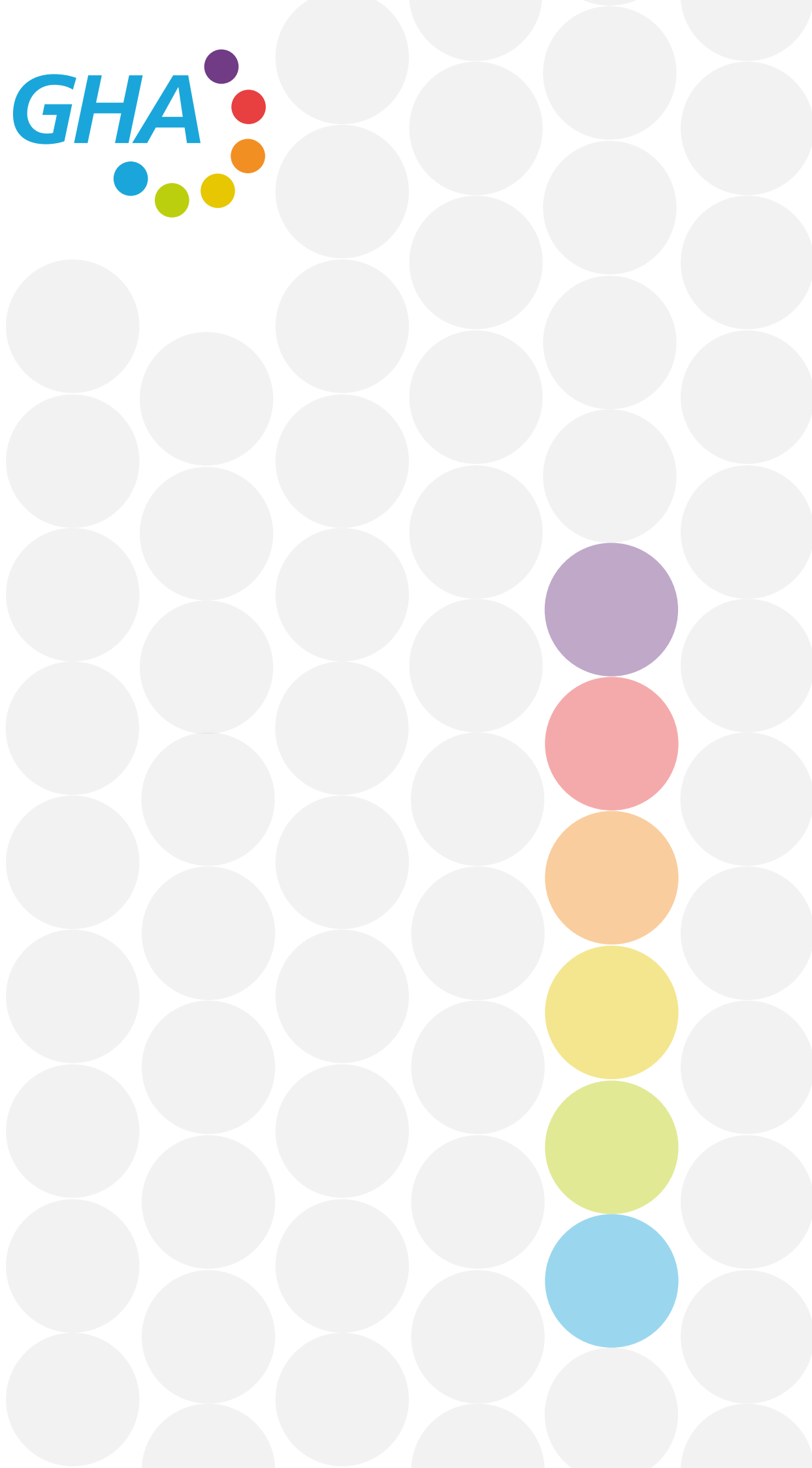




# Annual Review

2022-2023









# Minister's Foreword

Thank you for inviting me to introduce the Gibraltar Health Authority's Annual Review for 2022 – 2023. I am proud to be able to contribute to this retrospective report which documents the progress and amazing work carried out by the GHA over this past year.

My pride and gratitude also extend to all the dedicated staff working in Gibraltar's hospitals, clinics and community settings. You made enormous sacrifices to get us through the pandemic, and over this past year you have worked tirelessly to get our health services back to pre-Covid 19 levels. The Reset, Restart and Recover strategic approach has contributed greatly to this achievement, and it has also provided a springboard for further progress and innovation.

You will read in this comprehensive review details of many of the fantastic achievements completed or in progress at this time. This progress means real improvements in the health services provided to the people of Gibraltar. Shorter waiting times, more GP appointments, strengthened mental health services, enhanced dementia services, state of the art clinical environments and equipment, innovative technology, responsive emergency services with strategies and plans to take Gibraltar's health services to the next level of excellence.

Thank you to all those working in the GHA who have shared and called upon their experience and expertise to ensure that real progress has been made and will continue to grow. I hope you share in my pride of your outstanding accomplishments and that you have enjoyed seeing the success of all your efforts.

**The Hon Albert Isola MP**

**Minister of Health**



## **Gibraltar Health Authority Constitution**

### **Seven key principles:**

- 1** Providing a comprehensive service available to all on the basis of clinical need, not ability to pay
- 2** Ensuring patient needs are at the heart of everything we do
- 3** Always striving to achieve world-class standards
- 4** Working across organisational and public service boundaries
- 5** Providing best value for taxpayers
- 6** Being accountable to patients and public
- 7** Promoting the prevention of ill health and wellbeing





# Chairman's Foreword

It is a pleasure to present the Annual Review for 2022 – 2023. A year that has seen many changes and massive improvements to the health services provided by the Gibraltar Health Authority for the people of Gibraltar.

I couldn't introduce this Review without mentioning the amazing strategic partnership working that the GHA has undertaken to support Gibraltar's recovery from the effects of Covid 19 and the global pandemic.

Our services are not only back on track, but they are developing and growing through the implementation of key national strategies, our new clinical strategies and Reset, Restart and Recover initiatives. Our Executive Team led by our Director General, Professor Patrick Geoghegan OBE, has excelled and put in place plans that will take us forward for the remainder of 2023 and into 2024 and beyond. Key Strategies have been agreed to help enhance services, facilities and the continued development of the GHA going forward.

This all takes time and initiative, but also financial support to ensure that these important improved health services can be embedded and grow. We have made considerable progress strengthening controls, managing expenditure, better stock control, reduction of waste and a full review of contractual arrangements. Other key areas include systems to better manage referrals to centres outside of Gibraltar, non-clinical technical support and management of the estate to the safe technical standards required for our population's healthcare.

This review gives us an opportunity to share with you how we have responded to the Government's Manifesto, our key plans and how we are taking them forward to improve the health services provided by the GHA.

As Chair, I would like to take this opportunity to say thank you to every member of the Board of Directors for their unstinting and continued support. Your hard work and dedication are direct contributors to making the first year of the new GHA such a success story.

**Professor Ian Cumming OBE**



## Gibraltar Health Authority Constitution

### Values 'WE CARE'

W

**Working Together** – We will work as a team with both our colleagues and our patients encouraging and appreciating each other.

E

**Excellence** – We will strive for excellence in everything we do and take pride in our achievements.

C

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

A

**Accountability** – 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.

R

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

E

**Equality** – 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.

# Welcome to our Annual Review



I am absolutely delighted to present the first Annual Review 2022 – 2023 on behalf of the newly formed Gibraltar Health Authority (GHA). This review is just a snapshot of the excellent progress and work carried out by our magnificent GHA staff in partnership with colleagues in other agencies.

I took up the post of Director General in January 2022, knowing very little about the services and people who worked within the GHA. I soon learnt that we have hardworking, dedicated staff at all levels within the organisation – from Domestic and Hospital Attendants to Clinicians at every level and Managers. All of whom are striving to do everything they can to meet the health needs of the people of Gibraltar.

We also launched our Reset, Restart and Recover initiatives which meant reviewing where we were following Covid 19, where we wanted to go and most importantly how to get there.

This included carrying out a significant amount of service reviews. Of Course this was challenging as our staff had to reflect on their practice and the changes they needed to make to reform our services so that they are truly responsive to the needs of the people of Gibraltar. They rose to this challenge, and despite several differences of opinion we all came together and put the needs of our patients first.

The content of this review highlights just some of these changes, and I hope that like me, you will be impressed with the progress to date.

However like every health service in the world, there is a lot to do to catch up

post Covid. The GHA are in the process of setting out an ambitious three-year plan, which will continue to support ongoing service transformation.

It is with regret and sadness that I am leaving my position as Director General on 30 September 2023. This was not by choice, but due to health problems.

During my tenure I have always done my best, and hope you feel I have served you well. I truly believe that the GHA is in a far better place now than it was when I first arrived.

I must also thank members of the public for helping and shape our reforms. As I listened to what you said directly to me in my office, in the street and at our public meetings, hopefully you will see as you read this review that many of the changes that were influenced by your suggestions.

I cannot end without thanking every one of my staff across the GHA. You to me are just 'simply the best'. Yes, we have had healthy debates, but, what stands out which I have not found in other countries I have worked in, is the extraordinary generosity, commitment and genuine desire you have to improve services for the people of Gibraltar.

Finally, can I wish all of you, my staff and members of the public, health, happiness and success for the future. Gibraltar will always have a warm place in my heart.

Very best wishes

A handwritten signature in black ink, reading "Patrick Geoghegan". The signature is written in a cursive, flowing style.

**Professor Patrick Geoghegan OBE**

**Director General**







MINISTRY OF HEALTH  
AND CARE  
HM Government of Gibraltar

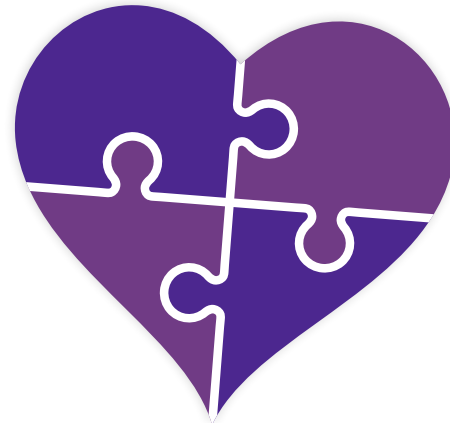
## Gibraltar National Mental Health Strategy 2021-2026



LISTENING  
& LEARNING  
with our community



MINISTRY OF HEALTH  
AND CARE  
HM Government of Gibraltar



## Gibraltar National Dementia Strategy 2023 - 2028



# Introduction

The refreshed Gibraltar Health Authority (GHA) Board was established and launched on 1 April 2022 with an Independent Chair, Professor Ian Cumming OBE, and Director General, Professor Patrick Geoghegan OBE. In addition to the Chair, the Board comprises six Non-Executive Members and six Executive Members. The Board meets every second month (six meetings a year) and holds public meetings to coincide with their Board meetings ensuring transparency and openness.

