

## Borders NHS Board



### **BOARD EXECUTIVE TEAM REPORT**

#### **Aim**

The aim of this report is to update the Board on areas of activity within the Board Executive Team's Directors portfolios.

#### **Chief Executive**

**Deaf & Hard of Hearing Network: 20.02.14:** A meeting was held with Jean Proudfoot from the Deaf and Hard of Hearing Network (DHHN). Since the re-launch of the DHHN in August 2013 they had managed to raise some funds from Scottish Borders Council. The network is run by volunteers, they have a drop in session on Wednesday and Thursday mornings; are a registered BT provided; undertake home visits, road shows and training. They have also started taking referrals from the Sensory Services.

The DHHN were supported by the Disability Forum, but when that closed in June 2013 the support ended. We were fortunate enough to be able to manage to offer the DHHN a small one-off financial support for this year from a small underspend on a grant received by the Public Involvement Department.

**Central Legal Office (CLO) Services Meeting: 04.03.14:** A meeting was held with Norma Shippin, Legal Adviser and Director of the CLO to discuss CLO performance and ensure that it was still meeting our organisational needs and requirements. Several items were discussed including litigation, property, contracts and employment law.

**Royal Marine Reserves Norway: 10-13 March 2014:** Mr Colin Vooght Regional SaBRE Campaign Director took a small group of employers from the UK out to Norway for four days in March. They ranged from all sectors, from a Greater London Alderman to an Assistant Chief Constable, plus some from the private sector. The aim of the trip was to visit the Royal Marine Reserve (Scotland) who were taking part in their annual training camp on the edge of the arctic. This was an opportunity to see, at first hand, the type of training that Reserve Forces are exposed to and how they cope with the various stresses that this type of training brings with it.

In essence the programme consisted of travel to the Royal Marines Base Camp, spending time with the troops, sleeping under canvas and visiting and participating in a number of training activities.

**Circulars:** The following Scottish Government circulars have been received by the organisation. Copies are available from the Chief Executive's Office.

<b>Date Received</b>	<b>Circular Number</b>	<b>Title</b>
26.02.14	CEL (2014) 2	MSK & Orthopaedic Quality Drive: Spread and Sustainability of Five High Impact Workstrands
11.02.14	PCA (P) (2014) 1	Seasonal Influenza Immunisation 2014-15: Vaccine Supply Arrangements
11.02.14	PCA (M) (2014) 6	Seasonal Influenza Immunisation 2014-15: Vaccine Supply Arrangements
11.02.14	PCA (P) (2014) 2	Seasonal Influenza Immunisation 2014-15: Vaccine Supply Arrangements Summary for Non Dispensing GP Practices
11.02.14	PCA (M) (2014) 7	Seasonal Influenza Immunisation 2014-15: Vaccine Supply Arrangements Summary for Non Dispensing GP Practices
03.03.14	PCA (P) (2014) 5	Pharmaceutical Services: Amendment to Pt 11: Discount Clawback Scale for Proprietary Drugs.
07.03.14	PCA (P) (2014) 4	Pharmaceutical Services Amendment To Drug Tariff Discount Claw Back Rate PT 7 Generic Drugs
12.03.14	PCA (O) (2014) 2	General Ophthalmic Services Increase in Optical Voucher Values
14.03.14	PCS (AFC) (2014) 1	Pay & Conditions for NHS Staff covered by Agenda for Change Agreement
14.03.14	PCS (SDIA) (2014) 1	Scottish Distant Islands Allowance
14.03.14	PCS (GPR) (2014) 1	Pay Uplift for GP Specialty Registrars in General Practice – 2014-15
14.03.14	PCS (DD) (2014) 3	Associate Adviser/Assistant Director Pay Scales
14.03.14	PCS (DD) (2014) 2	Pay and Conditions of Service for Scottish Public Dental Service Staff and Dental Training Grades
14.03.14	PCS (DD) (2014) 1	Pay and Conditions of Service Remuneration of Hospital Medical and Dental Staff, Doctors and Dentists in Public Health Medicine and the Community Health Service.
18.03.14	CEL (2014) 3	Medical Revalidation Annual Appraisal Documentation
20.03.14	PCA (P) (2014) 6	Public Health Service Poster Campaigns 2014/15
25.03.14	CEL (2014) 5	Hospital Eye Service, Increase in Optical Voucher Values from 1 April 2014

## **Director of Nursing & Midwifery**

**Caring Behaviour Assurance System (CBAS) Update:** In summary, the first four cohorts have completed initial training and progressing through their actions. The vast majority of staff have described CBAS as a positive and valuable experience.

