

Welcome from the Minister



You may have noticed a variety of significant changes taking place in the GHA. We are continuing an exciting journey of transformation, which will help us to provide a world-class healthcare service to the people of Gibraltar. The aim is to produce a healthcare system that is safe, caring, responsive, effective, well-led, and financially sustainable.

There continues to be much meaningful work to complete, but there have been some important improvements at the GHA. Staffing levels have substantially increased, patients generally enjoy shorter waiting times for most surgical lists, and many services have been brought back to Gibraltar from the UK and Spain. A new Primary Care Centre is being built on the grounds outside St Bernard's Hospital, and a new Children's Health Centre will open this summer. We are committed to strengthen all services further.

Further, we have announced and implemented the GHA Constitution, which is the framework for all of our aspirations, values, principles, and obligations. Through this living document, we can benchmark the quality of our existing and new services.

I cannot overstate the importance of all GHA teams in the work carried out so far and in building our future.

It continues to be an immense privilege to work with such talented and committed professionals like those working at the GHA. Thank you for all that you do, and I look forward to continue to work together to transform our healthcare services for the better.

Hon Neil F Costa

Minister for Health, Care and Justice

Notes from the Medical Director

Welcome to the first edition of the new staff newsletter, GHA Matters.

A great deal is happening in the GHA right now, we're transforming how we work - and you have a vital role to play. Together we can make a better GHA, and do even more to help the patients we serve.

Our values must be the foundation for this work, ensuring the patient is at the heart of everything we do. Our values remind us that it is not just what we do, but how we do it that matters.

The Constitution builds on this, giving us a framework, keeping our focus on quality and safety.

To do this, we recognise we need to do more to keep staff well informed - which is where GHA Matters comes in. Through this newsletter, we'll be keeping you up-to-date on developments across the GHA, and celebrating some of the excellent work you do every day.

Through the changes we're making, we hope to develop a culture where every staff member and patient is valued and respected.

I hope you enjoy GHA Matters and learn more about your colleagues. I hope it gives you a better understanding of the varied and complex work happening across the GHA, and the people behind providing its various services - all with the same goal of helping our patients.

Have a story of your own to tell? Get in touch with lea.fountain@gov.gi to see your story in a future edition of GHA Matters!

Daniel Cassaglia

Medical Director



Page 2
Have you seen our new values?

Page 3
The new GHA Constitution
Changes in HR

Page 4
Inside the labs

Page 6
Values Workshop
In praise of elderly care

Page 7
What is GDPR?
Compliments
Thank you GHA!

Page 8
Zanzibar
New Occupational Health Service

Have you seen our new values?

These values represent the behaviours we expect of all of our staff, whether caring for patients at St Bernard's Hospital, at the Primary Care Centre, supporting people with their mental health or providing elderly care. They remind us of the ways we need to work to improve the experience of our patients, to keep quality high and also to support each other.

These values – known as “We Care” – are:



We will work as a team with both our colleagues and our patients, encouraging and appreciating each other.



We will strive for excellence in everything we do, and take pride in our achievements.



We will treat our patients, their families and each other with kindness, courtesy and understanding.



We will act with integrity and accept responsibility for our actions and behaviours. We also understand our personal duty to our patients, their families, our colleagues and the wider community.



We will treat our patients, their families and each other with respect and ensure we preserve their dignity.



We will treat our patients, their families and colleagues in a fair and equal way, irrespective of their background or beliefs, whilst also considering their individual needs.

The GHA is also making commitments to staff as part of this launch. The GHA will be doing more to keep you informed about developments across the organisation, creating more opportunities to celebrate good practice and also providing new ways for staff to pass on their ideas for improving services. Look out for more information in future editions of GHA Matters!

The new GHA Constitution

A new formal Constitution for the Gibraltar Health Authority (GHA) is now in place, having been launched by the Minister for Health in May.

As well as the new values, the Constitution also sets out the GHA's principles, its pledges to the public, and the rights and obligations of patients. The overarching message to patients is that this is: "Our commitment to your health, care and wellbeing."

The purpose of the Constitution is ensuring a comprehensive, high quality, safe, fair and compassionate service to patients, while also providing value for taxpayer's money.

Launching the Constitution, Minister for Health, Care and Justice, the Hon. Neil F. Costa MP said: "There have been some incredible improvements at the GHA. However we are committed to strengthening the service further, and the Constitution is the framework for that. It outlines patient's rights to receive a service which is not only safe but compassionate. A service which helps patients to stay healthy, as well as giving them the treatment and care they need when they need it.