The Board is responsible for decision making and agreeing the strategic direction of the GHA. It is held to account by the Ministry of Health for delivery of our commitments and strategies, and we are pleased to confirm through this review that the Board has delivered and continues to deliver on its promises.

Progress against the Government of Gibraltar Manifesto, published in 2019, is updated annually. In addition to other plans and strategies, we have been tracking progress against all the commitments set out in this strategic document. It confirms the Government's commitment to the people of Gibraltar and the Healthcare System. The Manifesto is the vehicle which drives the strategic direction of the GHA. The many recent challenges faced because of Brexit and the Covid 19 Worldwide Pandemic have been reflected in the monitoring of the delivery of these commitments.

The commitments set out in the Manifesto require actions by several agencies working in partnership, not only with the Government, but with each other. The Gibraltar Health Authority has successfully completed or made substantial progress in completing the Manifesto Commitments in relation to health care.



Examples of how the GHA has progressed these Commitments are:

- Opening the new Primary Care Centre adjacent to St. Bernard's Hospital and the transfer of all services to the new Children's Primary Care Centre including GP appointments
- Enhancement of the 111/999 24/7 service
- Repatriating as many services as possible to Gibraltar – examples of this are the local Ear, Nose, Throat and Audiology Services and Child Mental Health Services
- Increasing the Paramedic complement
- Launch of a new National Dementia Strategy and the appointment of a Dementia Coordinator to lead on the implementation of the strategy
- Continuing to provide support to our deaf or hearing-impaired community – the GHA has introduced an online sign-video interpretation for GP and A & E appointments / smart phone number allocation to book appointments / induction loops installed at reception counters and signers are used at key public meetings. We will be carrying out our first Cochlear Implant in September 2023. Meaning adults and children will no longer need to go to the UK for this procedure providing a significant positive impact on both physical and psychological wellbeing of the patients
- Working in partnership with the Care Agency and other government agencies to implement mental health transformation through the national Mental Health Strategy ensuring these services are provided and reviewed with the patient in mind
- Further significant investment in our estate and new medical equipment
- Continuing to maintain compliance through the Quality Improvement & Patient Safety Strategy to ensure that all our service development, clinical reviews and governance work is benchmarked against these standards where this applies
- This year the public health team have worked extremely hard; not only to protect the health of our community, but they have continued to actively promote health through a large number initiatives as well as working towards the publication of the first Joint Strategic Needs Assessment for Gibraltar.

We launched the **Reset, Restart and Recover** strategic approach in 2022. The Board promised to ensure that the GHA not only restored services to pre-pandemic levels, but also put specific service strategies and plans in place to recover post-pandemic to widen access to services and improve performance, and to ensure that the future of services remain on track. In order to monitor progress, we established robust monitoring and reporting systems to track the progress of all the objectives for this current year and beyond.



# What we said...

## **Our key clinical strategies for 2022/2023 are:**

The GHA Waiting List Strategy  
National Mental Health Strategy  
National Dementia Strategy  
The GHA Quality Improvement & Patient Safety Strategy

**As well as the above key clinical strategies, there are strategic plans for the GHA Estate, I M & T and Workforce – details of these plans are also included in this review.**

**In addition to developing all the strategic plans, we have carried out major comprehensive service reviews in our Community Dental, Orthopaedic and Maternity services.**

## **How do we know the strategies are progressing?**

The Board receives regular reports on the progress of all the above strategies. The agreed objectives in all the strategies are continually monitored in our performance reports. These reports are presented to Board members at their meetings throughout the year to ensure adherence to governance and accountability arrangements to the Gibraltar Health Authority Board, the Government, and the people of Gibraltar.

## **Our Waiting List Strategy**

### **What we said...**

Our Waiting List Strategy is a key plank of this work and outlines the framework for the Health Authority to ensure we effectively address the backlog impact from the pandemic and manage patient waiting lists going forward through ensuring timely and efficient delivery of healthcare services. It is based on the principles and best practices followed by the National Health Service (NHS).

The strategy aims to:

- improve patient experience
- optimise resource allocation
- minimise waiting times for appointments
- ensure clinical treatment and procedures are prioritised according to clinical need

The strategy provides a framework for a number of processes that help to achieve these aims through:

- effective communication
- streamlined processes
- appropriate prioritisation
- efficient resource allocation
- regular monitoring and continuous evaluation

The strategy is another important step in establishing clearer governance, more open and transparent reporting structures as well as formally documenting the first national waiting list policy for Gibraltar's Healthcare System. We intend to evaluate, review, and update progress against the strategy at least every 24 months.





# What we have done...

We have already embarked on many initiatives to manage and reduce waiting lists within our hospital and community settings. To support the recover element of our strategy, we have:

- established new care pathways
- environmental enhancements including a new theatre and sterile supplies unit
- improved our performance in respect of the volume of work undertaken
- and undertaken specific waiting list initiative work where there was considerable backlog as a consequence of the pandemic

The table below highlights areas of significant improvement that have already been achieved. We will continue to work to increase the number of appointments and procedures either within available resources and specifically funded initiatives until the system is fully stabilised and running optimally.

The improvements achieved to date are in many cases already better than many other healthcare systems post pandemic.

Service	Median Average Waiting time – Jan 2023 (Weeks)	Median Average Waiting time – End of Aug 2023 (Weeks)
Hip & Knee clinic appointment	96	7
Orthopaedic surgery	40	8
Plastic surgery	185	46
Endoscopy – urgent	9	2
Endoscopy – routine	34	6
Ultrasound	11	8
Special Needs Paediatric Dental	79	9

“Lovely care and attention.”



## Specific examples of actions taken and specialty waiting list reduction initiatives

### Modernisation of our equipment and facilities and processes

The acquisition of more up-to-date laparoscopic and endoscopy equipment with the addition of a new operating theatre have contributed to this major improvement to our services. To better keep track of patients, we have also introduced e-referrals utilising technology and systems to improve communication to reduce the time patients are waiting.

### Orthopaedics

Waiting times in our Orthopaedic surgical services have reduced significantly in this post-pandemic year. The restart and recovery of this area involved a full review of our Orthopaedic services and a restructure of the department with recommendations and plans in place. We have provided additional physiotherapy input to the pathway. We have also increased the service for patients requiring joint injections and will be monitoring the impact on overall waiting times.



## Ophthalmology

The service was reviewed and restructured with the addition of a consultant and specialist nursing members of the team. The expanded nursing role has led to a better structured service with increased duties including pre-operative assessments. The service is seeing more patients and reducing waiting times. This summer saw new waiting list initiatives for both clinics and cataract operations resulting in a significant reduction in waiting times for these services.

## Plastic Surgery

Additional sessions of visiting consultant to address backlog and ongoing sessions to manage demand going forward.

## Radiology

Additional sessions of ultrasound radiology have been delivered to address backlog.

## Dental

The service has also been reviewed, and we are in the process of implementing the recommendations. While we are implementing longer-term actions, a waiting list initiative to help address the backlog of check-ups for children, which was further compounded during the pandemic, and those who need to be prioritised for orthodontic treatment for clinical reasons – this initiative includes an extra dental officer and an orthodontist. We will be reviewing the impact of this initiative on overall waiting times as it is implemented.



**"This gentleman was amazing talking to me throughout my procedure. He went above and beyond! My experience would not have been so good if he wasn't there."**

## What we are going to do...

Once we have completed the current round of initiatives, provided there are no further waves of pandemic, and the winter season doesn't significantly undermine current forecasts, our waiting time targets for 2024/25 are:

- Listing to surgery of less than one year for all specialities (except plastics) by December 2023
- Time from GP referral to first review under 12 months by December 2023 for all specialities (limited primarily by foot and ankle)
- Referral to treatment time for all specialities under 12 months by December 2024
- Referral to treatment time for all specialities under 18 weeks by December 2025



Real success stories involve patients being able to see a clinician when and where they need to. This could be a doctor, nurse, dentist, therapist, midwife, or other member of a clinical team. We recognise that we may not have caught up for everybody, and that systems are not always perfect, but we are confident in the coming months you will see even further improvements.

**“An incredible nurse. She’s always kind, caring and a hardworking individual. She has a passion for nursing and has dedicated her life working for the GHA.”**

## Primary Healthcare

### What we said...

Globally GP services have struggled to get back to the pre-pandemic appointment levels. We committed to increased capacity beyond pre-pandemic levels in addition we committed to continue to modernise the services we offered within the Restart and Recover phases.

### What we have done...

Between January and June 2023 there were 71,412 total appointments which was an increase of 5.2% compared to the same period in 2022.

We established a designated child GP service and introduced a dedicated Paediatric Nurse in the Child Health Centre.

**“Much better system for GP appointments”**



**“Excellent to have separate area for Child Health Centre.”**





**“A lovely positive person to welcome patients into the Child Health Centre.”**

Our state of the art, colourful and modern Child Health Centre increases specialised access to services for children, those with special needs and reduces waiting times. Working closely with Health Visitors, we can reach out and provide better management of vulnerable children’s waiting lists.

**“Was able to get an emergency appointment on the day.”**



When visiting the Primary Care Centre, you will be greeted warmly and seen quickly. The many services provided in this modern, clean, and welcoming centre will ensure your health needs are met. Located conveniently next door to St. Bernard’s Hospital, all diagnostic testing can be offered on site or in the hospital. Blood tests are provided on site and patients now have the option of the results being sent directly and swiftly by a text message to their phone. Prescriptions are also managed with a team dedicated to expediting a patient’s prescription to their chosen pharmacy.

We commissioned and completed a review of our Dental services and have started the implementation of recommendations and the transformational process.

Every resident of Gibraltar who is entitled to healthcare can register for healthcare free at the point of delivery with our Registration Department. The Registration Team are managing and reducing a waiting list built up during the pandemic expanding communication to accommodate patients’ needs including on line, face to face and phone. Contact details and forms are available on our website [www.gha.gi](http://www.gha.gi)



**“Staff always go above and beyond to ensure 111 is effective, efficient and safe for staff and the patients that ring for advice, help and support.”**



## Expanding the role of nurses in the GHA

The appointment of two additional Nurse Practitioners (one generic practitioner & one Respiratory Nurse Practitioner) based in Minor Injuries Unit increases the complement of nursing staff and enhances the nurse led services currently in place and reduces waiting times.

Supporting our women's health schemes, seven of our nurses completed an accredited cervical screening training programme.



“Nursing staff exceptional, they are there for their patient”



As well as the clinical staff working in the hospital, our staff are also working in partnership with services in the community. Examples of these include the introduction of PrEP (Pre-exposure Prophylaxis) working in collaboration with the HIV Consultant, the initiation of His Majesty's Prison Service Sexual Health Screening. Our nurses are leading on community talks on sexual health, contraception and relationships as well as puberty and sexual health education talks in Westside and Bayside Schools delivered to years 7, 9, 10 and 12.





