



Nurses of the  
future in the 1960s  
**pages 5, 6 & 7**



Farewell to  
Elenor MacLeay  
**pages 10, 11, 12 & 13**



Carbon Awareness  
update  
**page 29**



Eileanan Siar  
Western Isles

*best  
at what  
we do!*

## A celebration of nursing careers in the Western Isles



Better Health ~ Better Care ~ Better Here



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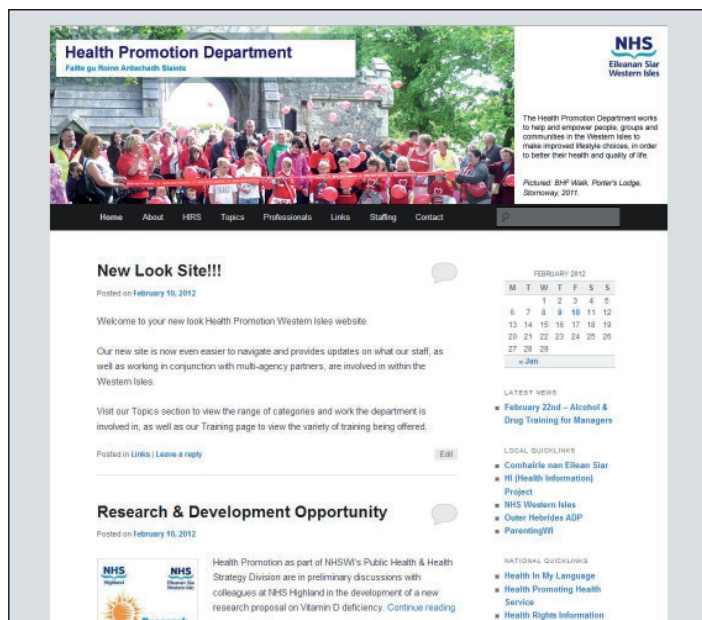
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The Editor reserves the right to adapt as appropriate any contributions.

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# Slàinte

NHS Western Isles Staff Magazine – Spring 2012



## New Look for Health Promotion!

The Health Promotion Department recently launched its new look website at [www.promotionswi.scot.nhs.uk](http://www.promotionswi.scot.nhs.uk)

As well as being easier to navigate, the new site offers information on the wide range of work that Health Promotion staff are currently working on, or are about to undertake, either individually or in conjunction with their NHS colleagues or multi-agency partners.

Featuring heavily on the new site is the use of local images in order to attract and encourage visitors to find out more about each posting.

A new section for professionals has also been added to include the wide range of training offered by Health Promotion, as well as a large number of local reports and statistics.

The level of Gaelic has also been increased within the site, with the 'About Us' section having been translated.

The Health Promotion site, produced by Marissa MacLennan, Health Information and Resources Officer, will be the first of many sites to be redesigned into a similar format.



### Professional Practice Development Team

# European Paediatric Life Support

## 22nd - 24th May 2012

## Clinical Skills WIH



The EPLS provider course is intended to provide training for multi-disciplinary healthcare professionals in the early recognition of the child in respiratory or circulatory failure and the development of the knowledge and core skills required to intervene to prevent further deterioration towards respiratory or cardio respiratory arrest.

This course is designed for healthcare professionals who would be expected to apply the skills taught as part of their clinical duties, or to teach them on a regular basis. Appropriate participants include doctors, nurses and paramedics working in direct contact with children. All applicants should hold a current clinical appointment and professional healthcare qualification.

**For further information or to book a place please contact Claire Mackenzie (Professional Practice Administrator) on 01851708146 or by e-mail on [claire.mackenzie1@nhs.net](mailto:claire.mackenzie1@nhs.net)**

## Library Service

The library service supports all NHS Western Isles staff and students. Members enjoy 24/7 access to a quiet study area, a wide range of books, networked computers and printer and librarian assistance during normal office hours.

See the library service webpage for full details.

(Click on 'Learning and Development' on the intranet front page).



# Foreword from the Chair

As everyone will be well aware, the National Health Service in Scotland (and the UK) is unique in the world, in that, with a few exceptions, it is a free service at the point of need for all residents, since the Service is funded by taxpayers. While there are variations across the country that arise from different circumstances and different priorities, and which need to be addressed to remove the emergence of real or perceived inequalities, the core concept of medical treatment according to need and not according to the ability to pay, remains unchanged 65 years after the establishment of a truly national service.

However a free service does not imply the absence of costs and considerable sums are invested by the Government into the Health Service. An rough analysis of expenditure would suggest that approximately 60 per cent of funding is spent on staff, 20 per cent on drugs and the remaining 20 per cent on buildings, equipment, training, catering and cleaning. It is our responsibility to the taxpayer to ensure that value for money is achieved and never more

so against a background of growing demand on medical services, allied to the advance of medical knowledge and immense, though expensive, improvements in technology. The end result is a high quality service from which all patients benefit, as we apply the latest research along with the latest technological developments.

The function of the Western Isles Health Board is to ensure that a strategic approach is adopted towards the proper discharge of financial responsibility and the Executive Directors and Senior Managers employed by the Health Board play a key role in ensuring that funding is properly controlled and directed. It is therefore pleasing to note that, at month 11 in the current financial year, we in the Western Isles are on a solid track to come in on budget for the fifth year in succession, whilst having maintained the quality of service and remaining on trajectory to meet our local and national targets.

Most impressively, within this current year, it appears that, due to prudent management of resources, we are able,

without impacting on service delivery, to begin to pay the Government back for the outstanding brokerage sum of £3,090,000 which was advanced to the Board in 2009.

A total of £631,000 can be paid back one year earlier than we were due to commence the repayment programme. We still have a difficult road ahead of us to repay the entire £3million over the next six years, not just in identifying savings but also in maintaining a high quality service, as patient care and security remain our primary objectives.

I would like to record my thanks to the Director and to all of staff in the Finance Department who handle the accounts with such care. I also want to thank all the Executive Directors and Senior Managers, Departmental Heads and Leads who ensure that robust control systems are in place. We look forward to the time when we have cleared the outstanding debt to the Government, acknowledging that in the course of the last few years, we have learned the value of extremely careful budgeting at a time when financial skills and expertise will be called upon to see us, and the people for whose medical care we are responsible, safely through a time of declining resources.

**Neil R. Galbraith**

## Message from the Chief Executive

As Chief Executive I am in the position of having that 'helicopter view' of the organisation; looking out across many challenges and successes the length and breadth of the Western Isles.

On arrival here in autumn 2006, the landscape looked very different, with certain parts of the organisation failing, whilst others carried on delivering for patients under difficult circumstances. In the eyes of some, the organisation was 'circling the drain'; for others it was perceived as having already passed the point of no return.

Haven't we proved them wrong! Today the landscape looks so much different; the organisation having moved from rescue, through recovery and now into a healthy state of challenge, change and modernisation. Staff with their heads up, driving forward innovative solutions and new ways of working.

We should not underestimate how different things could have been and how critical it is that we maintain the positive momentum that we all have created. Meeting the needs of our patients, whilst embracing and managing some difficult changes is never an easy task. The steady state is always preferred to one of organised chaos. Breaking long standing habits and moving into new uncharted territory we have done frequently and well; learning as we go about what has gone well and what we can do even better next time.

In 2012/13, change will be no stranger to us and we will face it and manage it. Patients and staff will be the better for it.

**Gordon G. Jamieson**



# CPNs launch a 'recovery-focused' service in partnership with Catch 23

The launch of a partnership between the Western Isles Community Psychiatric Nurses (CPNs) and Catch 23 mental health drop-in service is already helping to develop a more 'recovery-focused' model of care by supporting patients to manage their own conditions more effectively in a community setting.

Catch 23 is a mental health drop-in centre in Stornoway, operated by the Western Isles Association for Mental Health (WIAMH). Catch 23 aims to provide an informal, relaxed and safe place for people to meet without the fear of being judged by the stigma of mental health and the issues that surround it.

As part of a new service being offered to patients, a CPN is now based within the Catch 23 centre every Wednesday from 12noon until 2pm, and is available to anyone on a one-to-one basis to talk to and discuss any mental health issues or problems.

## Closer joint working

Catch 23 Centre Manager Del Gunn explained that the idea of closer joint working between the CPNs and Catch 23 has been an aspiration for some time, but it was not until local CPN Cathie Maclean joined the Catch 23 Committee, that the concept of CPNs being based at the drop-in centre became a reality.

CPN Team Leader Debbie Macrae explained: "This partnership has been established with the view to the CPN being based at Catch 23 one afternoon a week. This means that clients on the CPN register are more likely to move forward successfully into the community setting when they're ready to do so. When clients are ready to discharge from the CPN register, we are able to help establish them in the community by providing

this less formal support service, which they can attend if they choose to do so. This is a recovery-focused model and clients can also attend the drop-in at Catch 23 during the same visit. People who have never been on the CPN register are also welcome to come and speak to the CPN at Catch 23 if they would like help or support in an informal setting."

She added: "The partnership has resulted in more effective communication between the CPNs and Catch 23, so it helps us to provide a better outcome for the patient. Many of the clients who have come to see us at Catch 23 have also built up strong support networks through Catch 23, and many are managing on their own and with the support of their peers."

## Feedback from clients

Local CPN, Catherine Jacek pointed out that feedback from clients to date has been very positive, with the majority reporting that the service has been extremely beneficial.

"They are embracing it right away," she said. "The 'drop-in' option has also directly resulted in clients being discharged from the CPN register, as they now have access to support that more appropriately meets their need."

As well as Catch 23 and the availability of a CPN one day a week, the premises in Bayhead are also home to Penumbra, a mental health charity which provides a range of services offering practical support towards recovery. With the addition of the CPN, the building now provides a comprehensive 'one stop shop' for help and support. Local CPN Gordon Chlad pointed out that a further development in the pipeline is the launch of a peer support



*Pictured are (standing) CPN Team Leader Debbie Macrae and Catch 23 Centre Manager Del Gunn, and (sitting) CPNs Catherine Jacek and Gordon Chlad.*

group in partnership with Catch 23.

"Clients in the community have told us that a peer support group is one of the things that would have a huge impact," he explained. "This would make them much less dependent on hospital services and would get them on that road to recovery."

The Catch 23 Centre is open from 12noon to 4pm, Monday

to Friday, and 11am to 3pm Saturdays. The drop-in is an adult service and is available to those who are experiencing or have experienced mental health difficulties. Their carers, friends, relatives and members of the general public are also very welcome.

**The CPN service is available on a drop-in basis every Wednesday from 12noon until 2pm.**

## Participation invited to further improve audiology services

Staff with a professional link to the Audiology Service, as well as Audiology Service users, are being invited to join an Audiology Service Working Group to further enhance local services.

The new Audiology Service in the Western Isles was launched in April 2011, with the appointment of Gabrielle Mason as Lead Audiologist. NHS Western Isles now wishes to further improve services in partnership with staff and members of the public.

The Working Group is therefore being launched to improve the Audiology Service to the highest possible standard, and to ensure that improvements are developed in partnership with key staff

and service users.

Gabrielle explained: "The group will be made up of both members of the public and healthcare staff, and everyone will be encouraged to give their views on how they'd like to see services improved."

Workshops will be held once every two months at the Sensory Centre in Stornoway, and will be chaired by the Lead Audiologist.

Meeting times will depend upon demand and the preferences of those who have expressed an interest.

If you would like to attend, please contact the Audiology Department in Western Isles Hospital (01851 708217) or contact Gabrielle directly by email.

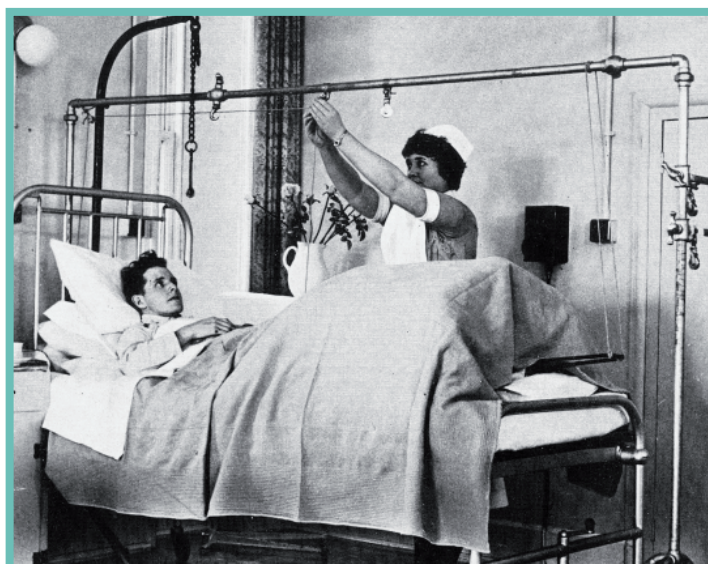


*Nursing Demands Qualities of  
Character and Personality but...  
to those who accept its challenge  
there is no profession more  
rewarding*

(Photographs and text over the next three pages are from a local booklet developed around the early 1960s to encourage local ladies to become nurses. Kindly loaned by Donald Mackenzie.)



## A celebration of nursing careers in the Western Isles



The nurse is engaged on skilled work of Christian service to other people and the opportunities open to British trained nurses have never been greater than now. Excellent posts are available at home, in the Commonwealth, and abroad. Salaries of all ages and grades are comparable with those in similar professions.

The attractions of nursing are not based on an easy life. Training entails study, concentration, a willingness to sacrifice a certain amount of personal convenience. But even in training, the nurse knows that she is doing useful work. She earns gratitude and esteem of those she helps.

The best way for the island girl to enter the nursing profession is through Lewis Hospital.

There are three substantial advantages: -

1. The first year's training is within easy reach of home

and friends.

2. Training is completed in Glasgow in one of the most progressive nursing schools in the world.
3. In the vital first year, the sister tutor can give individual tuition, when necessary, because classes are small.

Glasgow Royal Infirmary, with which Lewis Hospital is associated in group training, is an old established university teaching hospital.

Famous surgeons have worked there, among them Lord Lister and Sir William MacEwan, and it was there in 1893 that Mrs Rebecca Strong, one of the pioneers of nursing reform, opened the first preliminary training school in which pupils were given theoretical instruction after commencing practical training. That great tradition is still maintained.





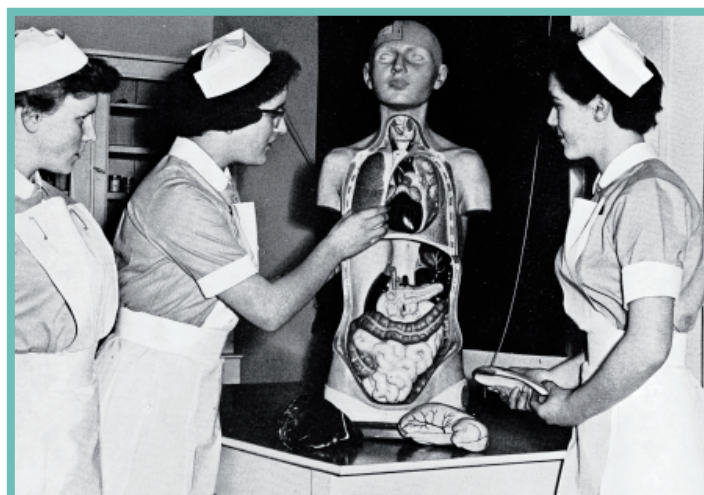
## *Lewis Hospital offers other advantages*

The commencing age for a student nurse is 17 years and 9 months, but the girl who is keen can enter Lewis Hospital at 17 years as an auxiliary nurse. In this way, she begins to earn, and can get the feel of the job nine months before the formal training begins.

In the same way, the girl who is not quite sure that she would succeed as a nurse can have nine months experience as an auxiliary, within reach of home before making up her mind.

Within one year's training in the Lewis Hospital, and two in Glasgow Royal infirmary, the student can qualify as a State Registered Nurse in the minimum period – three years. By starting in Lewis Hospital she does not add anything to the period of training and she gets the advantages both of the small hospital with individual tuition and the large teaching hospital with its rich resources.

The group training scheme provides an easy transition from home and school to the city, which would appeal to student and parents alike.



During training at Lewis Hospital student nurses are expected to be resident. Auxiliary nurses can be non-resident until training begins.

Excellent living accommodation and recreational facilities are provided in a modern nurses' home. The latter includes a television set and a tennis court.

The hospital is conveniently situated. There are churches of various denominations within walking distance, and there is a branch of the Nurses' Christian fellowship, which meets fortnightly in the hospital.

Every possible step is taken to protect the health of the student nurse. During the first week in the preliminary training school there is a routine medical examination, including an x-ray of the chest. Student nurses are advised to report immediately, if they feel unwell. If a student nurse is off duty owing to illness, the parent or guardian is notified so that they may visit her. There is generous provision for sick leave with pay, according to the length of service.