The initial Caring Walks identified the need for improved signage across the organisation and confidentiality issues. Some of these walks have been repeated and are capturing patient experiences using emotional touch points.

A review date has been fixed for the 24<sup>th</sup> April where all Teams will present their improvement action progress and overall caring behaviour themes will also be captured.

**National Education Scotland (NES) Midwifery Leadership:** Nicky Berry attended the NES Midwifery Leadership Celebration Event in Edinburgh and NHS Borders was mentioned on numerous occasions. Rebecca Wade, Sure Start Midwife who has received a National Royal College Midwives Midwifery Award for partnership working with Scottish Borders Council, was a speaker at the event and Sarah Horan and Gill Lunn presented NHS Borders smoking cessation work.

**Royal College of Physicians of Edinburgh Evening Event:** Ronnie Dornan, Clinical Nurse Specialist in the Critical Care Outreach Programme has been asked to be a speaker about patient safety/quality improvement at this event on 20<sup>th</sup> May 2014.

**Scottish Improvement Science Collaborative Centre (SISCC) Consortium Meeting:** The Consortium bid has been successful and detailed planning is underway regarding specific improvement projects.

**Nurse Bank Recruitment Event February 2014:** 37 candidates attended, 28 progressed with their applications. Of these 28, 18 are registered nurses. All staff involved did a superb job and candidates time at the event was approximately 40 minutes from beginning to end.

**Scottish Patient Safety Programme (SPSP) Fellowship Cohort 7 Curriculum Re-Design:** Evelyn Fleck has accepted a request to contribute to this Programme.

**Macmillan Quality Environment Mark Award Plaque:** This is an accreditation from Macmillan based on survey results from patients and the quality of the environment. A presentation event, including a photographer and a press release is currently being organised in relation to the plaque.

**Meeting with Mr Alex Neil, Cabinet Secretary for Health & Wellbeing:** Rebecca Wade and Linda Davidson met with Alex Neil on the 13<sup>th</sup> March regarding their early years improvement work.

**Mental Health Nursing Forum Awards:** SCN Philip Grieve and Huntlyburn nurses have been successful in being highly commended for their Star Wards Work.

**Clinical Dashboard:** A comprehensive clinical dashboard was developed in March 2013 to support implementation of an improvement culture within Borders General Hospital. In September 2013, a six month improvement programme was implemented to support 13 Senior Charge Nurses (SCN) from 3 Clinical Boards to test whether working in a supervisory capacity supports them to lead & deliver improvement in a range of clinical, financial and workforce quality indicators by March 2014. The final report is due in April and discussions are underway regarding Clinical Boards strategy to achieve cost savings whilst maintaining key ward based Senior Charge Nurse posts as supervisory

### **Medical Director**

**2020 Vision Advisory Board:** The medical Director continues to work with a small group chaired by the Cabinet secretary to develop a “road map” to allow the NHS in Scotland to deliver the 2020 vision

**Lothian & Borders Joint Local Intelligence Network:** The Medical Director and Director of Pharmacy attended the first meeting of this group which has been in abeyance for some time. This brings number of key partners from across the NHS, the private sector and police to share information and learning around the management of controlled drugs and issues relating to patients addicted to or affected by use of controlled drugs.

**BECS/OOH Service:** The programme for redesign of unscheduled care has started with the Medical Director as executive lead and Kirk Lakie, Service manager BGH, as programme manager. A wide range of internal and external stakeholders are involved in the project that is tasked to develop new models of care within unscheduled care within 18months. The first strand of work is around the Emergency Department and the Borders Emergency Care Services where there have been significant challenges in recruitment. Additional nurses have now been recruited to the service and are undertaking training to develop their skills and competencies to allow them to work in the community on the Out of Hours period. In the interim period the service continues to be staffed at a safe level

**Medical Appraisal:** All Integration is Local H&SC Integration Locality Planning Event in Perth – The Medical Director attended this event with colleagues from Scottish Borders Council – this was an opportunity to hear updates from both SG and other partnerships on progress towards integration.

**Primary Care Strategic Forum:** The forum held a small extraordinary meeting to meet with and hear of latest developments from South Central Foundation in Alaska. The foundation over a period of years has undertaken a whole system redesign of Primary care to allow the patients to be far more in control of their care – central to their model is a small team of doctor, nurse and receptionist that the patient elects to look after them and continuity is an overriding aim. In addition collocation with mental health and other support services has been key to the success of the project. The health outcomes for the population served by the foundation have improved dramatically including length of stay, A and E attendances, drug and alcohol abuse, GP attendance rates etc.