## New Operating Theatre at St. Bernard's Hospital

We have installed an additional operating theatre at St. Bernard's Hospital which will allow more procedures to take place and significantly reduce waiting times.

## Day Surgery

Numbers of procedures carried out are listed below:

2019	1,045
2020	940
2021	1,018
2022	1,226
2023	Jan – Sept 973 (estimates are that there will be between 1,400 – 1,500 Day Surgery procedures for the whole of 2023)

## New state of the art Ear, Nose and Throat and Audiology Department

This enhanced service allows us to treat patients here in Gibraltar instead of travelling to the UK. This department provides treatment for tinnitus, ear care and vertigo clinics and a brand-new Maxillofacial Unit and starting in the autumn cochlear implants. Tackling a backlog of patients waiting, we have introduced a specialised Diabetes Retinopathy Screening Service.





## **Bringing healthcare to you – Community Mobile Health Unit**

We launched our Community Mobile Health Unit. Daily the mobile unit staffed by trained clinicians visits those patients most in need and who are unable to visit the Primary Care Centre. The Mobile Health Unit also supports our well person initiatives visiting local businesses and schools. This electric powered vehicle contributes to the GHA's pledge to make our services more sustainable and is a component of our green patient care pathway. A big thank you to the Peter J Isola Foundation who sponsored the vehicle.

## **Ensuring we provide responsive emergency services and timely advice**

### **What we said...**

Our 24/7 111 service is truly a success story. In strategic partnerships with Gibraltar's Public Health, Police, The Care Agency, Housing and Central Government, Human Resources and our own Primary, Secondary Care, Older People's, Mental Health, and Emergency Services, together we can provide a safe and comprehensive emergency service and 'safety net' for the people of Gibraltar. We committed to strengthen, integrate and consolidate this service.

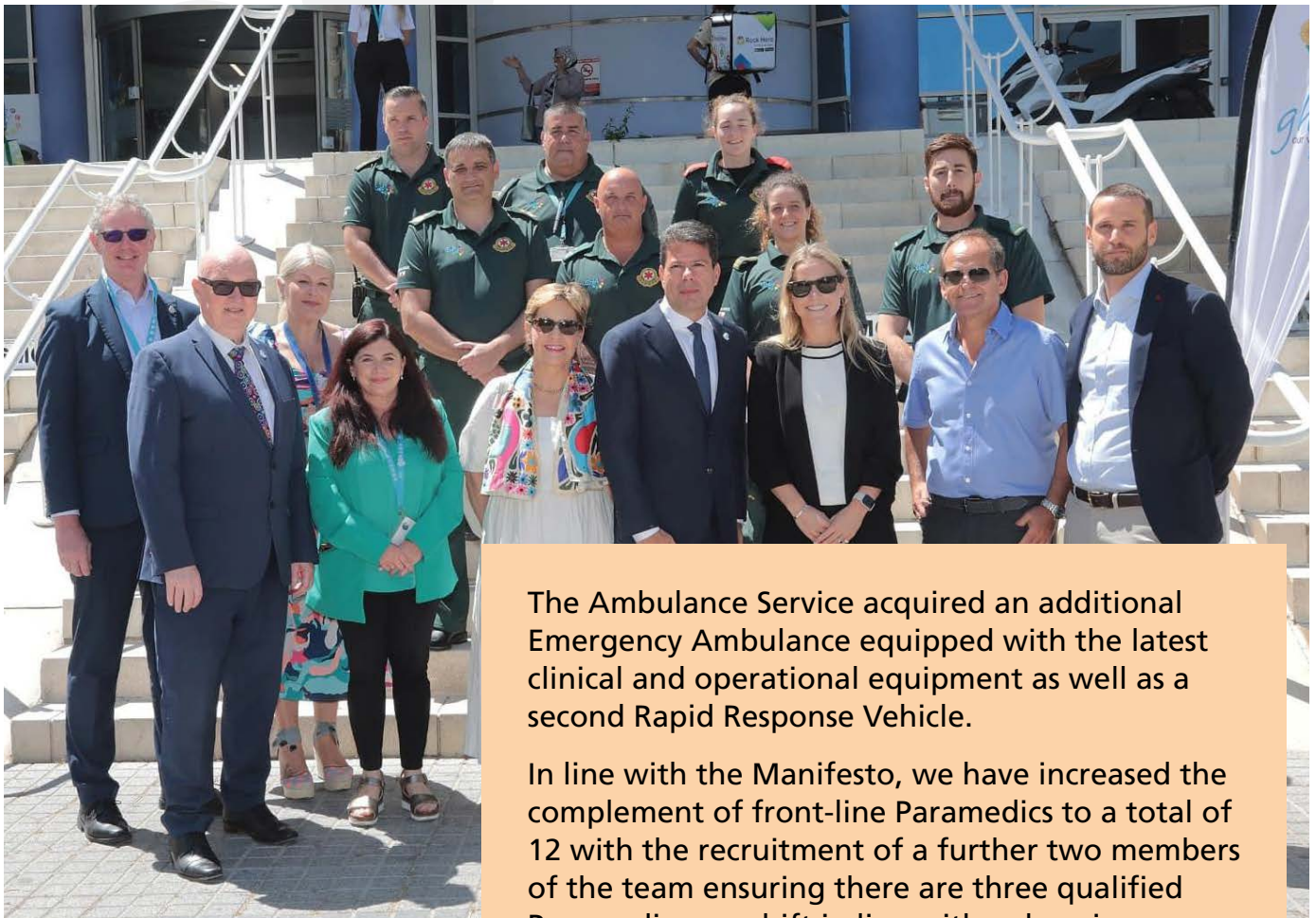
### **What we have done...**

The service was initiated during the pandemic. It continues to evolve and now manages and provides direct access to GP appointments, coordinates the response of our world class Mental Health Crisis Service, provides basic healthcare advice mobilising a timely emergency response of appointments where needed and supports the management of any healthcare outbreak. The result being shorter waiting times and targeted support based on clinical priorities while making certain nobody is left without advice or support. The phone lines are staffed by trained paramedics and/or senior nurses.

Going forward state of the art software will be introduced to enhance clinical triage and take over the management of ambulance dispatch backed with 24/7 expert clinical support.

**"Staff always go above and beyond to ensure 111 is effective, efficient and safe for staff and the patients that ring for advice, help and support. "**

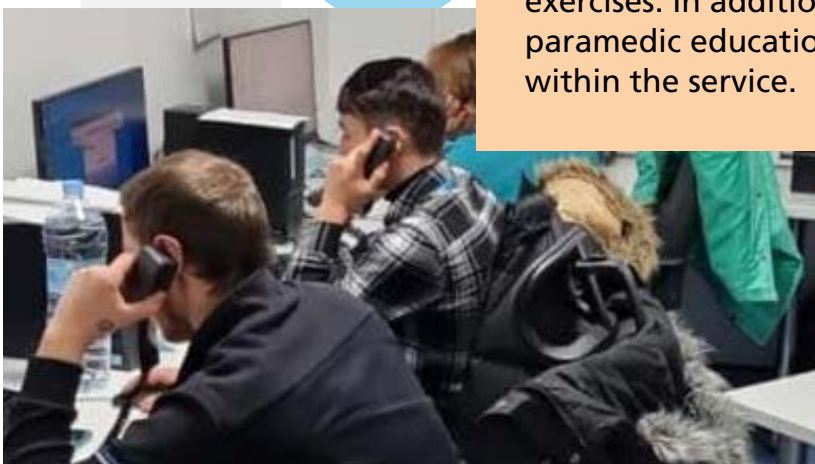




The Ambulance Service acquired an additional Emergency Ambulance equipped with the latest clinical and operational equipment as well as a second Rapid Response Vehicle.

In line with the Manifesto, we have increased the complement of front-line Paramedics to a total of 12 with the recruitment of a further two members of the team ensuring there are three qualified Paramedics per shift in line with enhancing pre-hospital emergency care.

Our Ambulance Service members joined with the West Midlands Ambulance Service to undertake and successfully complete the Associate Ambulance Practitioner Course (Level 4). This is in addition to the ongoing training and participation in Civil Contingencies Essential Blue Light Services exercises. In addition, we will be introducing paramedic educational and clinical lead roles within the service.





## The Emergency Department (A&E)

### What we said...

We committed to streamline and strengthen our emergency department as well as reducing waiting times.

### What we have done...

We are proud to report that our waiting times in our A&E Department are significantly lower than other A&E services we benchmark against. In the period between January and July 2023, 16,193 people attended the A&E Department. When arriving at St Bernard's Hospital to attend the A&E Department, you can clearly see on the screen in reception how long you might have to wait and how many patients are ahead of you in the queue. This screen is also on our home page of our website [www.gha.gi](http://www.gha.gi)



## Minor Injuries Unit Statistics – a snapshot of one month

Total patients seen from 03/04/2023 until 13/05/2023: 440 patients

Time from arrival to triage: 18 minutes

Time from triage to seen: 13 minutes

Time from arrival to seen: 31 minutes

Time from seen to discharge: 39 minutes

Total time in the department: 71 minutes



The clinical staff in the Minor Injuries Unit see patients with fractures, sprains, bruises and minor wounds. Other injuries / illnesses treated include:

- Bites – human, animal and insects
- Minor burns and scalds
- Minor head, neck and back injuries
- Skin problems – abscesses, wound infections
- Nasal injuries, epistaxis
- Eye conditions
- Cough, cold, sore throats and earaches

With the appointment of an experienced Emergency Department Consultant and three emergency Nurse Practitioners, we are better able to meet patients' demands and needs. As well as the additional members of the team, we have continued in our mandatory training and education to provide a safe and improved patient care pathway.