A pension scheme covers all student nurses, but contributions are refunded to those who leave the service for marriage or other reasons.







Girls entering the nursing profession should have reached a good standard of education, and be able to pass the prescribed entrance examination.

There are three preliminary training school courses every year, commencing in January, May and September. The student receives instruction in

anatomy, physiology, health and nutrition and the basic principles of nursing, and these three months are regarded as a trial period during which the suitability of the candidate can be assessed.

The nurse enters upon her further training in hospital, moving from ward to ward to gain knowledge of the



various branches of nursing necessary to meet the needs of the General Nursing Council for Scotland. Concurrently with the practical experience, theoretical instruction is given by the sister tutor in preparation for the State Examinations. There is a block system of training so that nurses have a week's tuition in the teaching department

before each State Examination. Student nurses in training at the Lewis Hospital enter for Part 1 of the Preliminary State Examination at the end of nine months and for Part 2 on completion of one year. They then proceed to Glasgow Royal Infirmary to continue their training for another two years.

## Centenary of transformational healthcare report

This year marks the centenary of a report which transformed health services in the Western Isles and established the founding principles of the National Health Service.

In 1912, the Dewar Commission was established to examine the state of health services throughout the Highlands and Islands. The Report of the Highlands and Islands Medical Service Committee or 'Dewar Report' was published, named after its chair, Sir Donald Dewar.

The report presented a vivid description of the social landscape of the time and highlighted the desperate state of medical provision to the population, particularly in the rural areas of the Highlands and Islands.

The Committee gathered information by questionnaires sent to 102 doctors and 158 other individuals and this was followed on by direct observation by a series of meetings visiting Inverness, Thurso, Kirkwall, Fair Isle and Lerwick; Lairg, Bettyhill, and Rhiconich in Sutherlandshire; Stornoway and Garrynahine in the island of Lewis; Tarbert, Harris; Lochmaddy in North Uist; Dunvegan and Portree in the Isle of Skye; and Kyle of Lochalsh, Perth and Oban. They also held meetings in



Highlands & Islands Medical Committee, 1912.

Chas. Orrack   Dr. Leslie MacKenzie   M. Beaton   Dr. J. L. McVail   J. Cullen Greirson  
 Andrew Lindsay   Miss Tolmie   The Marchioness of Tullibardine  
 Sir John Dewar, Bart.   J. L. Robertson Esq. L.L.D.  
 Chairman

Edinburgh and Glasgow and reviewed available published reports and papers.

The report was detailed in its recommendations, namely that an imperial grant should be provided to enable a reorganisation of the medical services under

a single organisation with patients paying a small fee for services and doctors receiving a minimum salary with additional expenses for travel. It also recommended the reorganisation of nursing services, the building of community hospitals,

improvement of the telephones and provision for an ambulance service.

Overtime these recommendations led to the formation of the Highlands and Islands Medical Service, which acted as a working blueprint for the NHS in Scotland.



# Celebrating 40 years in Nursing



*Gill McCannon, Christmas 1974,  
Staff Nurse, Medical Ward.*

## **By Gill McCannon**

I commenced my nurse training in the 1970s with a passion to be a nurse and that passion has never left me. I am still passionate about nursing and what it stands for. I never thought when I started nursing that I would end up teaching nursing, but as my career unfolded, that was the direction that it took me, by chance.

I staffed on a medical ward and then moved to coronary care and intensive care units, where I wanted a challenge. Working in the two units was the most exciting and rewarding aspect of nursing that I had experienced and I have some fantastic memories of working there. I soon became Sister in charge and that took my professional career to another level. It has shaped the way that I view what nurses can do and the difference they can make to the patients and their families.

I became interested in parenteral nutrition and that took me to the United States of America and Canada,

where I investigated the role of the nurse in caring for patients with severe nutritional problems. Shortly after that, I commissioned a Nutrition

and Metabolic Unit and it was there that teaching became another of my passions. Teaching nurses and patients about nutritional support was

exciting.

I moved into education as a clinical teacher, combining two of my great passions; nursing and teaching. I



*1979: Sister in Charge,  
Intensive Care Unit.*



*1980: Sister in Charge, Nutrition and Metabolic Unit.*



hoped that I would be able to marry the two together and influence the student nurses who I hoped would develop excellent standards of nursing care, through leading by example.

My next career change took me far away, all the way to the Western Isles, where I have worked now for 25 years - another celebration.

I undertook my nurse teacher training in Scotland, and have worked as a teacher ever since; based at the hospital, and latterly as part of the University of Stirling. Nursing has undergone dramatic changes in the last 40 years, as has the NHS. We now have an all-graduate nursing profession, and although the academic demands have increased and nurses are expanding their roles, what has remained fundamental is that our patients are well cared for.

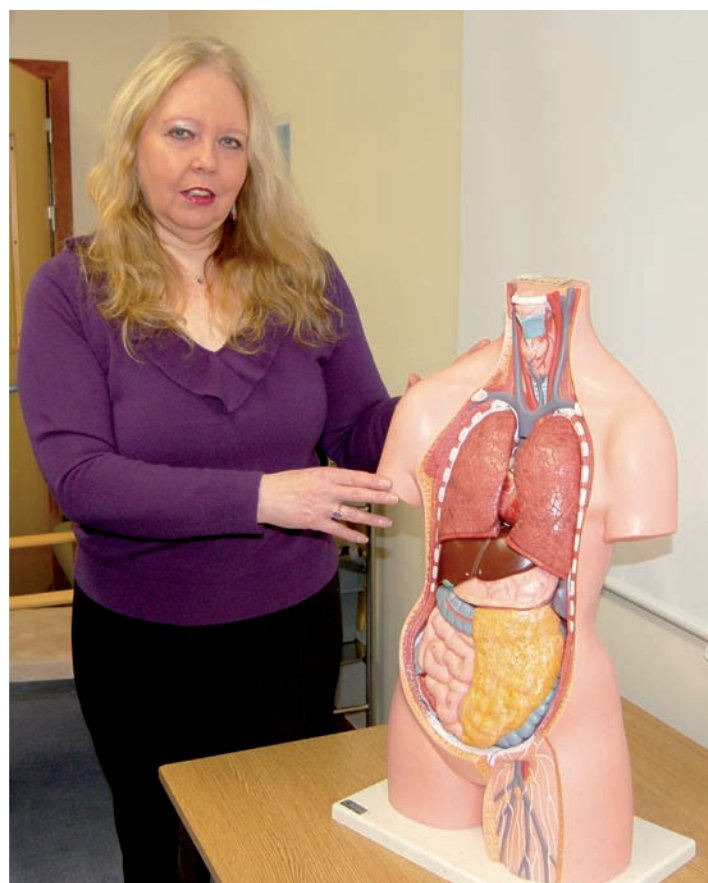
We should never underestimate the influence that a nurse can have on a patient and their families and that, as nurses, we can make a difference to a person's life.

I have had and continue to have a fantastic career. I always tell the students that I am a nurse who happens



September 1971: student nurse.

to teach nursing. My nursing routes are as strong now as they have been and this culminated in me being able to go out into practice to work with students, patients and their mentors. This gives me immense satisfaction. Nursing has offered me a fantastic career where I have some excellent memories and have met some amazing people and colleagues.



2012: Gill in her current role as Practice Learning Coordinator, School of Nursing, Midwifery and Health, University of Stirling.

## Times Gone By

If you have any old photos you would like to submit, please contact one of the Editorial Team on Page 2. Photos will be scanned and returned to you.



Pre Training School (PTS) 1961, Lewis Hospital:

Standing: Alice D. Macleod, Anna M. Murray, Bellan Martin and Catherine Mackenzie.

Sitting: Christine MacInnis, Chrissie MacLennan and Chirstag MacDonald.



Birthday Party for patient: Surgical Ward, Lewis Hospital, 1969.

Helen (Porter) Maciver; Student Nurse Margaret (Morrison) Macmillan; Staff Nurse Anna M. (Murray) Macleod. The patient is pictured cutting her birthday cake.

## Times Gone By



## Remembering a 50 year nursing career... **Elenor MacLeay**



1966: Elenor (right) with Sister Margaret Mackenzie outside Ruchill Medical Hospital, Glasgow.

It was exactly half a century ago that Elenor MacLeay, at the tender age of 17½, left her childhood home near Elgin to move to Glasgow to pursue a career in nursing; a career which was to span six decades, from a shaky first few months as a shy student nurse in Glasgow, to her more confident and experienced years as 'Matron' and Quality Assurance Manager in the Western Isles. It was 1962 when Elenor (known as Elenor Black then) joined The Haugh pre-nursing

College in Elgin, after leaving Elgin Academy.

### **Early Days**

"I had always wanted to be a nurse, although my teachers at school wanted me to be a domestic sciences teacher," says Elenor. "But from a very early age I was adamant I was going to nurse. Dolls, cats and dogs would all end up with plasters and bandages on them, and I would wheel them around in an old wheelbarrow. I had been very impressed with the District Nurse at that time;

she was called Suzie Barron. She gave me an old handbag and I used it as my nurse's bag, and she would give me empty injection bottles with rubber tops as well as bandages and other bits and bobs I could play with.

"When I acquired a needle for knitting socks, I was on the floor one day while my mother was having tea and chatting with her friend. They were paying no attention to me, so I told my mother's friend I was going to give her an injection,

and pushed the knitting needle into her knee. Her cup and saucer landed on the floor and she ended up with a big bruise. I didn't get off to a great start!"

And while Elenor's mother had hoped her daughter would undertake her training close to home in Inverness or Aberdeen, Elenor chose to move to Glasgow.

### **Student Life**

"I wanted to go with the friends I had met at The Haugh," says Elenor. "I started my training in Glasgow on September 1<sup>st</sup> 1962, and to tell the truth, I never unpacked my suitcase for six months, and I wanted to go home every Saturday. I was terrified of Glasgow - remember this was the sixties and the 'teddy boy' gangs were still around! Had it not been for the fear of the wrath of my mother, who would have packed me back on the train, I'm not sure what would have happened."

She continues: "Back in those days, we used to have to go and explain ourselves to the Matron if a thermometer got broken, and we would get in trouble for that. On one occasion, I got hauled to the Matron by the Sister as I'd dyed my hair from black to strawberry blond, and had to keep a straight face while Sister told the Matron that I reminded her of the white rabbit out of Alice in Wonderland!"

Another 'mishap' as a student nurse was when Elenor realised there had been a slight problem with patients' dentures.



1963: Elenor (centre) with a domestic on her left and a patient on her right, in Glasgow.



1967/68: Elenor (right) pictured with her Mentor Sister Margaret Mackenzie in Glasgow.





1964: Elenor (right) with colleagues.

"A colleague and I were trying to get everyone's dentures cleaned so quickly that we mixed them all up and it was only when we gave three people the wrong dentures that we were eventually caught and marched to the Matron," says Elenor.

Providing hope for all student nurses that every trainee nurse makes mistakes, Elenor also admits that she was positioning bedpans the wrong way round for female patients for six months as a student nurse before it dawned on her that something wasn't quite right!

"It was only when I saw one of my patients fiddling with the bed pan under the covers that I realised," she admits. "The poor patient couldn't understand why the bedpan was sticking into her back and hurting her! No wonder my nickname was 'Silly Black' back then! This was a reference to Cilla Black who was a rising young pop star at the time."

#### **Nursing career officially begins**

Elenor qualified in October 1965 as a Registered General Nurse, and then planned to go on to do her midwifery training. However, when an opportunity to take on the role of Junior Sister at Ruchill Hospital in Glasgow came up, Elenor decided to change direction.

"The post had come up in the Medical Ward that I was assigned to after qualifying and where they had decided to have a Senior Sister and a Junior Sister," Elenor recalls. I had a flair for the medical side of things and Sister [Margaret] Mackenzie encouraged myself and another girl to apply. I got the post and became a very

Junior Ward Sister in Glasgow on 1<sup>st</sup> October 1966. That put the kibosh on midwifery training."

She continues: "Back in those days, everything came into the Medical Ward; overdoses, haemorrhages, acute heart attacks, etc. Sigmoidoscopies and endoscopies didn't go to theatre in those days; they were done in the ward. It was really hard work but you used to have lots of fun in the wards and we played pranks on each other. Everyone at some point as a student nurse was sent for the 'long stand' or a pair of fallopian tubes and if you were unlucky you were sent for a 'long stand' in a smelly sluice!

"During the visiting hours, we used to make cotton wool balls and gauze; they're lucky today they don't have to do that and don't have to set up a trolley from scratch. Things back then weren't prepared in packs so we had to prepare the trolley with everything needed."

Elenor became a Senior Sister around two years later, after being 'well moulded' by Sister Mackenzie who she describes as 'a force to be reckoned with' and 'a great role model'. She remained in that post until around 1972, when she decided she wanted a change, and went to Glasgow Polytechnic to do a health visiting course. Before commencing health visiting Elenor had to go on a three month obstetric course at the Queen Mother's Hospital in Glasgow.

"When I completed health visiting, I was offered a post in Stuart Laidlaw Clinic in Drumchapel," says Elenor. "It was quite a change from working in places like Bearsden, where I had been on placements! I took up that post

and was there until 1979/80."

#### **A move on the cards**

By that time, Elenor – who was married at this stage with two young sons – was again keen for a change in her career. Her husband Iain, who is originally from the Western Isles, was keen to return to Lewis, and Elenor had been a regular visitor to the island since 1963, as one of the girls in her training class (Nan Morrison) was from Shader. It was in fact during a holiday in Lewis that Elenor met her husband Iain (but that's another story.....).

When the Nursing Officer post came up in the old Lewis Hospital, it presented an ideal opportunity for the family to move to the island.

"I didn't apply for the job the first time round, and when Iain asked me 'did you not apply?' and I said 'no', he said, 'oh well, you probably wouldn't have got it anyway'. Well, that was it, and when I saw the job advertised again the following week, I applied and much to my surprise I got the job," said

Elenor. "That was in January 1980 and I have absolutely no regrets about coming here. It was a good move for the whole family."

She continues: "What I did then was what I called quality assurance on legs. I more or less knew everything that was going on at the time. I visited and spoke to the staff in the hospital at least once, twice or sometimes three times a day. I knew what was happening to the patients and was able to get things moving for them to improve their lot. As 'Matron', I was close to the patients, which was the most important thing."

Part of Elenor's role was also to support the nurses of the future; observing the students at their work and testing their knowledge.

"I used to stop the students on a random basis and test them on what they'd been learning," recalls Elenor. "Some years after I'd left that role, I was walking through the corridor in the hospital and someone shouted at me:



Elenor is pictured (right) with former Maternity Ward Manager, Margaret Joan Macarthur, at a farewell event held in Western Isles Hospital.



Elenor is pictured (centre, in gold) with colleagues, past and present, at a farewell event held in Western Isles Hospital.





*Elenor is pictured (far right) with her mother, her son Gordon, her granddaughter Eve and her grandson Finlay, at a special event held for Elenor in the Borge Hotel.*

*'Good afternoon Mrs Macleay. What's the antidote to heparin?'*

"There in front of me was one of the student nurses from the past, and she asked, 'do you remember when you asked me that?'."

She continues: "In my role as Matron, if any of the nurses in the nurses' home were misbehaving and maybe had unauthorised visitors, I used to be called upon by Chrissie [Maciver, but known as 'Chrissie Langley', Domestic Supervisor] and she would ask me to accompany her to the nurses' home. She would be desperate for me to use the key to gain access right away, but I would always knock on the door first and say we were there, and could they please open up the door. That gave unauthorised guests the chance to get out the window before we came in! I had to be so stern and disapproving and it sometimes wasn't very easy!"

Interaction with the Southern Isles was also important to Elenor, who used to travel up and down the islands regularly. Elenor recalls with fondness her first ever visit to Vatersay, when the organisation was doing a study of health visiting in the 1980s.

"There was no causeway between Barra and Vatersay then, and 10 of us set off in a small boat in Castlebay, and we had to pitch water out with a basin!" says Elenor. "We all had to clamber on to a pick-up which was waiting for us on the other side. The important ones got into the cab and the rest of us had to clamber into the back. When we left Castlebay

the tide was in, but when we came back, as we got closer, the tide was out, and I saw the pier was way up high. So there we were, trying to clamber off the boat and climb up over the slippery seaweed on the rocks, before making our way up the vertical ladder to the pier. As you can imagine, what we were wearing was a mess, but it was hilarious."

Recalling another occasion which brought a smile to her face was when one of the consultants refused to let porters in to the Maternity Unit to deliver 12 new height adjustable beds, and in fact physically blocked their entrance, with his legs and arms spread across the doorway.

"He wouldn't let the porters in as he didn't want the new beds," Elenor recalls. "Once we eventually managed to persuade him to let us take the beds in, he got the 'Works' boys to make little blocks of wood, and had them painted exactly the same colour as the undercarriage of the beds, and had the blocks fitted on so that the peddles wouldn't work to change the height! He wanted the beds to always stay the same height. When we were moving from the old hospital to the new hospital, I went into my office and there was a pretty tied up parcel. When I undid it, it was one of those blocks, which someone had presented to me as a memento!"

