congratulations and reminded them that they will never stop developing their 'leadership skills' regardless of where people are in an organisation.

Initial feedback from those who completed the course has been very positive -

"It really opened my eyes in terms of self-awareness."

"This programme has taught me a lot about my way of doing things and how I can change to get better outcomes from others."

"I feel more enabled to face challenges."

"I will be using feedback more to improve communication in my team."

"The NHS values will be used a lot more in how our team functions."



From left to right: Paula Bissett, Tracey Dunn, Lorna Cherrie, Claire Murray, Lee-Anne Blair, Janet Johnston, Shirley-Ann Wilson, Clare Prentice, Arlene McLeod, Amanda Chapman, Carla Grzebien, Hazel Glen, Morag McLaren, Anne Benton

SCHOOL NURSE CROWNED QUEEN'S NURSE

A Forth Valley nurse is among a group of 20 to have been awarded the title of Queen's Nurse, marking the first time the honour has been made in Scotland for almost 50 years.

Joan Gracie, who works as Team Leader for School Nursing in NHS Forth Valley, was selected earlier this year to take part in a nine-month development programme run by the Queen's Nursing Institute Scotland (QNIS). Each of the community nurses were nominated by their managers for providing high quality, compassionate care.

Joan explained: "I regard the Queen's Nurse title as a great honour and feel very inspired and enthused by the values that underpin Queen's Nursing. It's an affirmation of what I do, and an encouragement to be braver and bolder.

"I'm feeling inspired to take back all the learning to share with my team who have supported me throughout the process."

After completing the QNIS programme, Joan has earned the right to use the Queen's Nurse title



which dates back to the late 19th century when nurses trained at institutes across Scotland until 1969. She was presented with a certificate and badge by Great British Bake Off judge Prue Leith during the QNIS awards ceremony in Edinburgh.

Clare Cable, Chief Executive and Nurse Director of QNIS, added: "From the late 1880s, Queen's Nurses were social reformers who were taking public health into people's homes to help families take better care of themselves. The modern Queen's Nurses are building on this proud heritage – sharing this pioneering spirit to improve the health and wellbeing of the communities of Scotland.

"Their roles vary, from bringing care to some of society's most vulnerable and marginalised groups to supporting people in mental distress or end of life care."

CLACKMANNANSHIRE PARENT PROJECT WINS MAJOR AWARD

A project which provides support to young parents in Clackmannanshire has won the Excellent People, Excellent Outcomes award at the 2017 **COSLA Excellence Awards.**

The Clackmannanshire Young Parents Project (YPP) not only encourages young parents to develop the skills, means and confidence to fulfil their own potential but also helps ensure their children have the best start in life. Another key aim is to help young parents prepare for employment, education or training.

Delivered by Clackmannanshire Council, in partnership with NHS Forth Valley, the project is also supported by Forth Valley College, Stirling University and Skills Development Scotland.

Key workers provide a single point of contact to provide support and advice



with issues such as housing, accessing learning and employment grants, help with money advice and sourcing childcare. All participants complete a course in paediatric first aid, and other opportunities include programmes in

elementary cooking skills, food hygiene and confidence and self esteem. They can also access the NHS Forth Valley's Family Nurse Partnership which helps first-time parents aged 19 and under give their babies a healthier start to life.

NHS FORTH VALLEY **MAINTAINS BRONZ AND SILVER**

For the ninth consecutive year NHS Forth Valley has maintained the bronze and silver awards as a Healthy Working Lives (HWL) employer. The national programme promotes health, safety and wellbeing in the workplace and in NHS Forth Valley a steering group takes this work forward for all staff.

Examples of initiatives between September 2016 and August 2017 include:

- Staff told us through The Big Staff Health Quiz of 2016 that exposure to second-hand smoke can be an issue, specifically when carrying out home visits. We shared this learning with colleagues in the Forth Valley Tobacco Action Group and at a National level. As a result, resources are being developed that positively address this issue. We shall keep staff informed of progress.
- A rolling programme of information campaigns has

been promoted on the 86 HWL noticeboards throughout the organisation. These have been shared with local businesses who are also taking forward HWL. Examples range from reducing stigma around HIV to physical activity opportunities for staff, such as cycling, walking, fitness classes and gym memberships.

We have worked with 'See Me Champions' to encourage staff to talk about working together to reduce the stigma around mental health and wellbeing. NHSFV staff and volunteers joined a 'Walk A Mile in My Shoes' in the grounds



of Forth Valley Royal where we paired up and talked to each other about how we were feeling that day.

Another new partnership has been with The Stirling Cycle Hub. Together with Recyke-a-Bike they supported 'Wheely Wednesdays' outside Forth Valley Royal Hospital carrying out free bike checks. A roll-out to Stirling Community Hospital is planned this year.

For more information about Healthy Working Lives throughout NHSFV please contact the Healthy Working Lives Group Chair: Hazel.Meechan@ nhs.net with your questions and ideas.