*Listed below are just a few of the initiatives undertaken within our Emergency Services this past year to improve standards:*

*Pilot of new sepsis tool linking community and hospital treatment.*

*Fracture Neck of Femur (Fractured Hip) pathway to fast-track patients most in need.*

*Silver Trauma Triage assessment in line with the elderly / frailty care pathway*

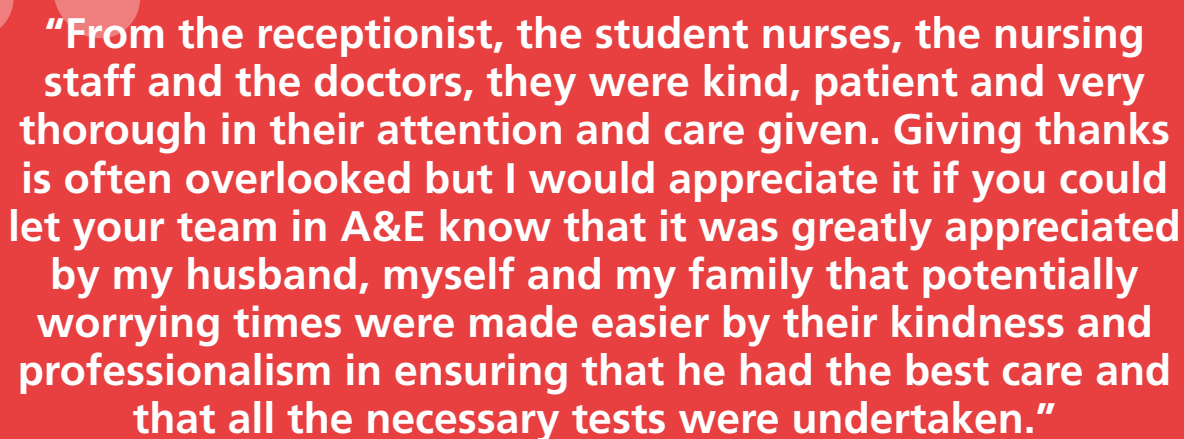
*Point of care modernisation including urine and troponin (a key indicator when a heart attack is suspected).*

*New Ultrasound Machine to assist in emergency diagnosis, reduce patient waits and acute hospital stays.*

**"Over the last few weeks my husband has needed to be seen by the A&E department at St Bernard's hospital on two occasions. On both occasions he has had excellent service from all the staff members that we met."**



**"A&E Best hospital experience ever"**



**"From the receptionist, the student nurses, the nursing staff and the doctors, they were kind, patient and very thorough in their attention and care given. Giving thanks is often overlooked but I would appreciate it if you could let your team in A&E know that it was greatly appreciated by my husband, myself and my family that potentially worrying times were made easier by their kindness and professionalism in ensuring that he had the best care and that all the necessary tests were undertaken."**

## Critical Care Services

### What we said...

In the thick of the pandemic the Critical Care Service at the hospital was a lifeline for the sickest of patients. It undoubtedly saved many lives and continues to be the backbone of the hospital for patients who are critically ill injured or in need of continuous monitoring and highly individualised technical supports. The team also works with our Ambulance Service to support the safe transfer of patients to specialist centres.

We committed to continue to strengthen standards and ensure that a high service is always available to meet local needs.

### What we have done...


The Kusuma Trust sponsored eight Critical Care Registered Nurses who undertook a MSc in Critical Care Nursing to enhance care delivery in line with the Intensive Care National Audit & Research Centre (ICNARC) recommendations to ensure improvements in clinical processes, outcomes and experiences of Critical Care for patients and those who care for them. This gave us the opportunity to enhance our skills and continue to improve standards in the critical care setting in line with the Intensive Care Society core standards for intensive care nursing. We have developed plans to improve the layout and functionality of the unit in line with current guidance. Our Critical Care Unit continues to audit and demonstrate very high standards of clinical outcomes.

There is as very human side to the critical care service and our staff have undertaken an initiative to personalise care and meet a patient's wishes during what is often a very traumatic experience.

Human compassion is an essential trait for staff members of the Critical Care Unit (CCU), where every day, they help patients and their loved ones through some difficult and distressing periods of their lives. The team at the CCU have been working to bring more compassion to their care, through the Humanisation Project.

The aim of the project is to bring more human kindness to care, by seeing each patient as a person with individual needs that need supporting – needs beyond clinical care, but just as important to the patient and their recovery. Humanisation embraces the importance of family. One of the first changes implemented by the team, therefore, was to introduce 24-hour access for families and carers. This means that one nominated carer or family member signs a contract to be able to access the 24 / 7 non restricted entry to the unit and participate fully with their loved one's care needs.

Staff members at the CCU recognise that the simple sight of a sunset, or the sea, can make a huge difference to how a person feels, and incorporate this into patients' care plans where possible. Healing walks also play an important role in recovery, when patients are able to do so. The team have also taken advanced communications training, to help them during important conversations with patients or their families.



**"All being wonderful and taking good care of me."**





“Excellent staff  
in care and  
treatment.”

While patients are admitted at the CCU, staff members complete diaries for their patients, so that patients can look back and better understand what they went through, while they were in a critical condition. When patients have recovered, the team also organise follow up clinics for them and their loved ones, so they can talk through their experience and see the unit – helping them to come to terms with a traumatic period in their life. Every member of the team, including medical, nursing, administrative and domestic staff, have signed up to the project and are playing their part.

**“All the staff were friendly and especially Diane was always smiling.”**

Building on to what has already been implemented; the nursing staff recently facilitated a dolphin safari trip and a wedding ceremony for two patients who were receiving end of life care. These are just a small part of the alternative therapies that have been introduced which encompasses the essence of the Humanisation Project. The introduction of a bespoke nursing pathway that caters for every individual patient and their families / carers needs is a fundamental holistic necessity.

The Critical Care Unit can be a demanding and challenging environment, but it is clear to see how these initiatives can benefit patients, at a time when they may need more than just clinical care. The passion and advocacy demonstrated by all members of the Critical Care Team, towards the care and wellbeing of those entrusted to them is inspirational – it has empowered staff to become positive influencers and agents of change.



## Therapy Services

### What we said...

This last year, with the stepping down of Covid 19 related restrictions, its back to business and more for our Therapy Services and our Therapists. The strategic direction of the GHA's Reset, Restart, Recover has ensured that the normalisation of service provision has resumed.

### What we have done...

The wider teams supporting patients in hospital and the community feature clinicians from the Associated Healthcare Professions. Our wide-array of highly qualified professionals have revamped many services offered within their remit, tweaking and streamlining pathways, improving triaging opportunities and taking on additional roles and responsibilities. The result being our professionals taking on roles that were previously physician led, not only directly reducing waiting lists, but also freeing up other clinician's time, that can now be used to target other priority areas and procedures, providing excellent value for money.

“Excellent patient care in hospital for those who have had a stroke and require Speech and Language Therapy provision.”

This has allowed many of our Therapy Departments to re-introduce new and improved versions of previous protocols and practices, putting the lessons learnt through Covid into practice e.g. virtual/ telephone clinics, introduction and expansion of self-management where appropriate improving efficiency through inter-disciplinary collaboration with other departments and clinicians. With the reduction in waiting, it provides an overall better patient experience and improved service provision.







Efficiencies have also been gained regarding reduction of people who don't attend their appointments (DNA's) through better use of technology which includes reminders for Primary Care Centre based services and implementation of more robust patient call-back/reminder systems.

All our Therapy Departments must be applauded, as it is through their hard work and dedication, that many have successfully reduced waiting times and even eliminated these altogether, with minimal additional resources... working smarter.

**"The Physiotherapy on call team are working alongside the organisation to provide the best care and early discharge to support patients involved in the hip fracture (neck of femur) pathway."**

**"Hospital Occupational Therapy Team always go above and beyond ensuring excellent patient care and work very closely with our Hospital Social Work Team"**





## Maternity and Children's Services

Our Antenatal, Maternity and Post Natal services all conveniently located between the Primary Care Centre and St. Bernard's Hospital provide an overall holistic experience for new mums, their babies and their families. With births between 350 and 400 a year, the team of consultants, midwives and specialist nurse practitioners ensure that the future residents of Gibraltar are delivered safely into this world.

Incorporated in the department are early pregnancy assessment and gynaecology assessment units. These are specifically in place to treat any issues that could affect a pregnancy or advise patients on upcoming plans for starting a family.

We provide a specialised pre-conception service for all women who are considering having a baby. As well as physical health advice, we also have close links with our mental health services, community mental health teams and public health. We have an enhanced Special Care Baby Unit based in the Rainbow Paediatric Ward at St Bernard's Hospital.

And we are delighted to introduce a dedicated Maternity Educational / Parentcraft Facility. We are working very closely with community groups to promote breastfeeding and have held a number of workshops to support new mums with their choices.

### What we said...

We committed to review and develop a continuous improvement plan for our Maternity Services.

### What we have done...

We completed the review and are pleased to confirm that the external team confirmed that the services are safe. They made several recommendations for further improvement including, staff development, further development of protocols and policies, improvements to the environment and further strengthening of our clinical governance arrangements for the service. We are in the process of implementing these recommendations.

- Review and modify trigger list and categories with oversight from our Governance Lead; consider reference to the National Learning and Reporting System (NLRS) maternity notifiable incidents as reference points for specific incidents
- Embed a process of incident monitoring and investigation
- Develop a Policy for Policies / Guideline for Guidelines / Directory of Guidelines
- Benchmark our services' bereavement care against the National Bereavement Care Pathway outline as an exemplar



- Training Needs Analysis (TNA) to be reviewed to
  - align care to learning as outlined in Ockenden review and align Multi-Disciplinary Team (MDT) training to meet the Core Competency Framework,
  - ensure it includes all staff involved in maternity care provision with mandatory skills drills and MDT training sessions
- Embed a programme of simulation training, importing certified courses where necessary, to ensure compliance with the TNA
- Maternity and Neonatal teams to work together to review / develop / implement guidelines and pathways for care of newborn babies including emergency care
- Develop a mechanism of feedback up to executive level regarding user experience and ward to board reporting opportunities
- Introduce Maternity Voices Partnership to facilitate co-production for improvements and developments
- Develop a quarterly maternity dashboard that is driven by data and aligned to UK standards and shared with all teams, including executives
- Clinical governance / risk management training to be included in the TNA
- Maternity Clinical Governance / Risk Management Framework to be developed / implemented with a reporting process to the Board of Directors
- Consider developing a Clinical Governance Midwife role to take the lead in Risk Management and Clinical Governance within the Division and be the link with the Board.
- Develop Terms of Reference for the MDT meetings to include attendance with prospective cover for all disciplines
- Develop a guideline for high-risk antenatal care to include which women should be referred to the MDT
- Ensure there is consultant anaesthetic planned time for a high-risk clinic (as well as attendance at the MDT meetings)

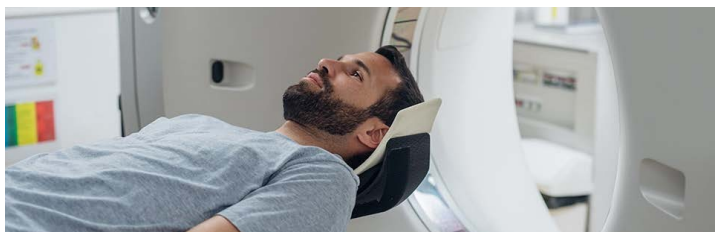
We are also delighted to introduce a dedicated Maternity Educational / Parentcraft Facility. We are working very closely with community groups to promote breastfeeding and have held a number of workshops to support new mums with their choices.