It was in fact being involved in the planning of the 'new hospital' in the 1980s that Elenor pinpoints as one of the highlights of her career

– alongside achieving an increase in staffing levels in Specials Ward in 1983; and contributing to the development of a two-bedded area in Surgical and a three bedded area in Medical Ward in the 'old hospital' to create spaces for more intensive nursing.

"There was so much discussion and planning involved for Western Isles Hospital and we were right in the thick of it," says Elenor. "Seeing that come to fruition was very special. To get a hospital of that quality was brilliant and quite a coup for the senior management team and the Board members at that time."

There are so many national projects that Elenor has been involved in over the years, including Strategy for Nursing, Scottish Nursing Standards and Clinical Audit, which she and colleagues had to take forward locally and then feed back by delivering presentations to national conferences.

## **A change of direction**

In the eighties, Elenor held the title of HIV Co-ordinator for several years. In 1993, she became the Board's Quality Assurance Manager and took on the responsibility for complaints management in 1999. From 2001 until 2007, she took on the role of NHS CSBS (Clinical Standards Board for Scotland, later known as Quality Improvement Scotland) Liaison Coordinator. In this role, she had responsibility for the preparation for local review visits by NHS Quality Improvement Scotland, and delivered successful submissions and arrangements for all visits.

In 2003 she took on a lead role in clinical governance. She also became Interim Employee Director in 2005, before becoming Employee Director in 2007. Being Employee Director has been a very special achievement and experience for Elenor and quite a challenge at the same time.

During this time, Elenor was also involved with the Royal College of Nursing, as Branch Chair for many years and as a Scottish Board member for eight years.

One of the highlights of her time as Quality Assurance Manager was a 'fact finding' trip to a Nissan Factory in Newcastle to examine quality initiatives. Elenor recalled that the similarities between the goals and aspirations of Nissan and NHS Western Isles were 'uncanny', focusing quality assurance initiatives on the needs of the customer/patient, backed up by the full involvement and commitment of all staff. The lessons learnt during the trip were incorporated into the Unit Management Team's own



*Elenor's friend Cherry Botes surprised Elenor at her farewell event in the Borge Hotel, by travelling from New Zealand to attend the event. Cherry and Elenor were student nurses together.*





Elenor and her husband Iain.

Quality Strategy at that time. Since moving to the Western Isles 32 years ago, Elenor has worked for 12 Chief Executives, around eight Chairs and has worked with countless nursing staff. Over the last 50 years, Elenor has also rubbed shoulders with some famous faces, from renowned healthcare consultants to world-famous boxers!

Before starting her pre-nursing course, Elenor met the Queen at Holyrood House in the summer of 1962, having been selected as one of two students to represent the youth of Morayshire. Then, as a student nurse, Elenor met Cassius Clay (aka Mohammed Ali) before he was famous, as his cousin was in Elenor's class. Elenor and some of her colleagues were then invited out to a party by the boxer.

Elenor was also mentored by well-known healthcare consultant and author Dr Chris Wilson from Canada for a number of years and she is proud to be able to say that he came to the Western Isles to speak to the Board, on her invitation, on two occasions. Elenor's fondest memories, however, will be of the staff she has worked with over the decades; some of whom have featured in the anecdotes shared by Elenor in this feature (though due to space limitations – and the fact that some were unprintable! – we were unable to include them all). All of the stories, however, Elenor recalls with good humour and a smile after all these years.

"I think the nursing staff here are among the best I had the experience of working with,"

says Elenor. "When I started working here, I was struck by what a committed and caring group of people they were, taking great pride in their work and what they could do for their hospital and community. The night sisters were worth their weight in gold. I also admired the single handed consultants for the commitment they made to this organisation. I used to wonder how people like Mr Maclean, Dr Goodall, Dr Crichton and the late Dr Spears could work like that. On many occasions they would be up all night and working in clinic or back in theatre the next day. There was great comradeship amongst the consultants; we only had five and they all supported one another and helped each other out in whatever way they could."

Elenor admits she will miss the discipline and routine of organising her 'work-life balance', but will enjoy spending more time with her husband and mother. She is also looking forward to becoming a full time granny to Finlay and Eve.

She adds: "The organisation is in capable hands. I have never feared for the health service here and I have never, ever not wanted to come into work since I started working in the Western Isles. There are good people working here and I know the organisation will continue go from strength to strength. I have got to know a lot of people and over the years many of them have become good friends."

Elenor is indebted to so many people and she thanks everyone past and present who guided, advised and supported her throughout her long career.

**Maggie Fraser**

## Smokefree Hebrides - GP Practice and Hospital support

In their 2011 Annual Report, Action on Smoking and Health (ASH) Scotland highlight that they are working towards generating a better understanding of how tobacco impacts on poverty and inequalities and on our poorest communities and most marginalised groups. By sharing this information and working in partnership with other agencies, they aim to deliver services straight to the heart of those communities that can be harder to engage with, but on whom the burden of tobacco falls most heavily.

Smokefree Hebrides is very much aware of this important factor regarding tobacco use and is continually striving to reach all of our smoking population and ensure that they can access support and information as quickly and easily as possible. Smokefree Hebrides is always looking at ways in which they can reach some of our more marginalised areas in the Western Isles.

Currently, referrals to the cessation service from the main Stornoway GP Practices are excellent and we are very grateful to the support that the GPs, nursing staff and administrative staff provide. Clients that we receive regularly often tell us that they did not know about our service until advised by a staff member at their surgery. The Group Practice has been sending out questionnaires to their patients asking for updates on their current smoking status

and this has generated a number of new clients to the Smoking Cessation service.

Smokefree Hebrides has now taken a step further in offering support to other GP Practices in the Western Isles and Smoking Cessation staff are now spending half a day a month in the Uig, Gravir and Leurbost surgeries, to see clients in their own areas. We are also in the Tarbert Practice fortnightly and are available to see clients in Leverburgh during this time.

During 2012, we are planning to extend this service to other GP Practices and if any further information is required, or you would like us to come and discuss the support available to your Practice, then please call us on 01851 701623 or e-mail us at [smokefreehebrides@nhs.net](mailto:smokefreehebrides@nhs.net).

We will shortly be placing new posters and boxes in a number of locations throughout the Western Isles Hospital, to give staff, patients and visitors to the hospital the opportunity to self-refer, or to make suggestions about the service and how it can be improved. This service will also be available in both Ospadal Uibhist agus Bharraigh and St Brendan's. Staff currently provide surgery-based support from Mairead MacDonald in Uist (07919300158) and Christine Gartshore in Barra (07532498396). Both Mairead and Christine can be contacted directly for further details on their services. Hospital visits to patients and staff are also always available.

## RETIREMENTS & DEPARTURES

### A fond farewell to the following members of staff

**Marion Macdonald**, Registered Mental Health Nurse, APU; **Chrissie Macleod**, Staff Nurse Surgical; **Fiona Campbell**, Healthcare Assistant, Clisham; **Karen King**, Clinical Skills Instructor; **Elaine Macmillan**, Community Nurse; **Donald Morrison**, Culling Clerk; **Kara Galvin**, Podiatrist; **Christine Montgomery**, Data Quality Administrator; **Joanna Kelly**, PA to the Chief Executive; **Marion Henderson**, Staff Nurse, Ospadal Uibhist agus Bharraigh; **Michelle Amouredieu**, Patient Safety Co-ordinator; **Catherine Macleod**, Staff Nurse Medical 1; **Jean Payne**, Healthcare Assistant, Ospadal Uibhist agus Bharraigh; **Christina Walker**, Catering Assistant; **Simon Davies**, Dental Officer; **Christina Macleod**, Dental Officer; **Kathleen Murray**, Assistant Hotel Services Manager; **Sandra Morrison**, Catering Assistant; **Lorraine Maclean**, One Year Guarantee Staff Nurse; **Anna Nicolson**, One Year Guarantee Staff Nurse; and **Shannon Finlayson**, Clinical Psychologist.



# RETIREMENTS & DEPARTURES

## Andrew Sim Consultant Surgeon NHS Western Isles 1998 - 2011

On his return to Scotland in November 1998, following 10 years in the Middle and Far East, Andrew Sim started work as a locum consultant surgeon in the Western Isles Hospital. A friend of Duncan Maclean, Colin MacKay (then President of the Royal College of Physicians and Surgeons of Glasgow) had suggested that the vacant locum consultant surgeon job in Stornoway might be a suitable post, after experiencing the premature demise of the Asean Sheffield Medical College in Malaysia; as an aside Mr Mackay added (prophetically) there are things to be done with remote and rural surgery.

From the outset, the surgical team worked in harmony and provided a supportive environment for patient care and undergraduate and postgraduate education. It was clear that the surgical setting in NHS Western Isles suited Andrew's skill mix and it was not long before laparoscopic surgery became the norm for removing gall bladders, colonoscopy was the examination of choice for large bowel disease and stapled anoplasty was introduced for the near painless treatment of haemorrhoids. In May 2000, he was appointed to the permanent post of consultant surgeon with NHS Western Isles. By June, Jackie (Andrew's long suffering wife), her mother, two cats and two dogs (later to become four, see back page photo Slàinte, Spring 2009) had joined him to set up home in Achmore.

The surgical unit in 1998 had positions for two consultant surgeons; the rationale for the second included ensuring that someone was available to cover leaves of absence of the surgeon working in the Daliburgh Hospital, South Uist. Andrew was a member of the Uist and Barra Hospital commissioning team, he was involved in the redesign

of the surgical services and was (and still is) a staunch supporter of the visiting surgical service established to allow patients to have access to the facilities in the Uist and Barra Hospital.

Just being a surgeon was never going to be enough, and taking cognisance of Colin MacKay's aside, it was not long before he became involved in the wider affairs of remote and rural surgery. The Remote and Rural Area Initiative (RARARI) was established in 2000 and Andrew obtained grants for work on the undergraduate medical student experience during rural hospital placements and a remote and rural surgical registry; information from the latter informed national discussion on development of the Rural General Hospital concept. He was appointed to the position of Surgical Educational Facilitator for RARARI and used this post to carry out a survey of surgeons in remote and rural hospitals (referenced in the BMA publication – Healthcare in a rural setting 2005). He was a member of the RARARI Steering Committee. As a Viking Surgeon, he used his position as Surgical Educational Facilitator to set up an Ad Hoc Working Group of Viking Surgeons to consider contemporary issues - the commentary from the second of the two Nairn workshops is viewed by many as the profession's view of the future direction for remote and rural surgery. As a representative of both RARARI and the Viking Surgeons, he was co-opted onto the Short Life Working Group to Review Medical Career Structures in NHS Scotland – the report Securing Future Practice (Professor Sir John Temple, 2004) was the first official publication to support the concept of core services for remote and rural hospitals. He was rewarded



*The day job as a surgeon.*

for this work with a Fellowship (without examination) from the Royal College of Surgeons of Edinburgh (2003). He was a member of the Rural Access Subgroup of the National Framework for Service Change, he was Clinical Lead for the Rural General Hospital Project of the Remote and Rural Steering Group and Clinical Lead of the Care Pathways and Service Models Group of the Remote and Rural Implementation Group. The latter culminated in the production of the first set Acute Hospital Care Pathways for Rural Patients ([http://www.nospg.nhsscotland.com/wpcontent/AHCPHyper\\_final\\_Feb2011.xls](http://www.nospg.nhsscotland.com/wpcontent/AHCPHyper_final_Feb2011.xls))

Andrew was featured as a rural hospital surgeon in the BMA Scotland publication 'Consultants in NHS Scotland: at the heart of patient care' (2009).

His long standing interests and experience in medical education and surgical training found use in the Western Isles Hospital as the Postgraduate Tutor from 2003 to 2004 and as clinical and educational facilitator for surgical trainees. For many years he was responsible for the administration of the hospital based medical undergraduates. He was involved in establishing the Aberdeen Phase IV undergraduate placements and was instrumental in setting up the basic surgical training rotation with the South East Scotland Deanery.

When, in 2000, the Western

Isles was designated a second phase site for the Electronic Clinical Communications Initiative, Andrew was asked to serve as its Project Director. This initiative saw the introduction of SCI (Scottish Care Information) products and heralded much of the advanced e-health activity that NHS Western Isles enjoys today.



*As a Viking Surgeon, Andrew used his position as Surgical Educational Facilitator to set up an Ad Hoc Working Group of Viking Surgeons to consider contemporary issues.*



# RETIREMENTS & DEPARTURES

During the turbulent times of 2003 to 2006 he was Medical Director of the Western Isles Hospital; a difficult time and one which witnessed major change. Although much of the work of this post deals with day to day issues, both the New Consultant Contract and a new junior doctor service model were introduced; both, in one form or another, have stood the test of time.

In 2005, as part of the then NHS Western Isles vision, a collaboration between the Health Board and UHI Millennium Institute established the first Chair of Remote and Rural Medicine. In open competition, Andrew was appointed to this post. He continued to hold the title until his retirement and used the position to support his work in undergraduate and postgraduate medical education, advocacy of remote and rural medicine and establishing international links with countries mainly to the North of Scotland by involving NHS Western Isles in a number of European Regional Development Fund, Northern Periphery Programme (NPP) projects. These projects – Sustainable Health Networks, Ambulance Transport and Services in Rural Areas (ATSRuAr), CoSafe and Recruit and Retain – have given the Western Isles the opportunity to contribute to international service development and showcase itself by arranging 'kick off' meetings, international workshops and conferences. Many in the Western Isles have had the opportunity to meet people from other NPP partner countries and, by visiting these countries, experience other people's work and culture.

During his time in the Western Isles Hospital he continued as an examiner for the Royal College of Physicians and Surgeons of Glasgow. He is a Glasgow College representative on the Internal Quality Assurance sub-committee of the Intercollegiate Basic Surgical Examinations committee and has recently been appointed as an Assessor for the Intercollegiate MRCS examinations.

After officially retiring from the post of consultant surgeon at the end of May 2011, he completed a locum post for three months and finally, after being a consultant surgeon for 30 years, he left surgical practice at the end of September. He has now taken up the post of Medical Advisor to the Minister of Health in the United Arab Emirates, but continues as the Project Director for the NPP Recruit and Retain project.

**Contributed**



**Michelle Amourdedieu** recently left NHS Western Isles, after taking up the post of Safer Clinical Systems Project Manager within East Kent Hospitals University NHS Foundation Trust.

Michelle was Scottish Patient Safety Programme Coordinator for 14 months, and had also previously worked as Moving and Handling, Management of Violence and Aggression Trainer within NHS Western Isles.

Michelle said: "I would like to take this opportunity to thank all of the staff across NHS Western Isles that I have worked with in this short time. Your support has been invaluable to the improvement process and I wish you all the very best for the future."

We would like to wish Michelle all the best in her new role.



A fond farewell to **Karen King** who recently left her role as Clinical Skills Instructor. Karen joined NHS Western Isles in November 2010. We would like to wish Karen all the best for the future.



A fond farewell to **Jo Kelly**, who left her position as Personal Assistant to the Chief Executive in November 2011.

Jo moved with her husband David (and dog Pippa) to Devizes in England, where she has a new job with the Royal British Legion as Regional Manager's Assistant (South).

Jo moved to the Western Isles in January 2009, when she was appointed Administrative Assistant to the Employee Director. Jo then took up the position of Personal Assistant to the Chief Executive. Whilst Jo joined the organisation as 'Miss Wright', she left NHS Western Isles as 'Mrs Kelly', after celebrating her wedding to David in Worcestershire in September 2010.

Outwith her core role as Personal Assistant to the Chief Executive, Jo was a member of the Board's Communications Group and was a valued member of the Slàinte Editorial Team. She was also a Carbon Management Champion.

Whilst living in the Western Isles, Jo was a member of the Stornoway Singers choir and regularly attended zumba classes after a hard day at work. She was also a Board member of Western Isles Rape Crisis.

Jo continues to keep in contact with a number of her NHS Western Isles colleagues, and she is enjoying life down south in the 'quaint' town she stays in which, she admits, has 'marginally more shops than Stornoway'.

Jo commented: "Thank you to those who attended my farewell tea party (and particularly to those who provided yummy home baking/contributions - you know who you are). Thank you also to everyone for your thoughts and wishes, and for the beautiful gifts which I can hang with pride in my new home in Devizes to remind me how lucky I was to live in such a beautiful, unspoilt and friendly place."

Thank you Jo for all your help and support during your time with NHS Western Isles (particularly with Slàinte!), and we hope your new life in Devizes is a happy one.



# RETIREMENTS & DEPARTURES



Farewell to **Dr Sheila Scott**, Director of Public Health and Health Strategy.

It is with some sadness that we bid farewell to Dr Sheila Scott, Director of Public Health and Health Strategy, but we are glad that she is looking forward to a happy and healthy future.