The strategic forum are reviewing the data and information to determine what elements of the project may be transferable to Scotland.

### **Director of Workforce & Planning**

**NHS Borders Clinical Strategy:** NHS Borders Clinical Strategy consultation document was formally launched on 10 March 2014. The document provides patients, carers, staff and partners the opportunity to consider the Key Principles contained within the strategy document and give us their thoughts and views on these. The consultation period will last for 12 weeks and will be Borders wide, taking the form of open sessions, formal presentations, road shows, drop in sessions, postal feedback and engagement with various committees.

**Celebrating Excellence Awards Update:** The NHS Borders Celebrating Excellence Staff Awards 2014 show recognition and appreciation for the hard-work, dedication and commitment to providing excellent services demonstrated by our staff and by volunteers. The award categories reflect NHS Borders corporate objectives and values and will celebrate individuals and teams who have worked hard to uphold these.

In total 86 nominations were from members of staff across NHS Borders as well as from members of the public.

The award categories and finalists in each category are as follows (in no particular order):

#### **Volunteer of the Year**

- The Royal Voluntary Service volunteers.
- BGH Participation Group (Ann Purvis – Chair)
- Pam Robertson and Phillipa Lee (volunteers at the Margaret Kerr Unit)

- Alison Quinn and Kerry Blake
- Rachael Marples

#### **Innovation and Improvement**

- Rachael Marples
- The Datix Team and Lesley Rendall
- Gill Lunn

#### **Working in Partnership**

- IM&T and the Medical Assessment Unit
- Jenny Baird
- The Datix Team and Lesley Rendall

#### **Clinical Excellence**

- Melburn Lodge
- Datix Team and Lesley Rendall
- Eade Endoscopy Unit

#### **Person-centred Care**

- Special Care Baby Unit Nursing Team
- Huntlyburn Ward
- Dr Robert I Murray

#### **Behind the Scenes**

- Shirley Brown and Gail Johnston
- Cameron Miles and the Bedbusters team
- Moira Pflug

#### **Improving Health**

- Oral Health Promotion Team

#### **Leading by Example**

- Jane Kennedy
- Rachael Marples

- Lisa White

**Student of the Year**

To be announced on the night.

**Chairman's Award**

To be announced on the night.

The winners will be announced at the Celebrating Excellence Awards ceremony on Friday 4<sup>th</sup> April. The evening will consist of a drinks reception, dinner and the awards presentation. All finalists and the people who nominated them have been personally invited and encouraged to attend. The invite has also been opened to all NHS Borders staff, on a first come first served basis, to allow everyone the opportunity to celebrate the fantastic services our staff and volunteers provide.

**Collaboration with Borders College:** NHS Borders has been working collaboratively with Borders College on a wide range of initiatives during the past twelve months, including actively increasing the number of placements NHS Borders offers to their students, a focus on pre-employment courses to help longer term unemployed people back into the workplace, collaboration with their e-learning team on a number of key projects and exploration of joint training opportunities. A plan for further close collaboration during 2014/15 is currently being developed.

**Nurse Bank Recruitment Event:** NHS Borders held a Nurse Bank recruitment event on Thursday 27<sup>th</sup> February within the HR Department. The event was aimed at registered Nurses and Midwives including Student Nurses who are awaiting their NMC registration and who were interested in joining our Nurse Bank. A total of 37 candidates attended of which 28 progressed with their application.

**Director of Finance**

**2013/14:** Work on delivering financial targets is continuing. The finance team are working closely with Clinical Boards and services to monitor revised year end forecasts. Key to the financial plan for 2013/14 is the Efficiency Programme. As at the end of January the target for this financial year has been fully achieved. The capital programme is fully committed with only minor schemes due to be completed in March.

Preparation for the production of the 2013/14 annual accounts has begun with external audit due to arrive on site on the 12<sup>th</sup> May 2014. Board members have been invited to a session on the 20<sup>th</sup> May to review in detail the draft accounts. The accounts will be presented to the Audit Committee on the 16<sup>th</sup> June and then to the Board on the 26<sup>th</sup> June 2014. As per the nationally set timetable NHS Borders accounts are required to be finalised and submitted to the Scottish Government by the 30<sup>th</sup> June 2013.