**“To all the staff midwives, community midwives, nursing assistants and domestic staff, paediatricians, and obstetricians. From start to finish what is a very difficult time was made better with all of you there. The care, attention to detail, love and professionalism shown to me and baby was incredible.”**

**“I do not want to single anyone out for fear of leaving someone out but every single one of you played a great part in the delivery of our son and also stay in hospital and we are forever grateful.”**







# Radiology

# 31,565

diagnostic  
imaging a year



# Catering

# 158,484

meals prepared  
in a year



# Pathology

# 3,200,763

tests processed  
by the Pathology  
Laboratory in a year



# Vaccinations

Children and adults  
(including Covid, Flu, MMR etc.)

2021 – 123,170

2022 – 36,796

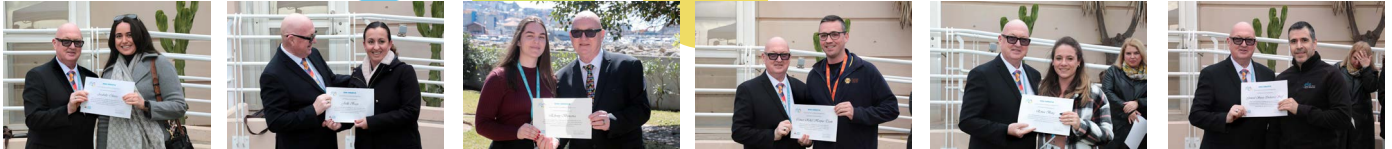
2023 – January to July – 4,207

(expected to be 19,000 by end of year)





# Celebrating our staff, photos from this year's GREATiX Awards













## Cancer and Oncology Services

### What we said...

We committed to continue to support the journey for our Cancer and Oncology Services which have gone from strength to strength. Managing prevention and treatment for the people of Gibraltar.

### What we have done...

A national strategy on prevention is under development and is looking at the health of the population with more reinforced screening – in breast, cervical, prostate and bowel as well as lung health checks. This screening incorporates health promotion and targeted prevention messages about tobacco, obesity and alcohol and local annual surveillance for cancer patients.

The GHA in collaboration with a visiting Geneticist from the Royal Marsden NHS Foundation Trust have put in place a mapping programme to help identify patients requiring genetic testing. Since January 2023 specialist testing of certain tumour types has been carried out. This initiative aligns with NICE guidance from UK and NHS England strategy for genetic testing.

We are also utilising the results we receive from genetic testing and the use of liquid biopsy. Pioneering with these new procedures, we can get fast results and with the use of technology share these results with our patients.



Thank you to Mrs Ayling, a very generous supporter of our Cancer and Oncology Services, pictured with Dr Ballesteros

“What truly sets our Histology team apart is their unwavering focus on placing the patient at the centre of care. Their commitment to ensuring accurate diagnoses has a direct impact on treatment options, prognosis, and overall well-being. By providing timely and reliable results, they empower our healthcare professionals to make informed decisions and offer the best possible care to our patients.”





Like other services we are aiming to keep treatment close to home with less international referrals. We benchmark our practice against NHS UK protocols and deliver these services on your doorstep.

Our increased staff complement including a Multi-disciplinary Team Coordinator, Consultants, Nurses, Psychologist and Administration/Secretarial Support ensures that each patient receives individual and specialised care and treatment from our Team.

Our Team now works in the recently refurbished interim space for our Oncology service, while we develop our new unit. Even this interim space had our patients' needs at the forefront of planning. We have ensured that each patient is afforded privacy and dignity within a calm, therapeutic environment.

We can now offer treatment accommodation that includes –

Six chemotherapy chairs

Three private rooms one with bed

Acute cancer bay to reduce A&E attendance

Four consultation rooms

Pictures to the right show our aspirations for the standard of accommodation in the new unit under development.

We now offer local customised treatments which include scalp cooling (to prevent hair loss), oncotype (to avoid breast cancer chemotherapy), DPD (to avoid 5FU toxicity), and our pre-chemotherapy team constantly review prescriptions ensuring best practice. Linking with the CRC, Elderly Residential, and Social Services, our Palliative Care Team is working closely in partnership with inpatient and community services.

**"I have felt a very close and warm relationship from the cancer team towards my person, given me the confidence to ask and inform myself. I come to my appointments like coming to see my family."**





## National Mental Health Strategy

# What we said...

The primary goal of this five-year national Mental Health Strategy (2021-2026) is to improve the mental health and wellbeing of the population of Gibraltar. To achieve this ambition, we will need to strengthen existing mental health services which are primarily delivered through the GHA, ensure that they are well integrated with other public services and focus on the needs of the individual, family and community across the life course. The solutions developed will use a blend of evidence based best practice adapted to the unique needs of Gibraltar.

The Strategy is a component of an inter-agency all-encompassing framework to treat and promote Mental Health in Gibraltar. Working relationships have been established with the Department of Education, Care Agency, Paediatricians, Ministry of Equality, Royal Gibraltar Police, and the Housing Department to take the strategy forward.

This framework supports joint setting of objectives and action points which are summarised and evaluated in regular, structured meetings. Within these meetings, inter-agency frameworks are being drafted to work in parallel with the Mental Health Strategy.

The Strategy has four overarching priorities which are in alignment with the World Health Organisation (WHO) Global Mental Health Action Plan 2013-2030 (WHO, 2018).





Within these overarching strategic priorities, we have seven priority areas:

### **Leadership and governance**

- Strengthen the Policy, Legislation and Administrative Framework for Mental Health
- Review of current patterns of investment expenditure and parity of financing for mental health

### **Information systems, evidence, and research**

- Strengthened Mental health patient information and record keeping systems to improve patient care and support monitoring of the performance of the service

### **A shift to focus on community based mental health services**

- Ensure all GHA and Care Agency mental health services focus on recovery, primary prevention, and early intervention
- Coordinated mental health service provision across the system through the appropriate workforce, care pathways and governance

### **Health promotion and prevention**

- Reduce stigma and increase awareness of mental health
- Promoting GHA approved information, self-help resources and digital tools to enhance resilience and better mental wellbeing for everyone in Gibraltar





# What we have done...

Following the uncertainty prevalent during the pandemic, one of our main actions in the restart and recover initiative was to strengthen and enhance therapeutic supports for our ward-based services. We have concentrated on ensuring that our inpatient services located at Ocean Views are fit for purpose and provide a safe and therapeutic environment. With a staff complement comprising psychiatrists, a specialist nursing team, and therapists, we can confirm that our patients who need to be admitted to our inpatient areas are well cared for and supported while with us. Our clinicians prepare patients for discharge and work with colleagues in the community team to support them when they are ready to go home. You will read below about our efforts to strengthen community services and how they all link together ensuring patients continue to receive the right service, in the right place and at the right time.



**Dawn Ward provides services to people with long-term severe and enduring mental health needs "As a team they have worked to adapt to numerous changes and have aided the rehabilitation service to improve and grow to the benefit of both the patients and the community. They continue to provide excellent patient care, continuing to put the needs of the patients first, regardless of the other demands put on the staff. A wonderful team spirit and environment for both patients and staff!"**



## Community Mental Health Team (CMHT)

As a result of the implementation of the strategy, a new 'Seven-day Face to Face' policy is in place. This provides a robust structure with the follow up of discharged patients from our inpatient services. A weekly allocation meeting is held promoting patient to nurse first contact within a week. All patients discharged must have their first contact with Community Mental Health Team (CMHT) within three days. All patients discharged whose admission has been because of suicidal thoughts or self-harm will have first contact within 24 hrs.

Regular meetings have been established between CMHT and ward staff, working towards a smooth transition between ward-based care to discharge into the community. A social worker is now based with the CMHT. This allows a seamless transfer of information between departments benefitting patients in the community. With our colleagues and partners in the team, we can assess and monitor patients' living conditions and promote a safe integration back into the community.

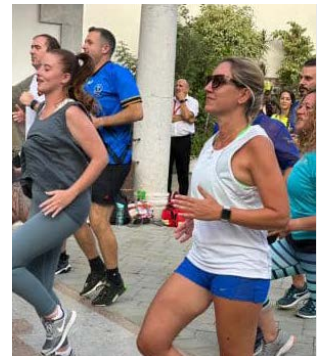
To further support this integration two Nursing Auxiliaries have been allocated to the CMHT. Their role is to constantly assess the housing conditions, i.e., cleanliness, furniture, food, electricity, social provisions like TV/internet. They provide audits where the findings will inform the degree of monitoring needed. This service is provided seven days a week from 08.00 -17.00 and occasional evening shifts, allowing to cater for all types of patients.

All CMHT nurses are now documenting on EMIS (Electronic Management of Information System) to allow clear communication between all professionals involved in the patient's care. All patients who are clients of the CMHT have a named nurse. This information is stored electronically on a shared drive where the team manager can access allowing constant review of caseloads, patient / staff ratio, ability to monitor progress, assess patient activity against nurse speciality.

Additional Registered Mental Health Nurse resources have been transferred to the CMHT with a view to expanding services. A counsellor was also transferred into the CMHT. This results in a reduced waiting time from referral to counsellor and delivers a timelier service for community patients.

An improved depot monitoring service has been established allowing safe use of the medication and accurate documentation in place.

Constant liaison between the CMHT and the Crisis Team linking patients between both services ensures that patients receive adequate and appropriate care and support in the community.







## Re-launch of Gibraltar Young Minds (GYM)

We held an extremely successful GYM awareness day where all agencies got together to create an awareness of GYM and the influence social media can have on a young person's mental health. Gibraltar Health Authority's GYM services were promoted which resulted in public awareness of our interagency working.

Our current nursing complement of one RMN and two ENs with a possible increase to another RMN will allow the expansion in services provided plus reducing the waiting time to one week from time of referral. We are pleased that a social worker attends all weekly allocation meetings allowing good communication between agencies and promoting a holistic approach to patient care. This creates a patient centred, team approach to care and can facilitate fast-tracking patients of concern.

As well as social care colleagues within our teams, we have regular multiagency meetings with the Department of Education, Care Agency, Psychiatrists, Paediatricians, and the Ministry of

Equality Department. A good rapport and integration from the nursing team into schools allows continuation of care and multiagency working promoting a joint approach to the Mental Health Strategy 2021-2026.

All patients' notes for the GYM team are now recorded electronically on our electronic patient record system (EMIS), allowing access of important information to other healthcare professionals. Nurse caseloads are stored on a shared drive, allowing the team manager access. This allows close supervision ensuring patients are allocated appropriately to the nursing resource.

The GYM team works closely in conjunction with the Crisis Team. Once discharged from the Crisis Team, patients experience a smooth transition with excellent communication between services. The GYM team also works closely with the CMHT to ensure a smooth transition for our adolescent patients from child service to adults seamlessly. This provides a safe transition for the 16–18-year-old patients.