Originally from Glasgow, Sheila started her medical career in August 1973. She studied medicine as an undergraduate at Glasgow University and successfully undertook postgraduate training and studies in anaesthetics, general practice and public health. Since qualifying, she has held posts in Glasgow in anaesthetics and worked in Greece, where she had to qualify in Greek! On returning to Scotland, she worked for

eight years in general practice in a very deprived area of Glasgow, where she decided to enter public health.

Sheila obtained a Masters Degree in Public Health at Glasgow University and a postgraduate qualification in Health Economics, while working for Greater Glasgow Health Board. Following this, she was appointed as a Consultant in Public Health Medicine with Argyll and Clyde Health Board, where she worked until her appointment with NHS Western Isles.

She became the NHS Western Isles Director of Public Health and Health Strategy in November 2002 to manage the Division of Public Health and Strategic Planning and to be the Health Board's lead officer in all matters relating to the health and wellbeing of the population, assessing the needs of the population and protecting the population from communicable and environmental hazards. She was also the Board's chief medical advisor.

She has seen many developments and improvements in those areas for which she had responsibility, and would like to commend her staff. Many of these improvements involved developing close partnership working with Comhairle nan Eilean Siar and other statutory agencies and colleagues across Scotland.

During this time, her interest in Health Economics continued and she chaired several working groups in Scotland and

spoke internationally about her work.

In recent years, she experienced deterioration in her health. She worked as long as was possible, but eventually had to go home and await her transplants, which successfully happened last year. Having been diabetic since a little girl, she now needs to take no insulin and her new kidney means she is off dialysis. She gives thanks to those who gave her support. She feels that being Director of Public Health in the Western Isles was the job she was most proud of. She wants to wish the staff and people of the Western Isles every good wish.

Sheila retired on December 31 2011, and is now considering what work she may wish to do in the future. She is currently painting, getting fit and enjoying seeing more of her family, and friends, and spending more time with her daughter Vicky and her partner John. She is now also able to travel again.

She and John came to Stornoway before Christmas and spent time with her staff over Christmas lunch, and saw other friends from the Board offices and managed to catch up with some other old friends.

We would all wish to thank Sheila for all that she has done and achieved during her time with NHS Western Isles and to wish her continued good health and every happiness for the future.

**Contributed**



## A sad departure from the Radiology Department

Sadly the Radiology Department bid farewell to Consultant Radiologist **Dr Louise Stewart** on March 2, 2012.

After two years as Clinical Lead for Radiology in the Western Isles, Louise is moving back to Central Scotland with her husband Dave. Her Radiology colleagues wish her every future happiness and hope to see Louise and Dave back in the Islands soon.



A fond farewell to **Kathleen Murray**. Kathleen was covering the position of assistant Hotel Services Manager. Marina Maclean has now returned to this position, following a period of leave.

**Kara Galvin** recently left the Podiatry Department to return to Australia. Kara has taken up a post in Queensland. We would like to wish her all the best in her new role.



**Eileanan Siar  
Western Isles**

Has your ward  
or department  
celebrated an  
achievement?  
Then let us  
know!

Slainte@nhs.net  
Tel: 01851 708060  
(x.3060)



# WELCOME - NEW RECRUITS

## Educating children about healthy lifestyle choices

Children across Lewis and Harris will soon get to know Chrissie Dand and Iona MacTaggart, who recently joined the Dietetic team as Child Healthy Weight Support Workers on fixed term contracts, to assist in the delivery of the Child Healthy Weight HEAT government target.

Iona, a mother of three school age children, has been involved in various activities for kids since moving to the Western Isles eight years ago. She trained as a nurse and midwife, worked in research and latterly changed career to promote Gaelic Medium Education throughout the Western Isles. Chrissie worked in the food industry before changing career to become a Youth Worker in the Borders. She went on to further education, completing an MSc in Community Education before relocating to the Western Isles with her family.

Chrissie and Iona will be delivering the 'Jump Start' programme in schools across Lewis and Harris over the next two years. Jump Start is a whole class approach to healthy lifestyles for children which consists of eight sessions, each an hour long, delivered weekly. The first 20 minutes of the session are spent delivering an interactive health discussion, followed by 40 minutes of fun physically active games, or exercise such as relay races, parachute games, scooter boards, ball games etc. Throughout the programme, children are set health tasks, both as individuals and as families at home. Parents are also given a health pack, whilst teachers receive a teacher

pack with ideas on how to follow up on the lesson with further activities and discussions.

The aim of the programme is to educate the children about healthy lifestyle choices through interactive activities and physical activity sessions, with the emphasis on choosing healthy options and learning about the importance of being healthy. Longer term, the aim is that children will make positive changes to their diet and behaviour which will in turn reduce the incidence of obesity in the Western Isles in the future. Habits learnt in childhood tend to remain with us for life, so by promoting healthier lifestyles we hope that this will stick. Here in the Western Isles, we unfortunately have a high rate of overweight and obese adults and children. The message is about being healthy and the messages communicated through Jump Start are relevant to all, regardless of weight; many slim children also have unhealthy lifestyles! The programme links into the Health and Wellbeing section of the Curriculum for Excellence, as it helps pupils to develop their ability to make positive choices and changes in relation to their diet, level of activity and behaviour. The programme also links well to the NHS Quality Strategy.

The first term sees Chrissie and Iona in six schools (Back, Airdhantaim, Barvas, Sir E Scott, Carloway and Bragar), seeing mainly children in the older primary classes. More than 150 children are currently participating in the programme.

The sessions themselves have gone down very well so far with children, who are enjoying the discussions and games. We



*Pictured are Iona (standing) and Chrissie (sitting).*

hope that they will continue to enjoy the sessions and that the evaluation at the end of the programme will be possible. Height, weight, body mass index (BMI) and the number of star jumps each child can do in 30 seconds is measured on week 1 and again on week 8, to find out if there are any changes over the course of the programme, in line with the requirements set out by the Scottish Government.

Although Chrissie and Iona are based in Lewis and Harris, the children in the Uists and Barra won't miss out on the fun as we hope to add to our team shortly by recruiting to a similar post in Uist.

**Nutrition and Dietetic Department**



Welcome to **Diane Morrison**, who recently joined the Human Resources Department on a fixed term contract as an HR Advisor – Workforce Development.



Welcome to **Abigail Van der Heever**, who recently started work with NHS Western Isles as a Team Lead Physiotherapist.

## Welcome to the following members of staff

**Linsay Libby**, Staff Nurse, Community; **Gemma Smith**, OT Progress Chaser; **Margaret Macleod**, SVQ Assessor; **Alison Maciver**, Rheumatology Nurse; **Sandra Morrison**, Catering Assistant; **Lorraine Durbin**, Sterile Services Technician; **Colin McKinley**, Domestic Assistant; **Sandra Morrison**, Registered Nurse Clisam; **Lindsay Brain**, Staff Nurse Clisam; **Christine Dand**, Child Healthy Weight; **Jane Nolan**, One Year Guarantee Staff Nurse; **Diane Morrison**, Human Resources Adviser; **Kathleen Mackenzie**, Domestic Assistant; **Iona MacTaggart**, Child Healthy Weight Worker; **Angus Macleod**, Joiner; **Abigail Van den Heever**, Team Lead Physiotherapist; **Kathleen Murray**, Domestic Assistant; **Jonathan Campbell**, Healthcare Assistant, Ospadal Uibhist agus Bharraigh; and **Ellen Hargin**, RGN St Brendan's.



# WELCOME - NEW RECRUITS



Welcome to **Lindsay Brain** and **Sandra Morrison**, who started work as Staff Nurses in Clisham Ward at the end of October 2011. Donna McCarthy (not pictured) also recently started work in Clisham Ward as an Auxiliary.



Welcome to **Melanie Riley**, who was recently appointed as Executive Assistant to the Chief Executive. Melanie joins NHS Western Isles from NHS Bolton Primary Care Trust, where she was Personal Assistant to the Medical Director/Assistant Director of Clinical Governance.

Melanie is based in the Chief Executive's Office, in the Health Board Offices. She is contactable on x.3063 or at [melanie.riley5@nhs.net](mailto:melanie.riley5@nhs.net)

## MOVING ON UP / CONGRATULATIONS

### Increasing the scope of dental care provision in the Western Isles

The scope of dental provision now available in the Western Isles has been significantly increased, following recent developmental successes in the Dental Department.

Robert McIntosh from Barra recently successfully completed a Masters programme in Dentistry (Orthodontics) as a Rural and Remote Dental Fellow from Glasgow University. Another dentist, John Jolly, has also been successful in obtaining a three-year Rural and Remote Dental Fellowship for a Masters Programme in Restorative Dentistry from Edinburgh University, which he has now commenced.

The Rural and Remote Dental Fellows scheme is organised by NHS Education Scotland (NES). As a result of the above successes, there are now a total of four Dental Fellows from the Western Isles.

This spread of the specialty dental disciplines significantly increases the scope of dental care provision that is available in the Western Isles.

The courses last three years and involve two days a week of guarded study-time, as well as a significant proportion of personal time. The taught programmes in Glasgow involve an initial year of study that relates to basic dental sciences. This ensures that all the students

have maintained a high standard of knowledge of the foundation subjects of Dental Science since their qualification. Academic literature searches using Information Technology to access library resources form a large part of the studies. Written reviews of important topics were required, together with the successful completion of an exam each term throughout the first year.

The second year involves intensive study of the particular dental specialty. In Orthodontics, this mirrors the training pathway of full-time 'Specialty Registrars'. The 'virtual learning environment' of the British Orthodontic Society is used as the major resource. It consists of 40 modules of orthodontic subjects that are studied. Monthly tutorials were held in Glasgow at the dental hospital, when the various topics were presented using powerpoint. These presentations, together with the regular examinations and written assignments, were required before progression was allowed.

The final year involved a research project. Robert McIntosh undertook an interesting project investigating the extent and complexity of malocclusion in the remote islands health board areas. This will now inform future orthodontic service planning and delivery in the Western Isles.

**NHS**  
Eileanan Siar  
Western Isles



**Denise Symington** recently took up the position of Change Fund Project Manager. Denise was previously Patient Focus and Public Involvement (PFPI) Development Officer, and was the Drugs Development Officer for the Alcohol and Drugs Action Team prior to that.



# MOVING ON UP / CONGRATULATIONS



## Celebrations in the Radiology Department!

In November 2011, Andy Paton (Reporting Sonographer) and Steve Wilson (Clinical Scientist) celebrated their 50th and 60th birthdays respectively. Andy and Steve are pictured at their joint birthday party held in Bangla Spice with their Radiology colleagues.

Subsequently, in January, Andy and his partner Paisley celebrated the birth of their fourth child and first son, baby Niven. Niven is pictured below with his proud Daddy.



## Volunteering on the Mercy Ships

Radiographer Martha Henderson travelled to Togo, Africa, in January 2012, to spend seven weeks as a volunteer Radiographer with Mercy Ships, serving onboard the outreach ship 'Africa Mercy'. Martha is keeping a blog of her experiences which can be viewed by following the link:

<http://trustinginmercy.wordpress.com/>

Martha is pictured (below) preparing to leave for Togo and in a group (left) with some of her Mercy Ship colleagues and Togolese locals.



## Contributed Poem

Let us hold the world in our embrace,  
With its lustre in our face:  
Difficulties may desiccate our time,  
Yet, what extraction there's in this mine.

Men waylaid by masquerade  
Is a course too often made:  
Artifice beckons and beguiles  
To bid us walk its tinsel miles.

Rather, truth and duty are not shrill,  
Washing with whispers the soul to fill;  
As the floodlight the building shows,  
Through humility, revelation flows.

So, dew and darkness interchange  
Through a prism that's often strange:  
But, in the end, a meadow verdant  
With its sprays and hues resplendent.

**Murdo Macleod**



# MOVING ON UP / CONGRATULATIONS

## Training completed for Maternity and Mental Health staff

Local staff in both the Maternity and Mental Health Departments have received training over the past two years to enable them to carry out enquiries regarding potential gender based abuse and violence.

A major effort has been initiated by the Scottish Government to reduce gender based violence, by issuing guidelines and packs for staff who are likely to come across incidents in their frontline work with patients.

The last of the training events this financial year was completed in January; however ongoing training is planned for other frontline staff in the next financial year.

The Scottish Government has made it clear that only appropriately trained staff should routinely carry out such

enquiries, and that staff who receive information on such violence should seek help in dealing with it from a trained person.

Gender based violence is defined as violence of a physical or psychological nature against an individual, and this includes child abuse, domestic abuse, same sex abuse, stalking, rape and trafficking for the purpose of the sex trade.

Leading on this initiative locally, Strategic Diversity Lead Rev Calum Russell, said: "Gender based violence is a blot on our society and causes untold, very often hidden, suffering to those who are the victims of it. It is an issue that we can do something about. As part of the National Reference Group, NHS Western Isles is committed to playing its part in doing just that."



*Ann Maciver and Lesley McKenzie from the Well North team, going out for their first taste of surfing at Dalmore.*

## An adventurous start to her forties for Well North's Lesley

It's not exactly a respectable start to your forties, but I took the decision to start the decade as I meant to go on. I made a loose suggestion to a few folk, to give surfing a bash to mark the end of my thirties, and was pleasantly surprised by the response from seven other brave souls. We then started making plans to take an icy plunge (in January) after Jim Hope (the island's most eligible surfing bachelor) volunteered to share his enthusiasm and expertise. 'You won't be cold, I promise,' he said.

Off we set down to Dalmore Beach on the Westside, with all our enthusiasm and an awful lot of neoprene (for those not in the lingo - wetsuits, boots, gloves and hood). After a quick health and safety check and a short demo, we were in. Two hours later, we were still in and enjoying our first surfing (well, body boarding) experience. While it's a lot harder than it looks, it's an awful lot of fun and, hey presto, we weren't freezing!

A word of warning; if you are tempted to give it a go, remember to check your wetsuit isn't inside out before you put it on, and be prepared to use muscles you never knew you had... it definitely beats staying in on a grey day ;)

**Lesley McKenzie**  
**Well North**

*Happy belated birthday to Lesley from the Well North Team. Lesley celebrated her 40th birthday on January 26 2012.*



*Surfing guru, Jim Hope.*



## Community Newspaper Award for 'Rudhach'

NHS Western Isles staff were celebrating in February, when the Rudhach community newspaper won 'Community Newspaper of the Year' at the Highlands and Islands Media Awards.

The committee behind the successful newspaper includes a number of NHS staff, including Chrisetta Mitchell, Personal Assistant to the Associate Chief Operating Officer (Acute Services); Christine Chlad, eHealth Project Officer; Marissa MacLennan, Health Information and Resources Officer; Mairi Mackenzie, Administrative Assistant, Works and Estates Department; Lorraine Mackay, Patient Pathway Quality Advisor and Agnes Munro, Emergency Department Manager (missing from photograph).

The judges made mention of the Rudhach's significant network of village correspondents, its worldwide readership and the mixture of current news and events combined with a look at times gone by. The chair of the judging committee said the whole committee had been impressed by the Rudhach's standards and content.

Along with a trophy, the award included a cheque for £300 which was agreed to be split between local charities.



# The Right Dressing – FIRST TIME, EVERY TIME

The Western Isles Tissue Viability Group has been working with colleagues in Highland to draw up the Joint Wound Management Guidelines and Formulary 2011. Western Isles staff made very valid suggestions along the way and played a major part in influencing the choice of dressings.

This is not only a joint document to be used in both NHS Western Isles and NHS Highland but also to be used across Primary Care and Secondary Care, with the same dressings being recommended in both settings therefore allowing good practice to be provided seamlessly throughout all health care settings.

The Formulary is not only a list of dressings but also a valuable resource to help all

practitioners in the selection of the correct dressing for each wound time and there are pictures to help you in your selection of wound care products.

**Did you know that NHS Western Isles spent over £130k in 2010/11 on wound care products in Primary Care and the costs are rising each year?**

The Wound Management Guidelines and Formulary 2011 are quickly accessed by clicking on 'Highland Formulary' on the Intranet Homepage and then clicking on 'Wound Formulary and Tissue Viability'.

Another very useful resource for staff can be found by clicking on the Learning and Development icon at the top of the Intranet page then towards the bottom of the Clinical

section click on Tissue Viability and you gain access to the Health Improvement Scotland site on Tissue Viability.

**Click on 'Highland Formulary' on the Intranet Homepage and then click on 'Wound Formulary and Tissue Viability'**

Did you know that NHS Western Isles spent over £130k in 2010/11 on wound care products in Primary Care and the costs are rising each year?

Please make sure that the correct dressing is selected each time thus improving patient care and improving their quality of life.