GOLDEN PRIZE WIN A FABULOUS SILVER & GOLD PENDANT

We've teamed up with local jewellers J F Colley to offer one lucky reader the chance to win a fabulous hand-crafted silver pendant with gold interior.

The Falkirk based shop specialises in designing and handcrafting gorgeous bespoke jewellery. They can also create wonderful new pieces from old items including lovely wedding bands. In addition, they are also offering all NHS

staff a 15% discount on their stock items so why not treat yourself or buy a present for someone special.

To win this fantastic flower shaped pendant just tell us the answer to this simple question.

What is the birthstone for April?

A: Ruby
B: Emerald
C: Diamond

Send your answer to FV-UHB.StaffNewsCompetition@ nhs.net or by post to NHS Forth Valley Communications Department, Carseview House, Castle Business Park, Stirling FK9 4SW

The closing date for entries is Wednesday 28th February 2018. Good luck!

The winner of our Autumn 2017 Staff News competition was Jacqueline Loggie, Healthcare Support Worker, who won a voucher for designer glasses courtesy of Vision Express Falkirk. The correct answers were - The Falkirk Wheel, The Pineapple, Wallace Monument and The Kelpies. Congratulations Jacqueline!























hand crafted jewellery made in our falkirk workshop

THUMBS UP FOR CHOOSE TO LOSE AT WORK

● ⑤ ⑤ Ø Want to set up weigh-in sessions in your workplace?

The ophthalmology outpatient team at Falkirk Community Hospital is celebrating a total weight loss of an amazing 5 stone 8 1/2 pounds after taking part in the Choose to Lose at Work 10-week programme. Mentored by Staff Nurse Julie Catlin, the team all feel so much happier and healthier and have decided to keep their group they named 'Eye-Normous to Eye-Candy' going. They have invested in a set of scales and hope to keep encouraging more staff to get on board in the New Year to fight any weight gained over the festive season.

Public Health Dietitian Pamela Murray says Braveheart at Falkirk Community Hospital have also been facilitating a Choose to Lose at Work pilot programme with two groups of NHS staff and overall results have been very promising. The two groups of 24 staff managed to lose 6 stone 1 pound over the 10 weeks. Staff were weighed weekly and offered support and resources to help them self monitor their weight, set goals and record their

dietary intake and physical activity levels. Texts were sent weekly to each member to help motivate them and keep them focussed and on track. The group sessions offered members support and the opportunity to share ideas, tips and recipes.

Pamela says it would be great if more departments started to run their own weigh-ins for their staff, it not only supports staff to lose weight but it is



also a great team building exercise for staff. All that's needed is access to our online ChooseToLose@Work programme, a set of scales and a couple of staff keen and enthusiastic to take forward the group.

For more information email Pamela. murray1@nhs.net or check the Choose to Lose at Work page on the NHS Forth Valley website (under the health promotion section).

RECOGNISING OUR MENTORS

Around 150 members of staff have been awarded for their exceptional mentoring at a celebratory event in the Learning Centre at Forth Valley Royal Hospital.

Final semester nursing students at the University of Stirling were invited to look back over their time on placement with the Health Board and asked to nominate the people who helped them learn and supported them during this time.

Nominations were also put forward for mentors from NHS Forth Valley's Practice Education Facilitators. Awardees were presented with certificates and pin badges at the event,

which is now in its 6th year. Two members of staff, although unable to attend the ceremony, were awarded for receiving nominations for 6 years in a row.

As part of the ceremony, two recently qualified nurses shared their experiences of mentoring and the difference this has made to help them prepare for their future careers.

The certificates were presented by Dr Ashley Shepherd, Head of Health Sciences, University of Stirling, along with Professor Angela Wallace, NHS Forth Valley's Director of Nursing and Rita Ciccu-Moore, Associate Director of Nursing.



MOIRA IS LOOKING FORWARD TO HER NEXT ROUND!

After almost 40 years with the NHS, Moira Simpson is exchanging her life in Pre-Op Assessment to becoming a golfing aficionado.

Moira trained as a student nurse in 1978 at the Victoria Infirmary in Glasgow, qualified three years later and began working in ENT. A move to the A&E department also saw her obtain her air ambulance wings. Her next career move was to study orthopaedics at Phillips Hall Hospital which was followed by several years as a ward sister before she arrived at Stirling Royal Infirmary where she became a Clinical Support Nurse in 2001.

Moira has worked continuously, apart from a year off when she had her daughter Lauren in 1996, and plans to spend her retirement playing golf. She will be missed by all her friends.





MARATHON MEN AND WOMEN

Six charities have benefitted from a great result by these staff from Theatres and ITU. They completed the Glasgow half marathon raising a grand total of £6,441.

The money was shared between Strathcarron Hospice, Sick Kids Glasgow, Dementia UK, Macmillan, Stroke UK and Breast Cancer.