## **Support to the Care Agency Drugs and Alcohol Rehabilitation and Treatment Service (DARTS)**

We have recruited a RMN with special interests into DARTS which provides an enhanced mental health input to the Drug and Alcohol Rehabilitation Service

The RMN has established a rapport with the service and accompanies the psychiatrists on their visits allowing structured input from the MH services. We continue to work closely with the Care Agency who manage the DARTS services.

## **Liaison and Crisis Support Team**

With a new team leader in place, work is ongoing to embed structure, support, and discipline within the team. There has also been an increase in staff who together are working in a proactive way ensuring the best experience for the patient. Caseloads are shared between the team as it is a 24/7 service, promoting continuous support for patients in crisis.

For the convenience of our patients, the Liaison Team have initiated house assessments with the view of consolidating this service within the Crisis Team. This service allows the patient to choose where they would like to be assessed (within reason).

The Liaison Team is providing St Bernard's Hospital ward care as well. Referrals are made to them by a professional from the ward and they offer assessment and support for that cohort of inpatients.

The team work closely with the 24/7 111 service and have designed a bespoke Crisis Pathway which provides a safe and complete service – seeing the appropriate people at the appropriate time. The Crisis Team have complemented this service with a comprehensive community service directory for patients.

As well as 24/7 111, the team works closely with the A&E Department and the Royal Gibraltar Police to manage and safely support patients through crisis. The result of the Liaison /Crisis Teams working with 111 and A&E colleagues has resulted in the reduction in hospital admission due to this robust/assertive intervention when the patient is in crisis.

## **Transgender Service**

Since the inauguration of the service, there have been no reports of self-harm or suicide. We believe this is because of the experienced RMN offering trauma support therapy, close communication between nurse and patient and continuity of care and adequate referral time from second opinion doctor to surgery.

The transgender service continues to be nurse led, consisting of a full-time Registered Mental Health Nurse and a part time Enrolled Nurse. The Transgender service has its very own office within Ocean Views, where sensitive documents are now appropriately stored, and all patients' notes are recorded electronically on EMIS.

Our very first four transgender patients travelled to the UK and experienced successful upper body surgery. To promote treatment through exercise and building self-esteem, exercise groups have been initiated with the use of the Europa Complex. Patient support groups have also commenced.



# What we are going to do...

We will continue to:



Standardise the management of common mental health disorders through the Primary Care Centre (PCC) and strengthen the counselling offer undertaking further work to tackle waiting times



Move our community mental health team to new premises on the St Bernard's Hospital site and extend its working hours



Continue to improve collaboration within the health system and with other statutory agencies and NGOs



Assertively manage more acute care presentations, prevent relapse and respond to crisis in the community



Develop a recovery approach (similar to the UK Care Program Approach)



Implement a recently drafted Code of Practice for the MHA 2016, including the role of advocates



Further strengthen community living, housing supports and relapse prevention for people with severe and enduring mental health problems



Develop innovative professional and post registration training plans that strengthen the skills required across the mental health system



Further strengthen interagency care pathways and support for substance misuse to supplement Care Agency Services



Further develop of a fully integrated and locally accessible service for children and adolescents with mental health needs including family therapy services working in collaboration with the paediatric service



Enhance data capture transferring records to an electronic system which will in turn enhance management of patients help monitoring of progress and health outcomes for the whole service





**Older People's Services  
(ERS)**

**National Dementia  
Strategy 2023 – 2028**



## What we said...

Launched in December 2022, the main aim of the strategy is to streamline and coordinate all existing services to keep people at home longer. It specifically focuses on quality of life and safeguarding for patients and their families.

The Dementia Strategy has four key objectives:

- Continuing to raise awareness and understanding
- Support early diagnosis
- Promote living well with dementia
- Providing leadership that will enable this strategy to be delivered but also to continue to ensure that the services in Gibraltar are up to date in line with best practice and that patients and their families are at the heart of all our decision-making processes



## The objectives are supported by an Action Plan which includes:

- Conducting an exercise to establish the current services that are available to people living with dementia and create a database with the information
- Identify what we currently spend on services provided and how this is distributed
- Establish an awareness programme for health and social care professionals.
- Establish a central community hub where people with dementia and their families can meet and share their experiences and seek support
- Establish a prevention awareness campaign in partnership with Public Health
- Review the current training provided in health and social care
- Following this, update the mandatory training program to ensure an appropriate balance between online and face to face training
- Ensure that it is a contract requirement that all service providers are trained to support people living with dementia
- Work with the wards in St Bernard's Hospital which have the highest number of people living with dementia to ensure that a good hospital experience is received
- Meet regularly with people living with dementia to identify where needs are not being met
- Introduce a Dementia Passport for people to record information that they want others to know about them
- Coordinate quarterly meetings of the National Dementia Steering Group
- Maintain the centralised register of people with a diagnosis of dementia, incorporating data to support forward planning and predictions



# What What we have done...

A Dementia Coordinator was successfully appointed in May coinciding with the launch of the National Dementia Strategy. This role is instrumental in coordinating services and will oversee the implementation of the National Dementia Committee and the Dementia strategy 2023-2028, working closely with families, the community, social care, Government departments and Gibraltar Alzheimer and Dementia Society. The strategy will be modelled over a five-year period and underpinned by a comprehensive action plan as below:

Elderly Residential Services (ERS), which is part of the GHA, continue to provide high quality care. This has been further emphasised with the data collected from clinical audits and presented to the Quality of Care Committee reporting directly to the Executive Team of the GHA.

All senior nurses undertook and successfully completed a six-month training course on Leadership and Management from the University of Salford. Mandatory training has been delivered and is completely up to date for all clinical and non-clinical staff. As part of the Reablement project, all qualified staff took part in Frailty Training delivered by the NHS England E-learning program.

All external and internal activities have been restored since the pandemic in our therapeutic settings at Buena Vista, Hillside, Mount Alvernia, Old Jewish Home and the John Macintosh Wing. A new activities program has been introduced for outings and external activities together with in-house entertainment and developing reminiscence and cognitive therapy programs to the latest standards.

Our memory clinics are run every day, and we continue to work closely with families and carers. Respite beds are available and enhanced physiotherapy services and facilities are in the planning stages.

As set out in the Manifesto Commitments, we have completed the refurbishment at Mount Alvernia in keeping with a dementia friendly environment to the highest standard possible mirroring the dementia friendly facilities at Hillside. We will continue to maintain Mount Alvernia to a high standard in line with the Manifesto Commitments. As well as the internal restoration, the gardens were refurbished with an additional fountain for the enjoyment of the residents. The second floor garden has been adapted to a sensory garden for those residents living with dementia where they carry out gardening activities throughout the day.

The Government of Gibraltar in their Manifesto pledged to carry out the refurbishment of the old Jewish Home. This was completed and is now up and running. The John Macintosh Wing ground floor was also refurbished and with the opening of the old Jewish Home, 16 extra beds have been added to the Elderly Residential Services bed complement.

**"She plays a crucial role at the Memory Clinic. She sets a huge example to other professionals and goes above and beyond for service user needs."**



# What we are going to do...

## Our medium-term priorities over the next three years (2023 – 2026) are:

- Establish an awareness programme for the community of Gibraltar
- Increase the number of people in Gibraltar who can recognise dementia through expanding initiatives such as dementia friends and dementia supportive communities/organisations
- Increase awareness surrounding the needs of specific groups within the local community
- Monitor the number of people with a dementia diagnosis and compare with the expected prevalence
- Work with the GHA across all sites to ensure people living dementia receive a good experience
- Develop dementia friendly wards and introduce dementia champions on each ward
- Action the needs identified by people living with dementia in Gibraltar
- Work in partnership with the Housing Department to enable people with dementia to remain at home for longer
- Introduce a single access point for health and social care for those who have a dementia diagnosis
- Raise awareness around advanced care planning
- Establish a palliative care pathway aimed at creating an individualised end of life care pathway
- Provide people living with dementia and their carers, good-quality information on the illness and on the services available, both at diagnosis and throughout the course of their care
- Have a comprehensive care pathway for any person with dementia, from suspected dementia to end of life
- Engage with young people in schools, clubs and youth organisations to increase their awareness and understanding at the earliest possible age







### Our long-term priorities to 2028 are:

- Ensure that the short-term and medium-term priorities have been implemented
- Continually review the strategy to ensure the follow-on strategy is relevant
- Identify potential areas where assistive technology can be used to help people with dementia remain living at home if they choose to
- Aim to make Gibraltar a Dementia-Friendly Community, where people with dementia are understood, respected and supported

# What we said...

Underpinning all clinical services are the priorities and pledges of the Quality Improvement and Patient Safety Strategy

## Our Strategic Priorities

- Keep our patients safe and reduce avoidable harm
- Deliver high quality patient-centred care
- Provide consistent, effective and efficient care
- Support our staff by engaging and enthusing them to engage in Quality Improvement (QI) and improve patient care and experience
- Quality Improvement and Patient Safety (QIPS) group delivering key quality improvement and patient safety teaching and facilitating QIPS projects
- Develop patient safety champions GHA wide to deliver safety training
- Organisations and academic partners to deliver more effective and efficient care

## Our Pledges

- We will demonstrate year on year improvements in our services
- We will continue to be a resource for our staff to help deliver improvements
- We will continually develop quality metrics to evaluate the impact of our work through quality performance reporting systems and committees
- We will endeavour to learn from others, share our best practice, reflect on previous improvement efforts in order to deliver Best Possible Care
- We will celebrate learning from excellence for the organisation on a six monthly basis

**“Quality Improvement and Patient Safety are not just aspirations, but essential components of compassionate and effective healthcare. Every patient deserves the highest level of care possible, and every healthcare provider has a duty to continually strive for excellence in their practice.”**





**“Care above and beyond the call of duty. Personalised, empathetic care - thank you!”**

## **Quality Governance and Patient Experience**

### **What we have done...**

#### **Keeping you safe**

We have established quality Improvement education for staff supporting honest and transparent reporting via Datix on patient safety, efficiency and effectiveness through a Review of Harm Group

We have established the Quality Improvement and Patient Safety (QUIPS) Group which leads on safety initiatives.

We shared best practice, our successes and continue to work in collaboration with other healthcare providers that provide services to our patients in respect of the standards of care provided.

We routinely engage with patients and carers via the volunteers on the Patients Voice Group.

## **Our Patients' Voices**

We have been telling you all the positive news about our achievements, services, and staff throughout our Review. You will also have seen several quotes from compliments received from colleagues, patients, and their families.

We are always grateful to receive feedback that include compliments and complaints. We take every bit of feedback seriously and have a very robust complaints procedure as well as a PALs (Patient Advice and Liaison Service). This approach helps us address concerns, take corrective action that helps us continually improve services.