**Rosemary MacRitchie  
Tissue Viability/  
Continence Specialist  
Nurse  
Dawn Tiernan  
Chief Pharmacist**



*Rosemary MacRitchie recently started in a new post as Tissue Viability/Continence Specialist Nurse. She is currently working on developing the service in Lewis, Harris, the Uists and Barra.*

## Highly recommended National Palliative Care Guidelines available within the Western Isles

NHS Scotland has adopted NHS Lothian's Palliative Care Guidelines for use across Scotland.

The full guidelines can be accessed by NHS Western Isles Health Board staff through the intranet. To find it follow these steps:

- o Click on 'shared clinical guidelines'
- o Click on 'referral guidelines'
- o Click on 'cancer and palliative care', then
- o Click on 'cancer and palliative care home page'.

The national palliative care guidelines can be accessed via

another link shown towards the foot of the page in the 'links' section.

Topics covered include:

- o Symptom control
  - o Pain management
  - o Subcutaneous medication
  - o Medication issues
  - o Non-cancer palliative care
  - o Care planning
  - o Patient information
  - o Resources for professionals
  - o Paediatric palliative care guidelines
  - o Palliative care services
- The Health Promotion

Department has placed the patient information section on the Health Board's internet site, the HI (Health Information) site and on Facebook.

Gill Chadwick, Macmillan Lead Cancer Nurse, is a member of a national group reviewing the guidelines at the moment. She highly recommends all healthcare staff who care for people with palliative care needs to use this fabulous resource.

She said: "The patient information section could well encourage questions from patients about their care which, surely, is a good thing."

## Tackling poverty in the Western Isles

The Western Isles Poverty Action Group was created in order to tackle poverty in the Western Isles and act as a response to the Outer Hebrides being identified as one of the most deprived rural areas in Scotland.

The group, which meets on a bi-monthly basis, is made up of individuals from a number of different agencies. The group will work with voluntary and statutory organisations, policy makers and politicians at both local and national level.

With low income, low employment opportunities

and inaccessibility as the main challenges which contribute to the Outer Hebrides' ranking, the group has identified three key areas that must be addressed in order to make progress in the fight against poverty. These are low income, services and participation.

Mary MacLean, NHS Western Isles Fas Fallain Manager, commented: "This evolved following a Poverty Awareness course, which was run in partnership with Poverty Alliance Scotland. Some participants identified the

need for a local group to address local issues and so, subsequently, the Western Isles Poverty Action Group was created. At present, Fas Fallain is putting together a localized poverty awareness course, which will be offered to staff, and details will be available in due course."

A paper providing further detail on the Western Isles Poverty Action Group is available to view at [http://www.promotions.scot.nhs.uk/?page\\_id=760](http://www.promotions.scot.nhs.uk/?page_id=760) For further information contact Mary Maclean, on 01851 702712.

## NHS Eileanan Siar Western Isles

### Older People Directory

On behalf of the Western Isles Older People's Partnership, the Health Promotion Department has completed the 'Directory of Groups, Day Clubs and Services for Older People in the Western Isles'.

The A4 12-page booklet lists the many groups available throughout the Western Isles, and offers a brief description of what each group provides and how often they are held. For easier reference, the directory has been split into each island and community area.

Useful local and national contacts and support networks are also listed and it is expected that the directory will be printed and made available shortly. Alternatively, the directory can be viewed online at [http://www.promotions.scot.nhs.uk/?page\\_id=22](http://www.promotions.scot.nhs.uk/?page_id=22).

For further information please contact Tina Burgess, Senior Health Promotion Officer, on 01851 702712.



## Leading from the Edge Networking Event

During February 2012, the Change Team built on two previous events held in June and August 2011 and hosted a third event for voluntary organisations, and third and independent sector partners from across the Western Isles, to come together with members of the Change Team to continue to develop the Change Plan.

The event was facilitated by Brian Cavanagh Consulting, with support from Deanne Gilbert and Denise Symington from NHS Western Isles.

The event successfully brought together partners to discuss how the Change Plan will be taken forward as we move into our second year of a four year allocation, which has been received from the Scottish Government to support the shift in the balance of care from acute to primary and community settings. The Change Plan will enable health and social care partners to develop and implement the local plan which will make better use of combined resources for older people's services

Priority areas for 2011 included:

- Effective shared planning and use of resources
- Continuing to develop Telehealth
- Supporting Carers
- Developing a 'reablement' model of care
- Reduction in hospital admissions and delayed discharge
- Ensuring third sector representation on the Change Team

Stephen Moore, Associate Chief Operating Officer - Primary Care, welcomed participants, and encouraged discussion within the workshops which looked at engagement with the third sector, and development of future services.

The event was well attended and was well evaluated by participants.

Support to the voluntary, third and independent sectors will continue with a series of six webinars which will take place every three weeks from March 5 2012.



*Pictured are participants on the day.*



*Attendees split into groups to brainstorm.*



*The workshop was split into two sessions, with different attendees attending either the morning or afternoon session.*



## Refurbishment of Outpatients Department

Refurbishment work in the Outpatients Department in Western Isles Hospital is now nearing completion.

The work includes replacing the carpets in the area with linoleum and fitting new custom built cupboards. The work is part of the ongoing process to modernise Western Isles Hospital, and further improve infection control measures.

Pictured left is the carpet in the corridor being replaced.





Dr Jim Ward, Medical Director, discusses the option appraisal process with attendees in Stornoway in January.

## Modernising Mental Health Services

NHS Western Isles held a formal Options Appraisal process at the start of the year, to consider the future delivery of Mental Health Services across the Western Isles.

Three events were held during January in Stornoway, Barra and Uist.

The Options Appraisal events were attended by service users, carers, NHS staff and partners including Comhairle nan Eilean Siar, Housing, third and voluntary sector (such as Advocacy, Catch 23, and Penumbra) and members from the Mental Health Partnership.

The Options Appraisal events considered three options, which had been developed

as a result of extensive consultation exercises carried out over the past four years. The options which were appraised were:

Option 1 - No change to current service provision.

Option 2 - Maintaining people in the community with no inpatient facility.

Option 3 - Increased investment in community services with less focus on inpatient services.

The event enabled key stakeholders, as part of a large group representing a cross-section of interested people, to agree criteria and score the options against the agreed

criteria.

In total, 51 people attended the events, and, whilst accepting that Options Appraisal is a complex process, the evaluations were very positive, with 35 people scoring the events as either 'excellent' or 'good'.

The outcome of the Option Appraisal will be reported to NHS Western Isles Board. The preferred option will then go out for public consultation, when all interested parties will have the opportunity to express their views on options for services. The public consultation events, which will take place during 2012, will be widely advertised.

Think FAST & save a life  
CALL 999

**F**ace - Can they smile?  
Does one side droop?

**A**rm - Can they lift both  
arms? Is one weak?

**S**peech - Is their speech  
slurred or muddled?

**T**ime - To call 999.

Every year, approximately 80 residents in the Western Isles will have a stroke; so it's vitally important that people can recognise the symptoms of a stroke and take prompt action.

Thankfully in the Western Isles, there is growing evidence that people are now able to recognise a stroke when it's happening. This is as a result of campaigns like Chest, Heart and Stroke Scotland's 'FAST' test.

NHS Western Isles' Coronary Heart Disease and Stroke Managed Clinical Network supports and regularly raises awareness of FAST - the Face Arm Speech Test - which is aimed at members of the public and is also used by paramedics to diagnose stroke prior to a person being admitted to hospital.

By diagnosing the possibility of stroke before reaching hospital, it is possible for appropriate referral to a stroke unit to be made as quickly as possible.

## Modernisation of Orthopaedic Services

Prior to any final decision being taken on how Orthopaedic Services will be provided in the Western Isles, a process to pilot a locally delivered service will take place.

At a meeting of Western Isles Health Board in January, Nurse Director/Chief Operating Officer Nigel Hobson outlined potential options for the service:

Model 1 - the single-handed consultant model.

Model 2 - an obligate network with NHS Highland.

Model 3 - an outreach service by NHS Highland.

Model 4 - the development of an NHS Western Isles service.

Model 1 was considered to be unsustainable and not compliant with modern practice. Model 3 had a number of disadvantages - including the possibility that mainland hospitals could not meet the additional demand, together with issues around the lack of a local service. These two models have therefore been discounted.

Mr Hobson pointed out that there could be a number of complexities with regard to Model 2 and the development of governance arrangements to manage a full-scale orthopaedic service in partnership with another Health Board.

Model 4 has the advantage of building on the current model, yet achieving sustainability through closer multi-disciplinary working and professional networking with mainland orthopaedic surgeons. Board members agreed that Model 4 offered a high-quality, safe and sustainable local service and was the preferred way forward.

To assess how this service model would work in practice, two NHS Locum Consultant Orthopaedic Surgeons have been appointed for a period of six months. An Orthopaedic Review Group has been established to pilot the model, and to provide a future plan for Orthopaedic Services.

The Group is chaired by the Associate Chief Operating Officer (Acute).

This arrangement is serving to maintain a high quality local service to patients and will also enable the Group to fully evaluate Model 4.

Western Isles Health Board will then be updated and asked to make a final decision on the future service model.

(The report 'Orthopaedic Surgery in the Western Isles Hospital' is available on the Intranet at [http://www.wihb.scot.nhs.uk/publications/Agenda%20Item%207.1%20\(146-11\)%20-%20Orthopaedic%20Services%20\(BM%2026.01.12\).pdf](http://www.wihb.scot.nhs.uk/publications/Agenda%20Item%207.1%20(146-11)%20-%20Orthopaedic%20Services%20(BM%2026.01.12).pdf))



# Meet the Board

## Western Isles Health Board

is made up of 15 members and exists to improve the health and wellbeing of the population and to provide the highest quality healthcare services in the Western Isles. This is achieved through efficient, effective and accountable governance of the local system and by providing strategic direction and leadership. The Board is made up of both Executive and Non Executive Directors.

Key roles of the Board include:

- to provide active leadership, by agreeing strategy, establishing the values and standards of the organisation and ensuring the highest standards of governance are complied with;
- establishing corporate mission, aims and objectives;
- overseeing the development and review of performance targets; and
- establishing and promoting the organisation's role in the community.

## Non Executive Directors

There are eight Non Executive Directors appointed to Western Isles Health Board. This includes one local authority representative, an Employee Director and the Chair of the Area Clinical Forum.

Non Executive Board Members work with the Chair and other Board members to ensure governance arrangements are sound, and to oversee:

- strategy development, to address the health priorities and healthcare needs of the local population;
- implementation of the Local Delivery Plan;
- effective performance of the Board's activities;
- resource allocation to address health priorities; and
- implementation of Board decisions.

Non Executive Directors are appointed for a maximum of four years in any one term (and can sit as Board members for a maximum of two terms in succession). Remuneration for Non Executive Directors is £7,332 per annum, plus Distant Islands Allowance.

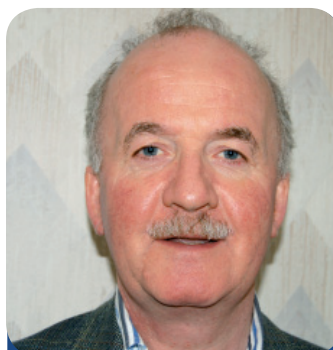


Dr Lorna Eller joined the Board as a Non Executive Director in December 2008.

Lorna is a public sector accountant and accounting academic. She is Treasurer of the Bernera Community Association and part of the management committee of the LHYCA Scaladale Centre, having been involved with youth clubs in the Western Isles since 1978.

Her previous experience includes local government and health accounting and teaching with the Open University and Massey and Victoria Universities in New Zealand. Her Ph.D., awarded in 2003, is in Economics and Applied Social Science through the Open University. In her spare time, Lorna sings with the Lochs Gaelic Choir and Stornoway Singers and runs a self catering cottage in Linsiadar. She is also involved with the Outer Hebrides Tourism Industry Association, and has part shares in a dog, two cats and a terrapin!

Lorna's first term as a Non Executive Director comes to an end on November 30 2012.



Malcolm Smith was appointed as a Non Executive Director in December 2008.

Malcolm was Director of Social Work with Comhairle nan Eilean Siar for 12 years until his retirement in 2008. He studied for his first degree and social work qualification at Glasgow University and holds a post-graduate degree in business administration from Strathclyde University. Malcolm is Vice Chair of the Board. He chairs the Health Board's Clinical Governance Committee which is responsible for overseeing clinical governance; observing and checking on clinical governance activity being delivered by management; and assuring the Board that structures are in place to effectively support clinical governance, that these structures operate effectively and that action is taken to address areas of concern. He also chairs the Patient Focus Public Involvement Committee.

Malcolm's first term as a Non Executive Director comes to an end on November 30 2012.



Mairi Murray, Day Hospital Manager, was appointed as the Board's Employee Director in April 2011.

Mairi was elected Employee Director by staffside colleagues on the Board's Area Partnership Forum, and was officially appointed by the Cabinet Secretary for Health, Wellbeing and Cities Strategy Nicola Sturgeon. Her appointment is for a period of four years from April 1 2011 until March 31 2015.

As Employee Director, Mairi strengthens the link between the Board and its staff. Ms Murray co-chairs the Board's Area Partnership Forum with the Chief Executive, and also chairs the Communications Group.

Mairi has worked for NHS Western Isles since 1990. Before becoming Day Hospital Manager, she worked as a staff nurse in Western Isles Hospital. She has been a staffside representative for approximately 15 years, and has been a member of the Area Partnership Forum for around two years.



**NHS**  
**Eileanan Siar**  
**Western Isles**



Neil Galbraith was appointed as Chair of Western Isles Health Board in January 2011.

Neil is a former local government Chief Executive and Director of Education and has served at both local and national level with the Scottish Health Council. Neil holds an OBE for services to Education and an honorary doctorate of the Open University.

Neil's appointment is for four years and will run from January 2011 until December 31 2014. The post is part-time for three days per week.





Angus McCormack joined NHS Western Isles as a Non Executive Director nominated by Comhairle nan Eilean Siar in September 2007.

Angus, who is a councillor in Stornoway, retired from his post as Assistant Rector in the Nicolson Institute in August 1999.

As a Non Executive Director, Angus takes a particular interest in joint working with the Comhairle, which was reflected when he was appointed Chair of the Community Health and Social Care Partnership (CHaSCP). He is also chair of the Staff Governance Committee.

Angus' term as a Non Executive Director ends on April 30 2012, when he will be replaced by another local authority representative.



Neil Campbell, a partner in Blue Reef Cottages based in Scarista, joined NHS Western Isles as a Non Executive Director in December 2008.

Neil is Chair of Leverburgh Lifeboat Management Group and is a Director of West Harris Trust, the community owner of the West Harris Estates.

Within NHS Western Isles, Neil is Chair of the Risk Monitoring and Audit Committee – which is a Board Committee that assesses risk management, governance and internal controls and provides assurance to the Board and accountable officers.

Neil's first term as a Non Executive Director comes to an end on November 30 2012.



Gerry MacLeod joined the Board as a Non Executive Director on September 1 2009.

Gerry is an SNP councillor for Barraigh, Bhatasarsaigh, Eirisgeigh agus Uibhist a Deas on Comhairle nan Eilean Siar. He is a founder member and director of Lochboisdale Amenity Trust, a group established in 1998 to improve the amenities of the Lochboisdale area.

He was Chairman of Buidheann Tigheadas na Meadhanan, the South Uist housing association, until it merged with the Hebridean Housing Partnership (HHP) in 2007 and he now represents the council on the board of HHP. Gerry lives in Lochboisdale with his two daughters.

Gerry's first term as a Non Executive Director comes to an end on August 31, 2013.



Dr Francis Tierney took over the position of Chair of the Area Clinical Forum on August 1 2009. In this capacity, he became a Non Executive Director of the Board for a period of four years.

Francis is a GP in Benbecula and is originally from Sheffield, where he also did his undergraduate training.

Francis completed the vast bulk of his six years of hospital training in Raigmore. This included a wide range of different specialities, such as general medicine and surgery, Accident and Emergency, Anaesthetics, Paediatrics and Obstetrics.

His GP training was in Skye. He has been a GP in Benbecula since 1991 as well as a Medical Officer/GP Anaesthetist, formally to Daliburgh Hospital, and since 2001 to the Uist and Barra Hospital.



Annie Macdonald joined the Board as a Non Executive Director on September 1, 2009.

Annie is an elected SNP council member for Sgir' Uige agus Ceann Tuath nan Loch on Comhairle nan Eilean Siar.

Her previous experience comprises of chairing the Joint Services Committee. She was also a member of the Social Work Committee and member of the Joint Futures Committee.

Annie's first term as a Non Executive Director comes to an end on August 31, 2013.



Gordon Jamieson has been Chief Executive of NHS Western Isles since December 2008.

He first came to the Western Isles in September 2006 as part of a Ministerial Support Team. He then joined NHS Western Isles in February 2008 as Nurse Director/ Chief Operating Officer. His previous post was as Nurse Director/Director of Patient Safety at NHS Dumfries and Galloway.

Gordon was born and brought up in Castle Douglas in Dumfries and Galloway.