TRYSTPARK STAFF BRAVE THE RAIN

This photograph, taken at the end of a rainy day in Glasgow, marks the end of the Glasgow 10k for a team from Trystpark at Bellsdyke Hospital. Pictured (from left to right) are: Duncan Westall (Senior Charge Nurse), Jacquie Shand (Deputy Charge Nurse) Dr Laura Steven (Consultant Psychiatrist), Claire Stanners (Staff Nurse) and Mark Gean-Hughes (Occupational Therapist).

Duncan, Jacquie and Claire completed their first organised 10k having sprinted to success from couch potato to the finishing line in just 12 weeks of training. Laura took part



despite not having run for a number of years and Mark is a keen runner.

Claire and Jacquie also raised £365 for MIND charity and the team hope to push up to a half marathon in 2018.

SINGING FOR RESEA

Well done to NHS Forth Valley's Women and Children's Unit Choir, who recently joined together with three other choirs to fundraise for Brain Tumour Research.

They performed in the beautiful setting of St Columba by the Castle in Edinburgh and raised a fantastic grand total of £683.

The Choir will meet again on Monday 5th February 2018 at 6.30pm in the Learning Centre at Forth Valley Royal Hospital. New members are always welcome.



A Falkirk football team, made up of staff and patients from Woodlands Resource Centre, Bellsdyke Hospital and Caledonian Services has been crowned champions of the SFA Mental Health and Wellbeing League.

The team is supported by NHS Forth Valley, Stenhousemuir Football Club and Caledonian Services (which provides support to people with mental health problems in the Falkirk area). It is open to both men and women between 18 and 65 and is an opportunity for people with mental health difficulties to socialise and mix with other people interested in football. Players are coached by the SFA's Danny Newbiggings at Stenhousemuir FC.

NHS Forth Valley Occupational Therapist Clinical Specialist, Julie Cunnell, said: "This is a truly amazing achievement for all players involved. The teams have dedicated themselves to training twice weekly, all year round at Stenhousemuir football

"What we are doing is providing mental health support in an informal setting with qualified health professionals and as a result, the physical health and fitness of everyone in the group has really improved."



Left to Right: Jimmy Chamberlain (Nursing Assistant), Julie Cunnell, (Occupational Therapist), John McGowan (Caledonian Services), Stevie Gallagher (Staff Nurse), Callum Forsyth (Volunteer Coach). Jenny Rodgers (Occupational Therapist) also facilitates the group but is not in picture.



Andrew Murray, Medical Director

Tell us a little about your job

The role of Medical Director covers a wide range of areas including medical training, leadership and support as well as driving forward service developments and innovations. I also still work as an ENT surgeon which is good as I enjoy being involved in frontline patient care and it keeps me connected with the issues and challenges facing our clinical teams.

What do you hope to achieve at NHS Forth Valley?

I want to ensure the whole organisation, especially the doctors, feel truly valued and engaged. I believe that's the springboard for an organisation to become truly high performing and I honestly believe that by working together we can achieve a lot.

Last good read?

The White Tiger by Aravind Adiga – it was given to me by colleagues when I left NHS Ayrshire and Arran. It's the story of a rickshaw driver's son who skilfully climbs India's social ladder to become a successful businessman and entrepreneur and it's really funny. I am currently reading Difficult Conversations: How to Discuss What Matters Most which is interesting and a bit different from your typical management or leadership book.

Treasured possessions?

Gifts from my son and I also got a painted white stone from the Palliative Care unit in NHS Borders when I left last year which I like.

Can't leave home without?

My apple. Not a phone, a real apple!

Travel essentials

Sound cancelling headphones for when I need some peace and some factor 50 suncream for my West of Scotland complexion.

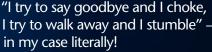
Song that means most to you

I Try by Macy Gray.

It was the biggest song when I went to New Zealand during my training in 2000 and had an emotional parting from my family at Glasgow Airport. At the security check literally 5 minutes later, the lady officer wanted to see in my hand luggage and, on top of all

> the travel stuff, was a box of photos of my family that she opened up and started to look through. I couldn't hold it together.

I try to walk away and I stumble" -

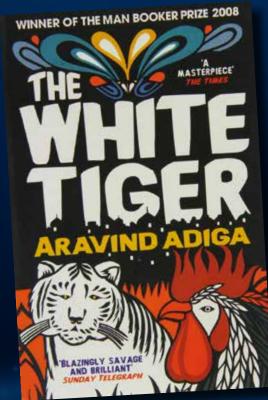


Who inspires you?

Great thinkers and polemicists who challenge and transform the world order - Richard Dawkins, Charles Darwin, Christopher Hitchens.

Motto for life?

Currently, I seem to be saying "I couldn't give a monkey's" a lot (although maybe just to myself when I am checking emails....). But lifelong, I'm more "Live and let live."



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Staff News is produced by NHS Forth Valley's Communications Department. If you have a story or suggestions for a future issue please contact Kate Fawcett, Communications Manager on 01786 457236 or Julie Wilson/Lindsay Hathaway on 01786 457243.