"I am proud to launch this Constitution and to enshrine these vital principles, values and rights for the benefit of the people of Gibraltar."

Pledges in the Constitution include:

- To treat patients with a professional standard of care, by appropriately qualified and experienced staff, in an approved setting, that meets required levels of safety and quality.
- To ensure that patients are cared for in a clean, safe, secure and suitable environment.
- To ensure that patients receive suitable and nutritious food and hydration to sustain good health and wellbeing.
- To ensure that it will monitor, and make efforts to improve continuously, the quality of healthcare provided.

This includes improvements to the safety, effectiveness and experience of services and sharing best practice in quality of care and treatments.

The rights of the public are outlined in the Constitution and include the right to confidentiality, access, participation and safety.

In return, the Constitution explains the obligations of the public. This includes taking responsibility for their family's good health, such as taking part in public health programmes like vaccination, following their recommended course of treatment, registering with a GP, keeping appointments and treating GHA staff with respect.

Medical Director Daniel Cassaglia said: "This Constitution clearly lays out the high quality and caring health service we are committed to providing.

"We see this as a partnership with the public, and by working together we can do more to sustain public health and wellbeing, whilst also providing the best possible service for those who need us."



Changes in HR

The human resources department has a new location, and new ways of working too.

The team no longer offer a drop-in service, and all appointments must be booked in advance. This means the team can ensure the right person is available, and that they have access to all the information they need to help you.

GHA and Care Agency HR services are now part of the wider

Public Service HR team. Since last month they have been based at Suite 7.3.3, Europort, which is next to St Bernard's Hospital.

The best way to contact the team is by email – PSHR@gibraltar.gov.gi – but a list of phone numbers is also available on the GHA intranet.

The HR opening hours are:

	Monday to Thursday	Friday
Regular	8.45am to 4.30pm	9.30am to 4.15pm
Summer	8.15am to 2.30pm	9.30am to 2.30pm

Inside the labs

Every day, patients across Gibraltar are diagnosed or given treatments based on the results of tests. But few think of the work behind the scenes to get those results, carried out in the GHA's own labs.

Based in St Bernard's Hospital, the labs have a multi-disciplinary team, offering a range of services including biochemistry, microbiology, haematology, coagulation, transfusion, cytology and histology. Many hospitals elsewhere only offer one or two of these services, but in Gibraltar the labs offer a comprehensive service – and are continuing to grow.

The labs have a relatively small team – 30 in all – but staff are supported in their work with the latest equipment, which automates and speeds up many of the processes. But human intervention is still crucial to interpret the results and ensure the right answer for both the clinician and the patient.

Together the team is able to provide unusually fast results across a wide range of tests. In histology – the team that studies tissue samples – they proudly tell of the differential diagnosis of breast cancer they provide in 24 hours, which can sometimes take weeks elsewhere. The use of Polymerase Chain Reaction (PCR) in microbiology has made tests that would otherwise have taken days now manageable in a fraction of the time. The team can get results for chlamydia, gonorrhoea and HIV in 2.5



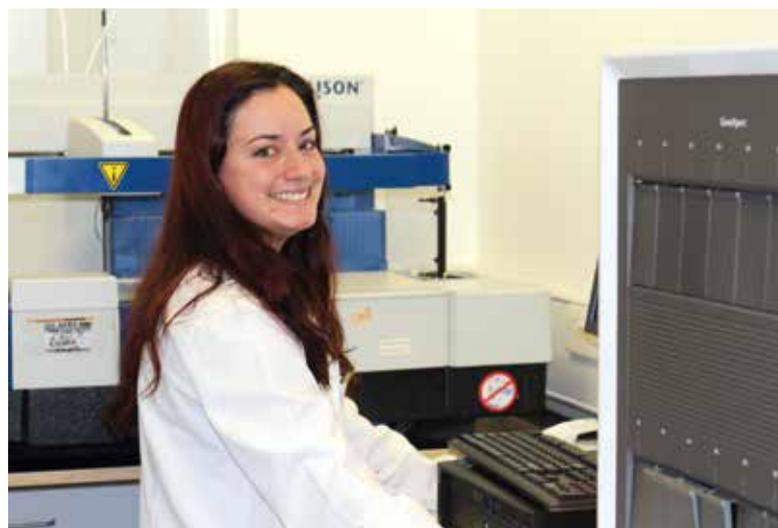
Microbiology – The team identify infections from UTIs to MRSA, and study antibodies for viruses.



Blood samples – Hundreds of blood samples arrive in the lab every day for testing.



Analysis – While machines analyzers and automation speed up processes, human analysis input still plays a vital role in laboratory work.