He has significant experience of working in the NHS, including almost 20 years at Executive Board level.

### The Chair

The Chair has some additional responsibilities over and above the other Non Executive Directors, particularly in relation to strategic leadership and the conduct of Board business. These include:

- representing the organisation in links with Ministers and the Scottish Parliament;
- building links, at Board level, with partner organisations and other stakeholders; and
- ensuring all Non Executive Board members have knowledge and understanding of their corporate roles and responsibilities.

The Chair is appointed for a maximum of four years in any one term (and can sit for a maximum of two terms in succession).

### Chief Executive

The Chief Executive is a member of Western Isles Health Board and has accountability to the Board for the overall organisation; including management and staffing.

The Chief Executive is the Accountable Officer, which means that he is responsible for ensuring public funds are properly controlled and safeguarded, that proper financial systems are in place and applied, and that arrangements are in place to secure 'Best Value'. The Chief Executive is responsible for providing leadership to ensure the complete delivery of agreed plans on time and to budget, and devises and implements management structures and processes to enable the organisation to implement agreed corporate plans.



## Meet the Board



Dr Jim Ward started as the Medical Director for NHS Western Isles on August 10 2009.

Jim was previously Clinical Director for Inverclyde Community Health Partnership. He is from North Ayrshire and previously held posts including Clinical Lead (Inverclyde Primary Care and Acute Interface Division) and GP Appraiser in NHS Argyll and Clyde.

As Medical Director, Jim provides professional leadership and direction to all medical staff. He is involved in the strategic development and management of clinical services in the islands. He provides expert advice to the Board on medical issues and ensures compliance with clinical governance and quality standards. Jim is also the Board's lead for eHealth and is leading the Mental Health modernisation process.



Marion Fordham joined NHS Western Isles on April 5 2005 as Director of Finance.

Marion was born and brought up in Liverpool. She studied botany and zoology at Aberystwyth University, and has worked for the NHS in various finance roles in Dorset, Essex, Merseyside and Shropshire before coming to the Western Isles.

As Director of Finance, Marion is responsible for ensuring the Board lives within its financial allocation by providing appropriate support and advice across the organisation in financial planning, budgeting, monitoring and control.

Though Marion considers herself fortunate to live in such a beautiful place, she also likes to travel in pursuit of both her wildlife interests and opportunities for her husband Ian's photography.



Jenny Porteous was appointed Director of Human Resources and Workforce Development in July 2009.

Jenny was previously Senior HR Lead – Business Support Group, at National Services Scotland. She comes from Ayrshire originally, but has spent most of her working life in the Central Belt of Scotland. Jenny is now settled on the island and is an active member of the Lewis and Harris Riding Club. She enjoys a wide range of outdoor activities.

As Director of Human Resources and Workforce Development, Jenny leads on all human resource activity and strategy. She leads the development of workforce capability and capacity and provides specialist leadership on strategic human resource issues.



Nigel Hobson was appointed as Nurse Director/Chief Operating Officer in September 2011.

Nigel had previously been on secondment for two years from NHS Highland, where he was Associate Director of Nursing. His previous posts include Director of Nursing and Quality at Raigmore Hospital in Inverness, and Quality Consultant at Leicester Royal Infirmary NHS Trust.

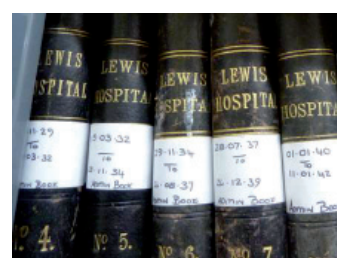
As Nurse Director/Chief Operating Officer, Nigel is responsible for leading, encouraging and developing the nursing, midwifery and allied health professionals; both operationally and strategically. He is the Lead Executive for Child Protection, Patient Focus and Public Involvement and Clinical Governance and Patient Safety. As Chief Operating Officer, Mr Hobson leads the Single Operating Division.

## Time Team for old records

Tasglann nan Eilean Siar (Hebridean Archives) receive many requests for information about the histories of the hospitals of the Western Isles. Researchers often visit the Tasglann, based above Stornoway Library, to use the records of the old Parish

Councils, District Committee and Councils of the Western Isles, which are full of information regarding nursing provision, public health and the establishment and sometimes maintenance of the islands' hospitals. Recently, the Tasglann has

undertaken some work with NHS Western Isles to locate, identify and catalogue its own archives, so that historians and local researchers can make use of these (subject to Data Protection legislation, of course). Records identified so far include annual reports of the old Lewis Hospital along with its admissions, operations and x-ray registers dating back to the 1910s. Some records relating to the Lewis County Hospital have also been located. We are sure there is more to be found though old hospital minute books and records relating to the various hospitals of the Western Isles that have now closed or moved to new locations. If you are aware of any old archive records held by the Health Board that you feel might be of interest, we would like to hear about them. The



records will not be removed from you or the place that they are currently kept; all that is being done is to identify what is out there and compiling a list. So if you or anyone you know has anything hidden away for safe keeping, gathering dust in a corner, or sitting pride of place on a bookcase, please let us know so we can include it in this catalogue. Please feel free to contact us or Eddy Yates on 01851 708040, or Tasglann nan Eilean Siar (Hebridean Archives) directly on 01851 822750.

**Tasglann nan Eilean Siar**



*Pictured are members of Tasglann nan Eilean Siar; Katie Anne Maciver, Donna Morrison, and David Powell.*





*Dentists of the future carrying out mock fillings!*



*Morag Mackinnon and the kids put together a giant mouth.*

## A lesson on oral health in Daliburgh!

Pupils of Daliburgh Primary School in South Uist recently carried out a project on 'Health and Wellbeing'. Various Health Professionals were invited to contribute to the school's project, one of the main aims of which included learning about 'the body and its functions'.

On several occasions, Morag Mackinnon, a Dental Therapist from Lochboisdale Dental Clinic, visited the school, along with Dental Nurses from the Practice.

Various activities were carried out to enhance the pupils' learning and understanding of the mouth, and the

importance of maintaining good oral health. This included creating their own tooth and naming the various parts; they also put together a giant mouth and were able to label the different types of teeth.

The Dental Staff thoroughly enjoyed their days with the

children as they showed so much enthusiasm and enjoyment. All of the activities were 'hands on', therefore encouraging maximum participation. The children had the opportunity to carry out a 'mock filling' which proved to be their favourite part of the day!



*All of the activities were 'hands on'.*



*The children all thoroughly enjoyed learning about the mouth and oral health.*

## Autism Alert Card implementation across the Western Isles, Orkney and Shetland



*Pictured are Mark Maciver, Highlands and Islands Fire and Rescue Service; Norrie Macdonald, Comhairle nan Eilean Siar; Catherine Byrne, NHS Western Isles; local GP, Dr Kirsty Brightwell; Sandra Macleod, Comhairle nan Eilean Siar; Shannon Finlayson, Comhairle nan Eilean Siar; and Roddy Mackay, Northern Constabulary.*

The 'Autism Alert Card' has been developed in association with the National Autistic Society Scotland and has been introduced across the Highland and Lothian regions recently.

Leading on this important development locally is Sgt. Roddy MacKay from the Northern Constabulary and representatives from NHS Western Isles, Highlands and Islands Fire and Rescue Service, and Comhairle nan Eilean Siar have met on several occasions to progress this work.

The Alert Card will enable people with autism spectrum conditions to alert others that they may need help and further consideration when they use local services. The card also gives details of a personal contact who can lead emergency services through the best ways to support the person with autism in what can be a highly-pressurised experience.

The launch of the Western Isles Autism Alert Card will take place in May 2012.





Pictured are Janet Tierney, Jennifer Porteous and Douglas Jamieson from the Human Resources Department, NHS Western Isles, being presented with the Healthy Working Lives Silver Award by Aileen Simpson, Assistant Head of Delivery for the Scottish Centre for Healthy Working Lives.



Aileen Simpson (left) and Norma Macleod, NHS Western Isles Health Working Lives Advisor (right), present staff at Hebridean Chocolates with their Bronze Award.

## NHS Western Isles scoops top award for promoting a healthier workplace

NHS Western Isles was one of a range of employers officially presented with a Healthy Working Lives Award in February.

The Healthy Working Lives Award Programme was launched to encourage employers to promote a healthier workforce and covers a wide range of topics including health promotion, occupational health and safety, employability, mental health and wellbeing, community involvement, and

health and the environment.

The employers achieved an Award for taking a number of steps to improve the health and wellbeing of their staff; such as promoting healthy eating and exercise programmes, mental health and well-being promotion, on-site smoking cessation and health and lifestyle checks.

Congratulating the award winners, Aileen Simpson, Assistant Head of Delivery for the Scottish Centre for

Healthy Working Lives, said: "Management and staff at all the organisations which have achieved an Award must be congratulated on their efforts to improve their health and wellbeing.

"I am confident that workplaces will continue to play an important role in improving our nation's health and quality of life. The Award builds on the successes achieved so far while at the same time addressing new challenges."



### Bronze Award winners

Scalpay School  
Leverhulme School  
Back School  
Hebridean Chocolates  
Jobcentre Plus

### Silver Award winners

NHS Western Isles  
Dun Berisay

## Feedback results in key healthcare improvements

A special certificate was presented to The 'Stand up for Yourself' Self Advocacy Group, in recognition of the invaluable feedback provided by members to help improve local healthcare services.

The Self Advocacy Group, which is made up of around 15-18 people with learning disabilities, gave two presentations to NHS staff on their experiences of local healthcare services, and how they thought services could be improved.

The group worked over several weeks to discuss the areas which were highlighted during their two presentations, and the feedback was acknowledged by Chief Executive Gordon Jamieson and other senior staff as extremely valuable.

Areas that mattered to the group included communication, visiting the hospital, doctors, confidentiality, accident and emergency and medicine information.

Some of the recommendations from the Self Advocacy Group

are already being implemented, and others are being considered as part of longer term planning.

An easy read letter for outpatient appointments has been designed in collaboration with Mark Stainton in the IT Department and members of the Self Advocacy Group have been involved in reviewing the template. This will be presented to the Communications Group for discussion and review before implementing into practice.

Suggestions around changes to signage have been circulated to managers, and will be considered when planning for changes in the future.

Feedback from the Group has also been incorporated into the Board's reviewed Communications Strategy.

The Pharmacy Department is reviewing the information relating to medicines, and the Department hopes to implement an easy read system for clients with communication difficulties.



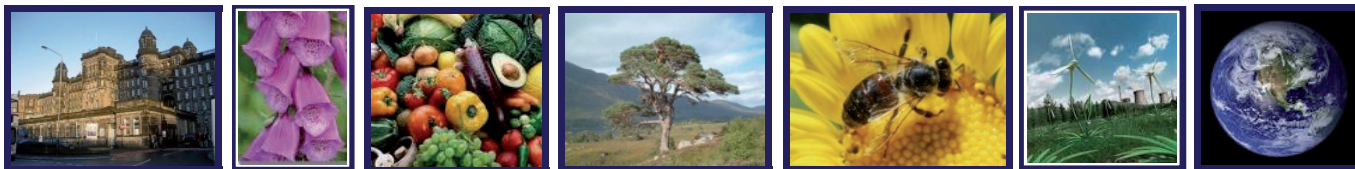
Agnes Mackenzie from NHS Western Isles presents the Self Advocacy Group with a certificate in recognition of all the time and effort they have devoted to providing invaluable feedback to NHS Western Isles.

Recognising which role members of staff had according to their uniform colour was another issue raised. The Hospital Managers are looking into the provision of picture boards with this information within healthcare sites.

The input from the 'Stand up for Yourself' Advocacy Western Isles Group has been very informative and valuable in effecting practical positive change. The impact will benefit a wider audience of

patients and will make access to services easier and more inclusive. The Group members hope to develop themselves as Communication Trainers for interagency training delivery in the future - this mirrors a model used in West Dumbartonshire called 'The Good Life'. We wish them well in this venture and again thank them and the Advocacy Western Isles staff for all the time and effort they have devoted to improving healthcare services.





# Carbon Awareness News

## WHAT'S ON MARCH 2012?

Earth Hour takes place from 8.30pm on Saturday March 31. For this one hour, hundreds of millions of people switch off lights around the world in a stand against climate change. Global landmarks such as the Sydney Harbour Bridge, The Golden Gate Bridge in San Francisco, and the Falkirk Wheel all take part. Why don't you take part and switch off your lights at home and enjoy an evening by candlelight! For more information log on to the official Earth Hour site:- <http://www.earthhour.org/>

If you have younger children, then you can download the free Pocoyo activity book from the earthhour website. Make a virtual lantern to share by email or on Facebook.



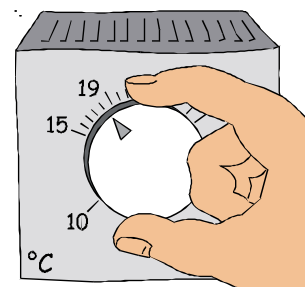
If you want to get involved with the carbon awareness campaign in NHS WI why not become an Environmental Champion? Email us to find out more!  
[davetierney@nhs.net](mailto:davetierney@nhs.net)  
[fcowan2@nhs.net](mailto:fcowan2@nhs.net)

## Introduction

Welcome to the very first edition of our Carbon Awareness newpage in Sláinte.

The carbon awareness team has been busy thinking up ways to reduce our carbon footprint and make us a more sustainable organisation. We hope you have completed the NHS Carbon Awareness Questionnaire. The questionnaire is on the Intranet – and there are prizes to be won!

We're always open to suggestions on how we could save energy, resources and money, so if you have a carbon busting solution, please let us know. Similarly, if you would like to sign up to becoming a carbon champion for your area of work, we'd be delighted to hear from you. Contact [davetierney@nhs.net](mailto:davetierney@nhs.net) or [fcowan2@nhs.net](mailto:fcowan2@nhs.net)



**Turning your thermostat down by 1°C can save 9% of the energy you use to heat your home!**

## Website of the Month



<http://www.greentraveller.co.uk>

Planning your Easter or summer holiday and want to reduce your air miles? Whether you're exploring Britain or Europe on a budget, or looking for a romantic but eco-friendly getaway, this is the ultimate resource. From cabins made of straw to 'green' hotels and campsites, there are dozens of exciting holiday destinations and this website will help you in the difficult task of choosing. The website is packed with really useful extras: cycle routes, train stations, organic pubs and things to do once you're there.

**Mini Fact:**  
Lighting an office overnight wastes enough energy to heat water for 1,000 cups of tea - how long would that keep your team going?\*

**Watch out for the results of the March survey and the ideas that have come out of it. We need to measure how we are doing before we know where we are going and how we are going to make changes.**

**\*For anyone wanting to know how this figure was worked out, contact Fiona Cowan at [fcowan2@nhs.net](mailto:fcowan2@nhs.net)**

**NHS**  
**Eileanan Siar**  
**Western Isles**



# The Bridge Community Centre's Early Intervention Mentoring Programme

'Bridge Mentoring' teams young people up with local volunteers to work on a one-to-one basis, to provide support and guidance where multiple risk factors exist. The mentoring programme offers support to children and young people through frequent, regular contact with a socially positive adult or older peer, as all children and young people benefit from relationships with positive role models.

Many vulnerable children and young people have no positive social role models other than those in positions of authority.

Mentoring relationships enhance the protective factors in young people's lives and provide appropriate social and learning opportunities that will increase their ability to avoid becoming involved in difficult situations in the future. Young people can be referred by any individual or agency and will

be assessed by the Bridge Community Centre's steering group as to their suitability to the service.

The programme emphasises community involvement and responsive practice in work with young people, offering complete training and support to those involved. We operate with a theory of change which draws on evidence that there are key risk factors for future offending or developing

health issues which could be addressed at a young age.

Prevention is effective in terms of both cost and individual outcomes. Research shows that preventative services are significantly less expensive than the financial outlay typically required over the lifetime for the support and management of an adult involved in criminal justice or specialised health services over a period of years. Effective prevention reduces the vulnerability and risk factors and increases protective factors and resilience in respect of children and young people becoming involved in future offending.

Three essential and definitive features of the programme are the voluntary participation of the young person, the need to operate on the young person's own personal and recreational territory, and considering the young person as an active partner in the learning process, who can and should have the resources to shape their own lives.

The voluntary nature of the programme enables us to invest in the young person's best interests and build trust very quickly. Our position in the community leaves us well placed to deliver this work through established relationships. We believe effective preventative practice is rooted in the child's wider world, contributes to his or her growth and development, and assists the people who look after the child or young person to provide what they need to fulfil their potential. There is evidence that preventative services and resources are most effective when what they offer is embedded within the ethos of local communities and valued by them.

We build on the positive assets present in the community and the individuals who live there, making use of the social and human capital. Children and young people who are resilient, have good self esteem, and who respect others and themselves are much less likely to require extended support services.