As well as these feedback mechanisms, we also have a very active Patients Voice Group. This group was established in Gibraltar and is an independent voice in obtaining first hand feedback directly from patients. Comprising residents who volunteer their time, these dedicated individuals visit our hospitals and community services to hear what you have to say. They speak to patients, carers, and families independently of staff securing honest feedback which is communicated to the Director General of the GHA. We would like to thank every one of the members of the Patients Voice Group for their time and commitment to helping us improve health services in Gibraltar.

If you are interested in becoming a member of the Patients Voice Group, contact PALs through our website [www.gha.gi](http://www.gha.gi)



# What we are going to do...

## Our patient safety and quality improvement aims are:

- We will all reduce near misses and potential avoidable harm by 20% from the 2022 – 2023 baseline
- We will increase the number of GHA staff who have undertaken patient safety training and support those staff who undertake GHA wide quality improvement projects
- We will involve more non-clinical and clinical staff in quality improvement.
- We will facilitate prioritising our corporate objectives towards our aim to deliver safe, effective, harm-free and compassionate care to all our patients

## Workforce, Estates and IM&T Systems

### What we said...

Supporting all our clinical strategies and work to Reset, Restart and Recover are underlying strategic plans for our Workforce, Estate and the IM&T systems. In order to progress our strategic clinical plans, we need ensure our staff are trained to the highest standards and supported to carry out their roles. We need to modernise our buildings and systems and equip our staff with the most up to date technology to provide an effective and efficient service for now and the future.



### What we have done...

#### Workforce

Without our Workforce and the dedication of the hard-working staff across the Gibraltar Health Authority, all the strategies and the subsequent actions to reduce waiting lists and improve services would not have been possible.

We have brought the HR service in house and with the support of Government of Gibraltar strengthened the department, processes and procedures used to manage and support what is potentially one of the most complex workforces in the public sector.

We are pleased to report that there has been successful resolution of many outstanding workforce issues including, occupational health, long term sickness, grievances, and well-being matters. We are also exploring more efficient and proactive ways in resolving occupational health matters and this is already producing very positive outcomes.

We have reviewed and updated policies and procedures with new appraisal systems being introduced. The Health & Safety Committee has been re-launched with the new policy in place and Health & Safety representatives appointed and trained. The Performance Management Policy and Performance Review/Appraisal Policy are also in place. These policies will apply to all staff working within the GHA and includes non-clinical staff. Historically, this group of employees have not participated in any system of appraisal or structured performance management.





A total of 12 policies were drafted in this year covering the following:

- Employee Well-being
- Staff Immunisation
- Domestic Abuse Employees Support
- Injury at Work Procedure & Guidelines
- Bank, Locum and Agency Worker
- Grievance & Procedure
- Speak Up Policy
- Performance Management
- Performance Review/ Appraisal
- Health & Safety
- Occupational Health
- Employee Induction



**“He puts all his heart and soul into making good and healthy fresh foods for the canteen. He is an unsung hero who works tirelessly always behind the scenes, with his efforts mostly probably going unnoticed by most. He provides daily good and healthy food choices for staff and patients amongst other lesser healthy choices and in my opinion should receive GHA recognition as healthy and freshly cooked foods choices is what any modern health catering service should be providing for its clientele.”**

The GHA Employee Wellbeing Team was launched this year. With fully trained Wellbeing Champions appointed and in place across the organisation we can now proceed to implementing this important staff support mechanism. The Wellbeing Champions will use the GHA's very own HERO approach, Help, Engage and listen, Respond and Offer guidance and signposting service. Feedback already has been extremely positive.

Another major initiative continued this year with the GREATiX Staff Recognition Awards. Over this last year 231 members of clinical and non-clinical staff and 39 departments were nominated and received an award from the Director General, Professor Patrick Geoghegan OBE. Their photos are in the centre spread of our Review. These awards celebrate individuals and teams that have been nominated for exceptional patient services, teamwork and supporting colleagues under pressure.

We have been talking about technology throughout this Review. Within the Human Resources and Workforce Departments, it has been a major influence on how we recruit, maintain, retain and reward our staff. The GHA has signed a data sharing agreement with to obtain access to ERASMUS data which will also facilitate in ensuring the department has accurate employment data.

The GHA utilises electronic systems and has successfully strengthened its human resources / workforce function to support faster recruitment processes and provide accurate workforce data. The systems in place assist with organising shift patterns and the provision of locum services.

We are in the process of implementing a divisional management structure to take it forward into the next phase of transformation and improvement.

Staff have said:  
"It's really lovely to be recognised."  
"The awards increase staff morale."



Director General, Patrick Geoghegan OBE, and Evelyn Cervan welcome new Director of Workforce, Lawrence Llamas







## Estates and IM&T

### What we said...

At the start of the 2022 we committed to development of a comprehensive Estate Strategy and IM&T Strategy.

Efficient and effective use of our estate, managing and maintaining it to relevant technical standards for a healthcare facility are critical all these matters. The actions and investment required are now properly documented in the new Estate Strategy.

In addition, we have thoroughly reviewed our IT infrastructure, the service provided to users and the software we use. In line with any other healthcare system, we will rely on IM&T more and more to deliver safe and efficient services. The complexity of healthcare IM&T requirements cannot be underestimated. Furthermore, we are strengthening data capture, coding and analysis, not only to manage patient care more efficiently and improve safety, but also to analyse and understand the needs and health of our population. All these matters have been thoroughly reviewed with plans going forward in our new IM&T Strategy.

### What we have done...

We have carried out works and supervised contracted works for a number of relocations of services and departments to make better use of our space. For example, we relocated the oncology consultation clinics to a larger better suited area, and the Human Resources Department back into St Bernard's Hospital. We provided additional treatment rooms within A&E, and additional patient toilet facilities at the very busy Surgical Outpatients Department on the first floor of the hospital. The addition of a new operating theatre, endoscopy and diagnostic equipment for theatres and the installation of equipment for a fully operational cardiac catheterisation suite have made significant contributions to our reduction in waiting times and increased services.

To support our surgical teams, this year saw the completion of the brand-new state of the art TSSU (Theatre Sterile Supply Unit). A key improvement for our surgeons and our patients ensuring that everything in the operating theatre is sterile and safe.

To make our patients' experience more positive while in the A&E Department, we have undertaken a number of enhancements to the environment and reorganised workflows. A clinical area has been established for nurse led rapid assessment enabling a quicker turnaround of results to the consultant. We have improved and increased the department's signage, making the patient's journey much clearer. We now have a seated assessment suite with new reclining chairs inside the department to improve efficiency of patient flow and safety. We have installed Computers on Wheels for ease of documentation while in a cubicle in A&E. Our staff have new uniforms which clearly designate the members of the team. A very kind patient donation of 20 office chairs has added to the comfort in the department and complements the recent refurbishment of the staff rest / break room.

We are progressing a full restructure and centralisation of our stores. This includes using technology for how we account for stock, including our on-site and off-site

storage facilities, and Brexit contingencies.

We have adopted the electronic document management system (eDMS) which will ultimately see the digitisation of our medical records. Our aspirations are for it to be the Secondary Care Electronic Patient Record which is now in use throughout the hospital. We can positively report that we are progressing well to full digitisation.

We completed a full Fire Safety review and in some instances emergency drills in conjunction with the Gibraltar Fire and Rescue Service with most of the recommendations now implemented and the balance progressing. We also undertook a full Security review, and we are implementing the recommendations.

We signed a major Managed Equipment Service (MES) contract which has established a long-term strategic partnership with Philips for new and replacement diagnostic imaging systems including a new Cathlab, an additional CT scanner, as well as new fixed and mobile x-ray equipment. With all this high-tech equipment we are able to keep diagnostic



with Philips' sustainability arm and are progressing in line with Gibraltar's Net Zero delivery plans. This will enable us to make our health services more sustainable and progress the development of green patient care pathways.

## **Data and Performance Strategy**

### **What we said...**

The vision is for data to provide a key role in the continual improvement of the service by supporting our healthcare professionals with the information they need to make the most effective decisions at all times. In addition, patients form a central part of any healthcare system, and they must also be provided with the appropriate information to navigate the system correctly.

**To provide accurate and insightful information to key stakeholders within the Gibraltar Health Authority, as well as members of the public, so that they may make efficient and effective decisions to improve the quality of healthcare, delivery of service and standard of public health.**

In terms of performance and data management which complements the IM&T Strategy, the GHA are developing a Performance and Data Strategy. The strategy sets out the future vision and objectives to leverage data to improve the quality of healthcare, delivery of service and standard of public health. It also aims to support the overarching GHA strategic plan and transformation agenda.

To achieve the objectives of the strategy it relies on the development of the IT infrastructure. In the same way, developing an effective IT infrastructure depends on leveraging data and information.

Navigating this inter-dependability will be crucial in developing a robust infrastructure from both perspectives.

The key strategic themes and objectives:

- Fostering a data-driven culture
- Integration of Data
- Data Management
- Measuring & Reviewing Performance
- Developing Data & Analytical Maturity
- Digital Transformation

### **What we have done...**

The data landscape within the GHA has evolved tremendously over the last year – some of our achievements are listed below.

- Publication of live waiting times for A&E
- Development of two public dashboards that are regularly updated and published on the GHA Digital section of the GHA website.
- Development of over 20 internal performance management dashboards to help monitor service delivery and better manage waiting times.
- Built significant awareness of the use and application of data and information to manage performance and clinical quality matters.
- Analysis of information held on the Primary Care Electronic Healthcare Record and other systems to support the development of the Public Health Joint Strategic Needs Assessment.





# Other Improvements

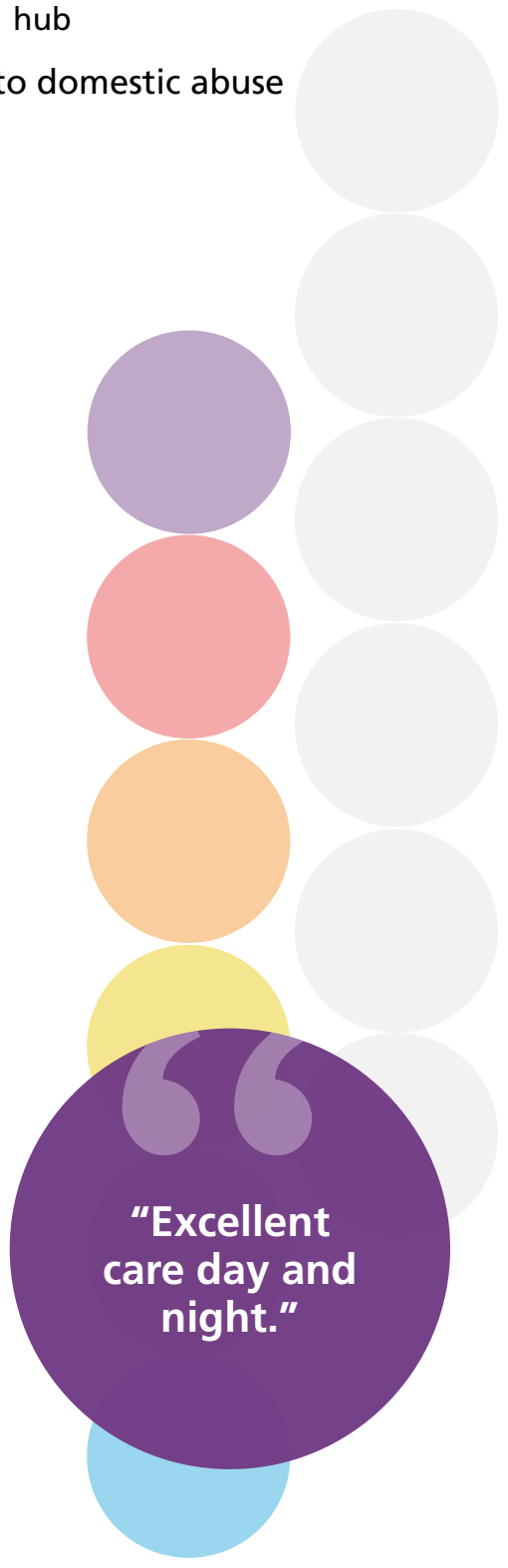
## What we said...