Gene expert – Using PCR capability means that with one machine, the GHA can get results for chlamydia, gonorrhoea and HIV in 2.5 hours, or MRSA in an hour.

hours, and identify a specific strand of MRSA in just an hour. They do this by amplifying the DNA, making millions of copies very quickly to allow precise testing of even the smallest sample. These rapid results are hugely valuable from a clinical perspective, as they help clinicians start the right treatment sooner than ever before.

Dr Alex Menez, Pathology Services Manager, said: "Getting the best quality results is of paramount concern for everyone in the lab. We try to provide the best quality service we can to the patient via the clinician.

"We're continually trying to improve the service we provide. We're doing that by working closely with clinicians to understand and respond to their needs.

"We also have rigorous internal and external quality control systems in place to ensure we provide trustworthy results, and have a culture of continuous learning and development.

"We have some fantastic equipment and we are fortunate the GHA has recognised the value of investing in this. But as important as having the best analysers is having good staff who are happy."



Accuracy – Machines Analyzers are regularly checked daily for their accuracy and precision, both by the GHA, and through international validation.



Blood stocks – Blood components are filtered, sorted, tested and preserved, ready for when they are needed for a patient.

Being prepared – The labs have duplicate analysers for key tasks, so even if one machine analyzer breaks the service can continue.



Values workshops

Staff from across the GHA having been taking part in workshops to get a better understanding of how the new values apply to their day-to-day work.

Teams taking part include those in elderly care, mental health, primary care and within the hospital. Further sessions will be taking place over the summer and early autumn.

Staff who've taken part have found the events useful and said they particularly appreciated getting a better understanding of the values and having time out to consider the way they work.

Staff feedback includes "very enjoyable", "very informative" and "I learned a lot". Look out for details of further sessions over the next few weeks.



In praise of elderly care

Student nurse Jonathan Santos tells of his "incredible experience" while on placement with Elderly Residential Services (ERS) and explains that often "they do not get the credit and recognition they surely deserve."

Jonathan was on placement with the team at Mount Alvernia for eight weeks. He admits to being a bit scared beforehand, having heard mixed comments about the kind of work in elderly care. This included suggestions that the staff didn't get enough training and that patients were just sitting around all day.

Jonathan said: "I decided to ignore all the comments and go in with an open mind. The biggest thing I learned was 'listen to comments, but never judge on them until you have seen firsthand'.

"I cannot pinpoint a favourite aspect to my placement since I enjoyed everything about it. During my placement in ERS, I have made friends - a new network of colleagues from both staff and management who have all opened their doors to me in case I need advice or help in the future, both in my training or when back in my place of practice.

"I have taken loads of valuable information, tools and

techniques that I will surely put into practice. My eight-week placement in the elderly care agency has been an incredible experience I will never forget enjoying every moment of it."

He lists a variety of benefits to ERS including:

- I was made so welcome by management and staff members as if I was part of their team from day one.
- The care there is very good.
- Such warm caring nurses always spending time with the service users.
- They are up-to-date with all training, as there is always some kind of training every week available to all.

He explained the placement had also developed his nursing skills more generally, giving him a greater understanding of dignity, respect and promoting independence, whilst also teaching him communications techniques that can be effective with a variety of service users, not only those with dementia.

He concluded: "I recommend whomever has never done a placement or worked there to consider doing so."

What is GDPR?

You've probably heard about GDPR and know it has something to do with data protection, but do you understand what it means for you and your work?

GDPR (the General Data Protection Regulation) is the biggest change in data protection rules for 20 years. It is designed to provide people with greater privacy and ensure organisations take appropriate steps to protect the information they are entrusted with.

The rules cover both paper and printed information, and any data that could identify a person, which could be their name, address, date of birth and much more.

As a member of GHA staff you have privileged access to confidential patient information. You should never access this information nor discuss the details unless you are directly involved in that person's clinical care at the time you are accessing the data.

You shouldn't access your own records either, but can request a copy through the release of records office.