**Contributed**

Looking to volunteer?  
Ever thought of

# Mentoring?



**Fun Proactive Supportive**

We are looking for enthusiastic mentors to engage with young people and children on Lewis and Harris.

Full training and support will be provided and for more information, contact Jonathan at The Bridge Community Centre,  
Tel: 07775667826 or email:  
[info@bridgecommunitycentre.co.uk](mailto:info@bridgecommunitycentre.co.uk)

**Help someone piece life together**







*Pictured are students at the Western Isles Foyer Project utilising laptops which were recently donated by NHS Western Isles HI (Health Information) Project.*

*Back row (L-R): Scott McNeill (Foyer), Marissa MacLennan (NHSWI), Sharon McElhatton (Foyer) and Uisdean Mould (Foyer). Front row (L-R): Emelin Collier (NHS Western Isles) and students: Megan Louise, Ann Macritchie and Sarah Loveridge.*

## Improving access to online health information and advice

To increase access to online health information and advice for young people who are homeless of unemployed in the Western Isles, the local health service has funded laptops for the Western Isles Foyer.

NHS Western Isles' HI (Health Information) Project provided three laptops to the Foyer Project, located at Bayhead in Stornoway. The Foyer Project was established to develop a housing, advice and information service to young people in the Western Isles and laptops were provided to increase their opportunity to access health-related information online.

The laptops have also proved invaluable to those undertaking the Foyer Project's 'Lifeshaper Programme', which is aimed at helping young people who are homeless or not in education or employment to work towards a healthy, happier balanced lifestyle.

The 12 week programme is supported by NHS Western

Isles' Health Promotion Department, and focuses at the end of the programme on the next steps to securing and sustaining a tenancy, education, training and employment. Health Promotion also represents NHS Western Isles on the Western Isles Foyer's Board of Directors.

Scott McNeil, Foyer Service Manager, said: "The support from the NHS Western Isles HI Project by providing these laptop computers has been a great help for the project to be able to support the young people with whom we work. Young people on our Lifeshaper Programme are now able to direct their own study in areas which affect their life. These include mental health, information about alcohol and other substances, nutrition and healthy eating. Young people also conduct a personal project during the 12 weeks and the laptops help them to research and present this. The laptops also help develop the young people's confidence in using information technology."

## Celebrating different cultures through 'Shared Roots'

A multi-cultural group - made up of representatives from a number of different cultures as well as representation from Health Promotion and Community Education - has recently been set up, to explore the health issues of the many different cultures living in the Western Isles, and to continue with the work previously highlighted in the document 'Shared Roots: A Model of Community Engagement (draft)'.

The aim of the 'Shared Roots' group is to improve community relations through engagement and dialogue, not only with the indigenous community, but also with

ethnic minority communities throughout the Western Isles.

The group will also focus on celebrating the diversity of cultures in the Western Isles, using food, dress, and the arts (music and dance), to raise awareness and understanding of the various communities, now also including newer migrant families from the 'accession' countries of Eastern Europe.

A social event is also being planned and details will appear when finalized. For further information, contact Mary Maclean, Fas Fallain Manager, Health Promotion Department, on 01851 702712.

Every time  
you have  
a drink  
it adds up  
to more than  
you think



drinksmarter.org



### Margarita Mocktail

How to make a Margarita Mocktail.

#### RECIPE INGREDIENTS

50ml Sour mix  
50ml Fresh Lemon or Lime juice  
75ml Lemonade

Dip the rim of a cocktail glass in lemon juice then in salt. Mix all the ingredients in a cocktail shaker/stirrer and pour into the glass. Garnish with a single lime slice on the rim.



### Mojito Mocktail

How to make a Mojito Mocktail.

#### RECIPE INGREDIENTS

40ml Soda water  
3 Fresh Mint sprigs  
2 tsp Sugar  
3 tbsp fresh Lemon or Lime juice

Crush the mint, lemon or lime juice and sugar in the bottom of the glass. Add the remaining ingredients and stir.

Women shouldn't  
regularly drink more than  
**2-3 units a day**



# Success of Fatigue Management Course

The Occupational Therapy Service was delighted with the success of the recent Fatigue Management Course, run by Rhoda Mackay, Sonja Smit and Val Dix.

It was offered to patients to help them manage a range of conditions, including ME/Chronic Fatigue Syndrome, Diabetes, High Blood Pressure, Sleep Apnoea, Osteoarthritis, Cervical Spondylosis, Psoriasis and Sarcoidosis. A total of 13 patients attended regularly, including three

patients from Uist, who were able to join in via videolink.

Everyone who took part found the course very beneficial and said it offered useful tools for managing their fatigue, including advice on relaxation, diet and goal setting. Other Allied Health Professionals - Physiotherapy, Podiatry, Occupational Therapy (Mental Health) and Dietetics also gave presentations.

Patients were offered a one-to-one session with an

Occupational Therapist to establish what their needs were, and whether the group was the appropriate intervention for them. The structure of the group consisted of six two-hour sessions, with the first four sessions held in successive weeks, and the final two six weeks later, to see what progress participants had made. Each participant was offered a one-to-one session to ensure that their individual needs had been met at the end

of the course.

Occupational Therapy Services Manager Sonja Smit said:

"We are really pleased with the positive feedback we've had about the course and are looking forward to running it again this year. Being able to offer a videolink to the three participants in Uist was a real bonus too; it really helped us be the best at what we do."

Comments from people who attended the group included the following:

- "There is hope - I can change how I live."
- "All aspects useful, every little helps. Given me impetus to move forward - has helped mentally and on a physical level."
- "One of the best aspects was meeting up with others in the same boat. Good to talk to professionals and other sufferers. Would like a follow up. Will miss the company."
- "I was unable sadly to complete the course and so missed much of the discussion/guidance. However the sessions I was able to attend gave me some guidelines to work on and one-to-one advice led to further investigation which I hope will lead to some alleviation of fatigue."
- "I have been telling people of how excellent it was, also the knowledge Rhoda and Sonja have. Also the understanding and patience. Enjoyed my time attending the group as I got a lot of identification with all the others that attended."
- "Would you recommend the course to others?" "Yes, a hundred percent, especially early in the illness so they don't get into a downward spiral. A lot of the things I had to discover for myself and it took a long time where as the course would have helped a lot."

Anyone who would like to participate in the group should contact the Occupational Therapy Service on 01851 708287 or 01870 602425 ext 853.



*Rehabilitation Physiotherapist Allison Martin is pictured with two of the patients (observed by Rachel Kirk, Senior Physiotherapist at Ospadal Uibhist agus Bharraigh.)*

## Pulmonary Rehab throughout the Western Isles

Rachel Kirk and Ann Macdonald, Physiotherapists in Ospadal Uibhist agus Bharraigh, travelled to Stornoway recently to observe and shadow a pulmonary rehabilitation class with a view to introducing this service to patients in Uist and Barra. They attended the education session given by Emer Friel, Clinical Pharmacist, and took part in the patient exercise class.

It is planned that videoconferencing will play a significant part in how pulmonary rehabilitation is delivered, with Dr Stephen Thomas, Pulmonary

Rehabilitation Consultant at Raigmore Hospital, giving patient education sessions using a videolink from Inverness.

Ann and Rachel were delighted that they had been given the chance to attend the class. Ann said: "It's a long day; we leave home at 5am, but it's been really worthwhile. It was great to meet the patients who really feel that the class has made a big difference to them, and we are optimistic that we will be able to develop this service for patients in the Uists."

Rachel agreed, and both are interested in the opportunities

that telehealth provides.

Rehabilitation Physiotherapist, Allison Martin, took up her new post a year ago and she says she is overwhelmed by the positive feedback she has had from her pulmonary rehabilitation patients.

"It's quite humbling to think that something quite simple like this class can have such a profound effect on patients' lives," she explained. "It's been fantastic having Ann and Rachel here. It's given us lots of ideas and we're all looking forward to expanding and improving our services throughout the Western Isles over the next few months."





## 'Recruit and Retain' moves up a notch

The Northern Periphery Programme (NPP) 'Recruit and Retain' project has progressed since the last issue of Sláinte in winter 2011.

In approving the finance for the initial project - Recruitment and Retention of Health Care Providers in Remote Rural Areas – the NPP Programme Monitoring Committee suggested that the project should consider becoming strategic. This involves the expansion of the original project's objectives to include solutions designed to improve recruitment and retention relevant to the wider public sector (education, social services, local government fire and rescue services etc) as well as the healthcare sector. In order to do this, the project had to seek further partners to include. Becoming strategic would favourably affect the funding of the project in two ways – first there would be an increase in the total budget, and secondly the ratio of European Regional Development Fund contribution to local contribution would change from 40:60 to 25:75 for European Union member States, substantially increasing the support available for the project.

In accord with the NPP's wishes, NHS Western Isles, as Lead Partner in collaboration with the existing partners in Greenland, Iceland, Norway and Sweden, submitted a Strategic Project

application. Just before Christmas the NPP Programme Monitoring Committee announced its decision to approve funding for the new project. The total funding for the project has increased by over one million Euros to just under three million Euros. There are three new partners: the University of Aberdeen Centre for Rural Health in Inverness, the Northern Ontario School of Medicine in Sudbury, Canada (pictured above), and Cooperation and Working Together (CAWT) from Londonderry (a cross-border cooperation between Ireland and Northern Ireland).

The biggest change to the running of the project is the inclusion of a Strategic Management Group to oversee the workings of the core healthcare worker part, and identify and develop products and services applicable to the wider public sector. Each partner will contribute a representative to the Strategic Management Group and this group will have a designated coordinator who will report directly to the Recruit and Retain Steering Group.

The new project is still known by its short title 'Recruit and Retain' but its full name is: 'Recruitment and Retention of Health Care Providers and Public Service Sector Workers in Remote Rural Areas'.

The activities and development of the project can be followed on its website: [www.recruitandretain.eu](http://www.recruitandretain.eu)



Innovatively investing  
in Europe's Northern  
Periphery for a sustainable  
and prosperous future



Kenna MacInnes working with children.

## Anti-bullying workshops in Daliburgh School

Anti-bullying lessons were delivered to all pupils in Daliburgh School on January 26, 2012 by Kenna MacInnes and Isabel Steele, from Health Promotion.

The lessons were delivered in both English and Gaelic, and helped raise awareness about bullying, for example: What is it? How can you recognise bullying? What can be done to

prevent it?

The sessions were very interactive and the pupils had lots of interesting and useful information to contribute. The school is now developing an anti-bullying policy and the information provided by the pupils will help inform the policy.

*Pictured are some of the pupils participating in the sessions.*



Isabel Steele working with children.

## Annual Report 2010/11

The Board's Annual Report for 2010/11 is now published and is available on the homepage of the NHS Western Isles website.

The Annual Report contains key information about how the organisation delivered high quality healthcare, delivered national priorities, progressed patient-focused developments, worked in partnership with the public to improve services and introduced measures to develop a confident appropriately trained workforce.

The Annual Report also contains information on the Board's financial performance during 2010/11, information about the Annual Review and details of Board membership and the remuneration of Board members.





## Counterweight – helping to achieve a healthier lifestyle

Counterweight is the only fully evaluated, evidence based primary care weight management programme within the UK. Counterweight is a unique programme which helps individuals achieve a healthier lifestyle by not only losing weight but also supporting individuals to keep the weight off.

Counterweight aims to achieve and maintain medically valuable weight loss of 5-10 per cent (5-10kg). This might not seem a huge amount, but research suggests that a small weight loss can have a big impact on an individual's health.

Counterweight is a 12 week programme of fortnightly appointments. After the

12 weeks, participants are contacted at three months, six months and 12 months for follow ups to support them in maintaining their weight loss. What makes Counterweight so unique is the way it can be tailored to meet an individual's needs and lifestyle. This is to ensure that people have the skills and confidence to make lifelong changes to their lifestyles.

Over the last two years, Counterweight Advisers have been trained to deliver Counterweight in GP Practices, and through Health Promotion and Well North. If you want to find out about Counterweight in your area contact Sara Aboud, Senior Health Promotion Officer, on 01851 702712.

## Improving Nutritional Care - are you confident using the 'MUST tool'?

The Nutrition Profile is a yellow form held in the nursing notes for patients. The information on this form is crucial to meeting the needs of all patients throughout our hospitals.

It is mandatory in Scotland that all inpatients over 18 are screened for malnutrition within one day of admission to hospital. This is the result of the Food, Fluid and Nutritional Care Standards

(NHS Healthcare Improvement Scotland).

All inpatients have their weight and height recorded on admission, as well as evidence of unplanned weight-loss, food allergies, dietary requirements and any physical, environmental, or psychological factors that may impact food or fluid intake.

On the reverse side of the Nutrition Profile is the

## Supporting clients through Active Listening

More than 100 clients have already been supported by the Western Isles Active Listening Service to date, and the demand for the service is growing.

Active Listening has been available for almost a year in GP Practices in Lewis and Harris. The Active Listening Service is a way for clients who have come through traumatic experiences in their lives to be able to share their stories in a safe environment and receive non-judgmental, sympathetic support and help. The results to date have been very encouraging with a high satisfaction rate. There is also evidence of a reduction in visits to the GP and the need for prescribed medication, as a result of the new service.

As a result of the growing success of the service, a module was designed by the Spiritual Care Department to meet the need for training in Active Listening, which

is a significant part of the Community Chaplaincy Service.

The whole Spiritual Care Team took part in a pilot training event at the end of January 2012, to launch the Active Listening Module (pictured).

The Active Listening Service is now being rolled out to Practices in the Uists, and those trained at the recent training event will be allocated Practices where they will be available to do sessions as required.

The sessions were led by the following individuals:

- Rev Calum Russell on dealing with 'the process of hearing the story' and 'Egan's Model of Listening'
- Rev TK Shadakshari on 'Clinical Pastoral Education'
- Helen Gallacher on 'Reflective Practice'
- Murdo MacLeod on 'Emotional Touch Points'



*Pictured are Gordon Jamieson, Chief Executive, NHS Western Isles; Father Ross Crichton, Chaplain, Ospadal Uibhist agus Bharraigh; Helen Froud, Salvation Army; Rev Ishie MacDonald, Honorary Chaplain, Uist; Rev Ewen Matheson, Honorary Chaplain, Uist; Helen Gallagher, Relief Chaplain and Counsellor, Western Isles Hospital; Father Daniel Davis, Honorary Chaplain, Harris; Murdo Macleod, Diversity Project Officer; Rev TK Shadakshari, Community Chaplain, Lewis; and Rev Calum Russell, Lead Chaplain/Strategic Diversity Lead.*

scoring, please contact Lillian Macaskill on x2257 or email [lillian.macaskill@nhs.net](mailto:lillian.macaskill@nhs.net)

**MUST training 2012**  
**For all nursing staff and Healthcare Assistants:**

Monday 16th April 2012 – 10 – 11am

All at the Education Unit, Western Isles Hospital.

Nutritional Care Intranet: <http://wihbweb/nutrition>



## Healthy eating funding for Western Isles groups

Four groups from the Western Isles have been chosen to receive funding to support their work under a Scottish Government funded scheme to promote healthier eating.

Voluntary and community groups and agencies working in low income communities from across Scotland will use the annual grant scheme funding to develop a wide range of practical healthy eating related activities. This includes a cookery course for people with diabetes, a gardening project for people with learning disabilities, and training for volunteers so that they can deliver cookery sessions.

### Successful Groups

Pointers Young Mums Group based in Stornoway was one of the projects funded by Food and Health Scotland. The local Council's Community Education staff submitted a bid with support from Tina Burgess, NHS Western Isles Senior Health Improvement Officer for Early Years.

Mums have the opportunity to take part in a series of cooking sessions, with registered child minding staff taking over the childcare duties. This provides mums with some quality time to take part in practical cooking sessions led by Irene Morrison, Dietetics Assistant from the Department of Nutrition and Dietetics and Tina Burgess; both of whom recently completed the Diploma in Public Health Nutrition.

Tina was also the referee for another successful bid by Action for Children (Eilean Siar). The Pathways service in conjunction with Health Promotion has now established a Cookery Skills/healthy eating project. Young people planning for their future independent living are proving to be very enthusiastic about the cooking sessions and are developing new skills in cooking on a budget. Action for Children staff are dedicated to developing this unique project for young people.

Other successful local community group funded by Food and Health Scotland include Tasgsa Uibhist and Cearnas Community Development Group.



*A successful crop!*



*Mowing the grass is an essential part of the process!*



*Clients built a shed as part of the project, and despite the Western Isles weather, it has stayed intact!*

Since August 2010 the Mental Health Occupational Therapy Service has been working jointly with the Cearnas Community Association to develop a partnership project offering a range of horticultural-related activities to Occupational Therapy clients experiencing mental health difficulties.

There is well documented research of the health benefits to both individuals and groups participating in horticultural therapeutic activities. The local project aims to maximise an individual's health, productivity, independence; support recovery; and build on an individual's existing skills, confidence, and sense of achievement through positive social interaction and inclusion.