We are committed to:

- providing access to local MRI services
- strengthening access and public awareness of AED (defibrillators)
- bringing ambulance dispatch into our clinical advisory/111 hub
- strengthen staff awareness and support to those subject to domestic abuse

## What we are doing...

- Bringing ambulance dispatch into the GHA backed by a clinical advisory service in our clinical advisory/111 hub and state of the art software to manage the new arrangements
- A contract has been agreed to provide local access to MRI services and these will be available during October 2023
- We have trained many of our staff to better identify and support those potentially suffering domestic abuse and there are plans in place to extend the 111 service to include support for those people who are experiencing abuse
- We are rolling out new/additional defibrillators, demonstrations, and plan to extend this awareness programme across Gibraltar in the coming year.
- We have continued support for Sponsored Patients – the Patient Advocacy Service staffing will be increased in line with the Manifesto Commitment with out of hours and counter support for sponsored patients. The increased staffing strengthens our response times, and we will continue to work to improve these
- Continuing to develop the national Strategy on Cancer Prevention and extend the national cancer screening programmes



“Excellent care day and night.”





## Going forward...

We hope that this Review provides you with the confidence that the Gibraltar Health Authority has put in place robust strategies with clear objectives to take forward our plans for the continued improvement of our services.

We will maintain our support of the Commitments of the Government's Manifesto as well as ensure the actions needed to address and achieve our Reset, Restart and Recover initiatives for all the health services we provide to the people of Gibraltar.

Going forward our priorities will include the following:

Our strategic priorities are to:

- drive transformational improvement in our clinical and support services;
- achieve 100% statutory, regulatory and healthcare standards;
- continue to improve our operational productivity, reduce waiting times, always strengthening clinical governance/patient safety measures and ensuring optimal financial control and efficiency;
- improve space utilisation and quality of the care environment;
- continue to plan for the future healthcare needs of the population whilst promoting health and wellbeing;
- strengthen the patients' voice and influence over service delivery and design.

**"Best treatment ever. I am extremely grateful."**

# And finally...

## Marking a year of change and achievements

During 2022 two Non-Executive Directors retired from the Board - Ernest Lima and Charles Lavarello

We would like to say a very special thank you to them both for their support of the GHA and helping to get it to where it is today.

### Members of the Board of Directors

#### Director General

Professor Patrick Geoghegan

#### Chair

Professor Ian Cumming OBE

#### Executives

Dr Mark Garcia

Sandra Gracia

Charles Patron

Lawrence Llamas

Andrew Bonfante

#### Non Executives

Tim Bristow, Vice-chair

Dr Norbert Borge

Naomi Hassan Weisfogel

Jessica Montado

Hannah Pilcher

Stephen Catania



A year of building a partnerships between Mental Health and Care Agency Teams



Launch of new appointment system for Primary Care Services



GHA awarded Freedom of the City



In 2022 we said farewell to our interim Chief Pharmacist Ed Freestone and welcomed our new Chief Pharmacist, Mel Goodwin.



Chair, Ian Cumming OBE receiving the Gibraltar Award







## ANNUAL QUALITY AWARDS



The GHA Quality Awards were kindly sponsored by: The Hope Charity Trust, Vithas Xanit Gibraltar, PENINSULA, EUROPORT, Phillips



# GREATiX awards roll of honour

Dr Nicholas Cortes  
Feisa Martinez  
Melissa Palma  
Albert Ramagge  
Bryce Soiza  
Nicholas Parker  
Romina Perera  
Ebony Bonavia  
Vicky O'Neil  
Gail Munoz  
Dr Antonio Marin  
Sandra Cortes  
Genesis Bonavia  
Amanda Danino  
Cathy Azzopardi  
Daniel Romero  
Juan Guerrero  
Javier Florindo  
Alice Cruz  
Daphne Alecio  
Sandra Gracia  
Neil Francis  
Lysanne Gonzalez  
Amanda Parsons-Yeo  
Sabrina Leon  
Monica Agius  
Dinah Ballester  
Zoraya Sharif

Coreana Victory  
Michelle Cavilla  
Jenna Cantelo  
Kaylee Hardy  
Caitin Arnold  
Gareth Cantelo  
Cristina Escola  
Jamie Gonzalez  
Zyra Barcio  
Martin Gatiss  
Kydon Hangin  
Jelina Doolan  
Elena Vassallo  
Daniella Bright  
Tyrone Gomez  
Romina Moreno  
Catalina Fernandez  
Suarez  
Francis Fortunato  
Dr Mohamed Matar  
Vanessa Fernandez  
Vikki Ward  
Michelle Gomez  
Luis Roper  
Aca Oliveira  
Omar (Roberto) Esposito  
Gema Tellez  
Robert Perez  
Rachael Madeira  
Kenneil Avellano  
Martin Moroney  
Lenaya Borge  
Jerelyn-Ann Harper  
David Ballesteros  
Corinna Shipley  
Sonal Samtani

Suzanne Romero  
Laura Netto  
Joelle Bagu  
Katrina Olivero  
Nadeem Shuja  
Jaime Puente  
Joanna Munoz  
Wilson Oliveira  
Juan Ramon Vazquez  
Julio Valegra  
Annie Stewart  
Amparo Gonzalez  
Arabella Olivero  
Georgina Ocana  
Maria Ruano  
Lauren Linares  
Lottie Manasco  
Niamh O'louglen  
Patricia Bear  
Gareth Latin  
Roger Moore  
Luis Goncalves  
Kate Langton  
Sharon Palmer  
Jade Ouettassi  
Catalina Olteanu  
Jose Antonio Fuentes  
Stephen Jackson  
Janet Smith  
Graham Cooper  
Alexandra Robertson  
Alan Chipolina  
Niall Wright  
Richard Durrell  
Rachel Madeira  
Erica Borg

Kyle Gomez  
Christian Sanchez  
Lyzanne Olivero  
Mamdouh Guirguis  
Helen Carter  
Maite Calderon  
Adill El Bakali  
Nicole Montero  
Mandy Robles  
Daphne De Lara  
Tyrone Bonz  
Desiree Pocock  
Olympia Palomares  
Jonathan Santos  
Aaron Parody  
Christina Macano  
Giovanni Villa  
Karl Guerrero  
Roy Piri  
Kellyanne Llambias  
Eva Maria Spiteri  
Dianne Simpson  
Amalia Peacock  
Elena Moldoveanu  
Gayle Martin  
Holly Hernberg  
Kelsey Thomson  
Cristine Baptista  
Christine Bautista  
Pau Escolar  
Elaine Perez  
Rachel Olivera  
Annette Lavery  
Shyann Barcio  
Zyanne Ward  
Jordanna Clinton





Gabriella Gracia	Calynn McLaren	Pepe Sarmiento	Captain Murchison Ward
Lysandra Debono	Craig Coom	Sharleen Marfe	Horizon Ward
Anne Zammit	Elisha Moreno	Kerry Johnson Marshall	General Stores Industrial Staff
Joey Gabay	Nathan McLaren	Michelle Hook	John Cochrane Ward
Chris Lamb	Haytam Bau	Francis Mauro	IT Helpdesk
Naisha Desoisa	Muhammad Salman	James Allan	Estate & Facilities
Lindsay Rainford	Lorena Soler Casale	Sabrina Cerisola	Dudley Toomey Ward Staff
Katiuska Laguea	Gayle Olivares	Victor Figueras	District Nursing Team
Sarah Smith	Eloise Hadlow	Paul Pereira	Dialysis Team
Aharon Levy	Keisha Ballester	Paul Hughes	Critical Care Unit
Julian Danino	Roberta Meta	Victoria Lark	Cancer Relief Hospice Team
Leon Payas	Juan Garcia	Anthony Fearon	Cancer Unit
Dean Toft	Harry Donnelly	Marcela Zagurova	A&E Nursing Team
Aaron Carnegie-Ignacio	Sandy Peralta	Pamela Estella	A&E Department
Theresa Cardoso	Pepe Duran	Christine Gill	Registration Admin Staff
Samantha Lines	Claudia Rivadeneyra	Zaheer Babar	Hospital OT Department
Gillan Kenny	Charayne McLaren	Bruce Alexander	Release of Records
Noelle Reoch	Javier Rojas	Rosemarie Gallego	Finance
Emma Parody	David Halmshaw	Luis Consigliero	Primary Care Admin Staff
Natalie Gonzalez	Nigel Andre Victor	George Acris	Children Health Centre
Javier Lopez	Paul Watson	Amanda Parsons	Palliative Care Team
Jane Day	Shelbey Catania	Corinna Shipley	Histology
Genevieve Navarro	Justine Rovegno	Amanda Muniz	Gibraltar Ambulance Service
Amy Dignam	Gizelle Tosso	Jade Hosken	Ophthalmic Nursing Team
Jodie Maxwell	Hayley Stevens	<b>Departments</b>	Procurement
Cherly Jeffries	Elaine Ferro	IT Team	Urology Team
Lorenzo Bisceglie	Daniela Bright	Ocean Views Admin	Cardiology Team
Kevagn Garcia	Khiara Ochello	Day Surgery Unit	Dawn Ward
Joseph Llufrío	Michelle Brown	Dermatology Department	Dental Nursing Team
Carmen Pecino	Nicole Pizarro	Diabetes Team PCC	
Caroline Parody	Johan Perera	PCC Practice Nurse	
Jessica Teuma	Eva Morello	GHA Workforce	
Helen Buxton	Janine Segui	GHA Workforce	
Maria Boza	Elena Scialtiel	Hospital Canteen	
Shaun De Los Santos	Marco Costa	Radiology	
Stephanie Stevens	Maite De Torres		





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