Breaching GDPR is a serious offence which could lead to disciplinary action, so here are some tips to help you stay the right side of the new rules:

- Attend GDPR training.
- Never discuss patient information in public areas.
- Lock your computer workstations when you leave it, even if you are only taking a short break.
- Cross cut shred any waste paper that could be classed as sensitive.
- Keep notes stored in a locked room or locked cupboard.
- Save your GHA work to your network drive (the S: drive) not on your local computer hard disc (ie B, C, D drives or desktop).
- Encrypt all laptops, memory sticks and other devices.
- Keep patient notes secure when transferring them between sites, eg use a secure container, transfer through an approved courier.
- Ensure all screen-based devices, such as PCs, are in a secure environment and password protected, and that they have safeguards to prevent disclosure of information, such as screen savers.
- Encrypt any emails sent outside the GHA email system that contain sensitive material (both the email and any attachments).
- Use and record the GHA Number on all correspondence and records relating to a patient.
- Assess the risk to breaching confidentiality when transferring personal information outside the European Economic Area (EEA) and take any necessary precautions to keep it secure.
- If in doubt about whether consent is required in order to disclose personal information, check with the clinician in charge of the patient's care.
- Anonymise or pseudonymise (use a false name) if transferring any personal information for a non-care-related purpose.
- Ensure your record storage conforms to security and management criteria.
- Report all incidents relating to data and security through the GHA Datix reporting system.

Compliments

I was in the doctor's office (at the Primary Care Centre). The doctor asked me to stand up, at which time I collapsed. My partner was in the waiting room. When I came to there were a lot of people taking care of me. They all showed a very high level of concern and did their job like a well-oiled machine. Supplies of kindness were dispensed in large quantities.

My partner told me that a man by the name of Damian Garro stayed with her throughout the time and would not leave her side. Dr Montero was wonderful as well and helped a lot to put me at ease.

You should be proud of the staff you have there. They do a tremendous job.

Well done GHA.

After nearly three weeks, Stanley is finally home! Special thanks to all the staff at the GHA, we don't know how lucky we are! From the nurses in A&E to the nurses in Dudley Toomey, the surgery staff and the Physio Department. A special mention to the nurses in Rainbow Ward who have been taking care of my son and trying to making his stay in hospital as comfortable as possible. Thank you, thank you, from the bottom of my heart - you all do an amazing job day in, day out - and it is many times not appreciated. You are all true heroes. Not only have you nursed my son better but you have also managed to put a smile on his face when he was at times feeling down. I have witnessed you all work extremely hard day and night and for that we are extremely grateful.

Thank you GHA!

Children from St Paul's School sent a big thank you to GHA staff this month for One Love Week.

The children grew their own plants, decorated them, and then displayed them in a heart shape - to pass their love to the staff who care for their community.



Zanzibar Trip

Earlier this year four members of GHA staff went to Zanzibar to run training sessions and share their experience – while developing their own skills along the way.

The trip was organised through the Spanish charity NED Fundacion and included Consultant Nephrologist and Physician Dr Simon Lines, Intensivist Dr Hamish Thomson and Intensive Treatment Unit (ITU) nurses Pilar Garcia and Arantxa Vella.

It was the second time GHA staff have supported colleagues in Zanzibar.

Dr Lines spent some time on the renal unit and helped with tasks like dialysis catheter removals, a procedure which can normally only be carried out in neighbouring Tanzania. He also led ward rounds and held a number of teaching sessions for the medical department to try and improve practice – particularly around the management of blood pressure, stroke disease and renal failure.

Dr Thomson was primarily based on ITU. He provided teaching for the doctors and introduced regular structured ward rounds, building on work he'd started last year. He also reviewed ward patients with the ITU team to develop more proactive and early ITU involvement with suitable patients. He taught practical procedures to the resident doctors such as ultrasound guided line insertions and tracheostomies and held a number of teaching sessions with the ITU multi-disciplinary team on various topics.



Pilar and Arantxa were based in ITU, working with the local team and teaching staff by the patient bedside. They taught skills like the care of the central venous lines, mechanical ventilation, care of the skin, nutrition and Advance Life Support. They also introduced the concept of humanising the intensive care unit.

Dr Lines said: "I also saw a number of diseases I am rarely exposed to here, like malaria and sickle cell crisis. They had limited resources in terms of investigations, drugs and equipment and we had to learn to adapt within these constraints.

"More reliance on clinical skills rather than the results of investigations was so refreshing and it was rewarding to practice in this different clinical environment. It helped put practice back here in perspective and to reconnect with some of the more clinical and rewarding aspects of being a doctor – which is ultimately why most of us get into this profession."



New Occupational Health Service

Additional health and wellbeing support is now available to GHA staff, through Cordell Health.

GHA is committed to protecting the health and wellbeing of all employees, and to developing a workplace environment that is healthy, positive and in which people thrive.

Cordell Health specialises in providing health and wellbeing early intervention and professional support. Their aim is to help prevent illness and injury, whilst also providing timely support when its needed.

You may already have met Dr Nikki Cordell and her team, who are visiting GHA sites, working closely with HR and providing awareness workshops for line managers.