The project has received a lot of support from the Health Board, the Cearnas Community Association, the Western Isles Association for Mental Health, and the Mental Health Partnership. It has also received kind donations from individuals and businesses in the local community.

The Mental Health Occupational Therapy service is continually trying to secure funding to ensure the longevity of the project and recently organised a fundraising plant and Christmas card sale at the Western Isles Hospital Reception on December 15.

The sale showcased plants grown and cards made by the Occupational Therapy clients involved in the project. The flower baskets that were for sale included hyacinth, cyclamen and crocuses.

The group would like to thank everyone who supported the sale and gave generously to the project. The funds raised will go towards purchasing a new skin for the tunnel, as the previous one was storm damaged beyond repair in earlier in December 2011.

### Service user feedback

"It gives me a bit of structure to my life and gets me to socialize with other people. The staff give me the confidence to do more than I think I am capable of, and that can boost my self esteem."

"This project has helped me get out of the house. Other than going shopping, I was in 24 hours a day, and it made me get out of my comfort zone and made me do things like put up a shed; I planted garlic daffodils, rhubarb, and even after a few windy nights the shed stayed in place."

"I felt part of a team. It provided me with some exercise also which was a great activity to be involved in."

Main contact for the Project: Kathryn Chisholm, Mental Health Occupational Therapist  
[k.chisholm@nhs.net](mailto:k.chisholm@nhs.net)





Ospadal Uibhist agus Bharraigh Christmas dinner: Pictured are Morag Macleod and Trish Macdonald, who are domestics in the hospital.



Ospadal Uibhist agus Bharraigh Christmas dinner.

# Celebrating Christmas 2011 in style!



Staff from the Public Health Intelligence Department at the Health Board Office Christmas Party: Kedar Paul, Kathy Turner, Alasdair Finlayson, Martin Malcolm, and Fiona Macdonald.

**Womens  
Cancer  
Challenge  
5K 2012**

Lewis Castle College  
Saturday 19th May  
12pm

**Entry Forms & Sponsor Forms available from:  
The Sports Centre & Sportsworld**

*All funds to the Lewis branch of Cancer Research UK*

For further information, please contact: Tony Wade, 3 Crowlister Isle of Lewis HS2 9JF  
Tel: 822780 (9am - 5pm) Closing Date - Monday 14th May 2012



Ospadal Uibhist agus Bharraigh: Theresa Campbell and Santa (aka George MacVie)!



Pictured at the Health Board Office Christmas party are Josie Ackroyd, Moira Macaulay and Anne MacRitchie.





*Christmas at Ospadal Uibhist agus Bharraigh: Chrissie Laing, Sharon Downey, Joan Macdonald, Rhoda Cameron and Sandra MacKinnon.*



*Stephen Moore and Tina MacRitchie at the Health Board Office Christmas Party.*

## Uist Santa Dash

There are many reasons why physical activity is good for your body – having a healthy heart and supple joints are just two. Physical activity is also good for your mental health. Experts believe that exercise releases chemicals in your brain that make you feel good. Regular exercise can also boost your self-esteem and help you concentrate, sleep, and look and feel better. Being active doesn't have to mean going to the gym, taking up jogging or wearing lycra. Simply going for a short walk is a good way to be active.

With this in mind, Kenna MacInnes, NHS Western Isles Senior Health Promotion Officer, in partnership with Matt MacDonald, Comhairle nan Eilean Siar Community Environment Officer, and Sheila MacDonald of the Mental Health Outreach Service (Tagsa Uibhist), organised a Santa Dash during one lunch time, to

encourage workplaces and the community, in and around Balivanich, to participate in a walk/jog/dash, round a 1.5 mile loop. All participants paid £3 to enter the Dash and dressed in a Santa suit and hat, and the proceeds raised were donated to the Mental Health Outreach Service/Horticulture Project (Tagsa Uibhist).

The event attracted 26 people, one horse, three ponies and three dogs! It raised a total of £260 and was a huge success. It allowed people to come together in a social, fun environment, whilst participating in some physical activity.

Thank you to the Tagsa Uibhist staff and volunteers for the fantastic lunch after the Dash, to the police for escorting us on the Dash, and to all who participated and donated.

**So why not, with spring now upon us, set yourself a goal to become more active.**



*Marion Geddes and Jenny MacKinnon at the Ospadal Uibhist agus Bharraigh Christmas Dinner.*

*Who's who?  
Answers on a postcard!*



*The participants of the Santa Dash in Balivanich.*



# Significant progress in the development of learning disability services

Valentine's Day provided the ideal atmosphere for the Learning Disabilities Collaborative Project to present the work which has been implemented and structured over last 20 months of the project.

Deputy Head of Planning and Development, Phil Tilley, opened the meeting, providing the context of how the initial funding bid had been based on the Improvement Scotland model for Long Term Conditions, Mental Health and 18 weeks Referral to Treatment.

The Western Isles Learning Disability Collaborative has been the first project in Scotland to use this model to address health inequalities for people with Learning Disabilities. Kathryn Maciver, Learning Disabilities Collaborative Project Manager, gave a brief review of the local collaborative approach and the individual pieces of work initiated by the project. It was noted that the role of the Project Administrator, Agnes MacKenzie, had been central, and that the willingness of staff across services to become involved in this work had been key to its success.

The collaborative working with the people with learning disabilities from 'Stand up for Yourself' Self Advocacy was recognised as an important and enjoyable partnership throughout the project.

## Health screening template and Health Promotion Policy

Local GP, Keith Burns, explained the background behind the new health screening template, which is currently being piloted in Langabhat Practice and will soon be implemented across GP Practices in the Western Isles. This will now allow for the tri-annual health screening review for clients identified with a learning disability to be computer based and this will improve ease and hasten communication between other care giving settings.

Health Improvement Specialist, Sara Aboud, gave an insight



into how the Health Promotion Policy developed for clients with a Learning Disability/Difficulty had impacted on the department. She gave a humorous view of her own personal learning through being involved in this work and how it has strengthened the approaches of the various inter-departmental services to improve access and extend availability of appropriate resources for people with a learning disability.

## New educational resources

Kathryn Maciver outlined the new resources which are now available to support staff education. A legislation DVD resource has been created jointly with Nicola Smith – Cairn Trust Management. This provides a very practical interpretation of legislation into practice, focusing primarily on the Adult with Incapacity Act 2000, but also referencing the Mental Health Care and Treatment Scotland Act 2003, Adult Support and Protection Act 2007 and the Equality Act 2010 and Human Rights. It is anticipated that in the future this will be included in orientation programmes for all NHS Western Isles staff and thereafter as a daily resource for any relevant situation staff

may require guidance on. The internal link to this site, developed by Webmaster Mark Stainton, is <http://wihbweb/LD/awiindex.html>.

There is also a module on LearnPro about Adult Support and Protection, which 95 staff completed between May and December 2011. It is hoped that four further modules, specifically around Learning Disabilities, will be made available to staff, via Learn Pro, by the end of June 2012. The 'Adult with Incapacity - The Assessment of Capacity for Health Care Professionals' is the current module available through Napier University; there are now three intakes each year. Any staff interested in this should discuss it with their line manager.

## Local Enhanced Service

Local GP, Dave Rigby, gave a very informative review of the implementation of an additional Local Enhanced Service (LES) which has been implemented across primary care practices this year. The focus of the LES is the identification of patients with learning disabilities during referrals between primary and secondary care. There is an identified member of staff within each practice who has undertaken

educational awareness training. These measures will result in improved knowledge of individual clients' needs at the point of accessing care, and will enhance staff understanding of these same needs.

## Link Individuals and recent successes

Kathryn Maciver provided information about the role of the new 'link individuals' for learning disability/autism and vulnerable adults. A total of 37 staff members are now identified as link individuals.

The idea for 'link individuals' was developed by staff attending initial awareness sessions. They then identified relevant areas of development and change they would like to be involved in within their own working roles. Support was requested and gained from many operational and strategic managers at this point to identify such individuals across all areas of care delivery. Role descriptors were developed and the position of such a development is currently being discussed further within the Quality Improvement Programmes Board.

An area where a link member has already made progress is Pharmacy. Lesley Walker took on the link role as she has had previous knowledge around people with additional needs and wished to develop this knowledge and interest to the benefit of the clients linking with Pharmacy. Chief Pharmacist, Dawn Tiernan, has been working closely with Lesley and showed the audience some examples of information leaflets in an easier to understand format. The leaflets give 'easy to understand' instructions on individual medications/time of administration/further directions in a symbol format as well as written information. Dawn identified that this approach would benefit a lot of the other clients who use Pharmacy services, in addition to clients with learning disabilities. Kathryn also showed an example of a patient information leaflet being created in easy read



format by local staff, Lindsay MacLeod, Martha Henderson and Marina Mackinnon.

## Admission to hospital and patient pathways

Erisort Senior Charge Nurse Joan Frieslick, local GP Kirtsy Brightwell, and Learning Disability Nurses Charlie Hill and Francis Daniels have all been working with the collaborative project to review pathways around the local admission to hospital of a patient with learning disabilities, and a policy shared by NHS Lothian. The review covers pathways for emergency and elective admission and individual pathways for outpatients, emergency, going to theatre and discharge. The first draft of the policy is being locally adapted by individual department managers and will thereafter progress through the local policy review structure.

## Communication needs

Speech and Language Therapist, Christine Groenendijk, gave an informative overview of the additional communication needs of clients and the resources which are currently available within the service to support patients. She highlighted the option of referral to Speech and Language Therapy for assistance and support for staff, patients and families accessing services. Extensive work has taken place to source an informative communication guide for staff to provide an overview of various approaches. One such resource was circulated to the group and the project will further research its use, prior to considering future purchase. Support training will be provided for staff by the Speech and Language Department once this resource becomes available.

The work of the project continues until at least June 2012 and the above work will be embedded further into the care delivery structure. Thank you to everyone who attended the update event in February and for the support and time offered by so many in bringing these elements to fruition. If you have any question please feel free to contact Kathryn MacIver, Learning Disabilities Collaborative Project Manager, on 07891951920.



## A special Christmas Party for Twins Support Group

Twelve sets of twins from the Western Isles attended a special Christmas party in December 2011, held by the local 'Multi-tastic Twins Support Group'.

The Twins Support Group was initially set up in 2009 by NHS Western Isles Health Visitors. The Health Visitors progressed all the necessary work to establish the group, but the aim was always for the parents to take the lead and run the group themselves, with NHS

support when needed.

Multi-tastic Twins Support Group is held every fortnight, to offer support, friendship and advice to the parents of twins. Health Visitors also attend the group when there are specific topics that parents would like to discuss.

Multi-tastic Twins Support Group meets every second Tuesday from 1-3pm in St Columba's Church Hall (with a break over the school summer holidays). Future meeting

dates are as follows:

- April 3
- April 17
- May 1
- May 15
- May 29

For further information on the group, contact your local Health Visitor or Midwife, or visit the Western Isles Parenting Website at [www.wihb.scot.nhs.uk/parentingwi/](http://www.wihb.scot.nhs.uk/parentingwi/)

**WE ARE  
MACMILLAN.  
CANCER SUPPORT**

## Raising funds for Team MacMillan Cancer

Kenna MacInnes, Senior Health Promotion Officer (Uists and Barra), is participating in the Edinburgh Marathon on Sunday May 27, 2012.

Kenna is running the event to raise funds for Team MacMillan Cancer. If you would like to sponsor her to complete the event, please visit the website below. Your donations will be greatly received.

<http://www.justgiving.com/KennaMacInnes>

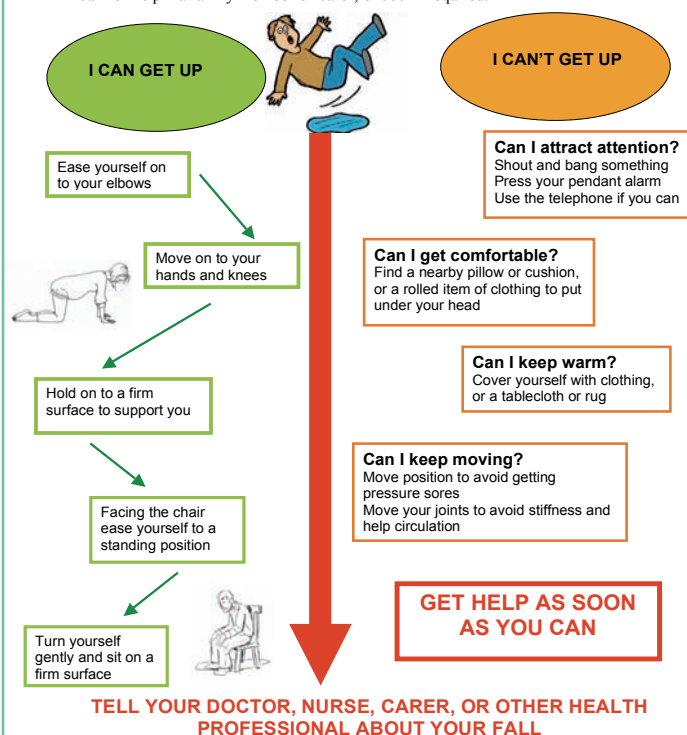
**WE ARE  
MACMILLAN.  
CANCER SUPPORT**

## I have had a fall



After you fall, panic is often your first reaction. However, how you react after a fall can cause more injuries than the fall itself. If you try to get up too quickly, or in the wrong position, you may make an injury worse.

Remember to take several deep breaths, assess the situation and determine if you are hurt. If you believe you are injured, do not attempt to get up. Instead, call for help – a family member or carer, or 999 if required.





# Infection Control Developments



As a result of additional external funding received by the Infection Control Team in 2011/12, we were able to assist various areas/departments to develop existing skills and to purchase key equipment.

For example, Kathleen Macintyre, Clinical Support Nurse, has been seconded to

work within the Resuscitation and Clinical Skills Department for 12.5 hours per week. This started in November 2011 and will continue until the end of March 2012.

This secondment has allowed Kathleen to deliver targeted clinical skills education throughout the Western Isles Hospital and has ensured that

staff receive a high level of training, which is underpinned by infection prevention and control principles.

The funding also enabled us to purchase two delivery beds for the Maternity Unit (pictured above). Consultant Obstetrician and Gynaecologist Dr Al-Kamil, commented that the



*Pictured are Christina MacAskill from the Infection Control Department with Sarann MacPhee from Podiatry with the new podiatry chair.*

team is delighted with the new equipment, which is absolutely invaluable for the care and comfort of their patients.

Other items we were able to purchase include a podiatry chair, Dyson fans and Dyson air blades (see article below).

**Infection Control Team**



## Another successful 'Evening with Infection Control'

The third annual 'Evening with Infection Control' took place on January 25 2012, with a diverse group of local staff attending to hear presentations by Infection Control Doctor, Professor Craig Williams, and Antimicrobial Pharmacist, Liam Callaghan.

The informative and interactive event was held in the Clinical Skills Area of Western Isles Hospital and, similar to previous infection control evenings, was both a well attended and well received occasion. The main topics of

discussion included trends in antibiotic efficiency and the effects of antibiotics on the body.

Professor Craig Williams displayed local infection control statistics and used these to demonstrate possible links to antibiotic prescribing and how that could impact locally. Liam Callaghan presented a 'whistle stop tour' around prudent antibiotic prescribing, best practice guidelines and local antibiotic guidelines.

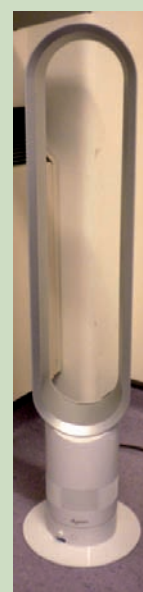
## Dyson Air Fans

The Infection Control Team has recently purchased new Dyson Air Multiplier fans for all clinical areas, including all the wards, the Emergency Department and the Outpatients Department.

Air fans are routinely used to ensure the comfort of patients who are fighting infection and have a raised body temperature.

The new fans were purchased as they are much easier to clean than the fan previously used. This is important in ensuring we maintain a clean environment for patients.

Dust cannot build up on the new fans as there are no blades or safety grilles to take apart; they can be simply wiped with a cloth. Also, as there are no blades buffering the air, the fan produces an uninterrupted stream of smooth air which is more comfortable for an ill patient.



Audience participation was welcome during the inspired and enthusiastic conversations throughout the event. Staff who enjoyed the session included GPs, hospital and community nursing staff, consultants, student nurses, junior doctors, medical students, pharmacists, and our Nurse Director/Chief Operating Officer. Feedback from the evening was extremely positive, with those attending commenting on the

excellent presentations, great topics, friendly discussion and great hospitality.

The Infection Control Team would like to thank all who contributed to the success of this event, which was equally as successful as previous events. A special 'thank you' to the Hotel Services Department, for providing an appetizing buffet to complement the occasion.

**Infection Control Team**