During May the newly appointed accountancy firm, Geoghegans, will undertake their audit of the 2013/14 Endowment Fund Accounts. The finalised accounts will be presented to the Endowment Board of Trustees on the 2<sup>nd</sup> June 2014.

**2014/15:** Following the Board Development session on the 6<sup>th</sup> February 2014, wider engagement across the organisation and feedback from the Scottish Government on the draft information submitted on the 14<sup>th</sup> February, the LDP and financial templates were submitted to Scottish Government on the 14<sup>th</sup> March 2014, subject to Board approval.

By the end of March it is planned that all budgets will be signed off by managers and input into the finance system during April in order that the first financial reports of the new year can be produced in May.

Work is progressing to finalise the capital plan for 2014/15 and outline plans for the next two financial years. NHS Borders continues to assume that any sales proceeds generated during 2014/15 will be retained by NHS Borders for local investment.

**Other:** Within the Finance Department the implementation of the productivity and benchmarking report in partnership has concluded the stage of appointment to the revised staffing structure. A number of sub groups populated principally by finance staff have been set up which are taking forward specific elements of the report.

Work is ongoing with finance colleagues in SBC on the reporting on the health and social care integrated budget to the Shadow Board from the 7th April 2014.

Due to a delay in enabling works and the impending financial year end the relocation of the Finance Department to Westgrove in Melrose will now take place at the end of April.

The Audit Committee recently agreed to extend the internal audit arrangements with PWC for a further six months. During this time period NHS Borders will undertake a tendering exercise for the future provision of internal audit services.

### **Director of Estates & Facilities**

**Travel Planning:** At the outset of plans to reconfigure car parking and to develop the Margaret Kerr Unit the Board approved a BGH Travel Planning Document to support Planning Applications for current and future projects, a requirement supporting Planning Applications. As this document was produced during 2008 the content is now outdated. Exploratory discussions with SBC Planning Department for future developments within the BGH site will require an update to the aforementioned document. Instructions have been issued to our commissioned Travel Planning Consultant to carry out this work with publication by end May 2014.

**Newstead Banking:** A laser survey of the steep banking leading from Newstead to the River Tweed and Geo- technical survey works are now complete. A report from the commissioned Engineering Consultancy is expected on Friday 28<sup>th</sup> March 2014.

**Galashiels Roxburgh Street Community Health Centre:** As reported previously the commencement date for work on this replacement Health Centre Project is dependant on completion and service transfer by Scottish Ambulance Service to their new Ambulance Station, currently under construction at Borders General Hospital. It is anticipated that by end December 2014 the new Ambulance Station will be operational permitting commencement of works on the new Health Centre by January 2015. To aid the development of this Project through Hub South East Scotland, works will be instructed on a number of Strategic Support tasks, commencing April 2014, included within this will be Site Investigations, Planning and Building Warrant Applications, this activity will inform the Affordability Cap and permit the early engagement of SEPA re Flood Risk Assessments. On completion of such preparatory works the Strategy Group will be advised.

**National Review of Procurement:** National Services Scotland have advised that it is their intention to undertake a detailed review on the services provided to NHSScotland by National Procurement and East/West Scotland Procurement Consortia. The scope of this review has yet to be established however it is anticipated that a lead officer will be appointed by early Summer 2014 with the review reporting early 2015.

### **Chief Operating Officer**

**MSP Jim Hume Visit to NHS Borders – 28th February 2014:** The Chief Operating Officer led an experience day for South of Scotland MSP Jim Hume. As part of the day Jim visited the Stroke Unit, the Critical Care Outreach Team and Huntlyburn. He was also introduced to Clinical Flow and how we use Ward View at the Board Round in Ward 7 and was subsequently taken through all the further developments we are or will be working on.

Jim Hume gave a speech in Parliament on Wednesday the 5<sup>th</sup> of March after his visit to NHS Borders. He primarily focussed on the Wardview system, the benefits it is currently delivering and the significant potential still there to be exploited, including the potential for hospitals without walls/virtual hospitals.

**Scottish Government Visit to NHS Borders – 7th March 2014:** Paul Gray, Director General for Health & Social Care and Chief Executive NHS Scotland and Alan Hunter, Director of Unscheduled Care and Deputy Director of Performance, Scottish Government Health Department visited NHS Borders on the 7<sup>th</sup> of March 2014. Their specific interest was unscheduled care however we arranged for Paul and Alan to visit, Kelso Community Hospital, Poynder View, Huntlyburn, the Bed Busting Service, the Delta Zone the Medical Admissions Unit, the Stroke Unit and finally the Emergency Department.

Paul and Alan feedback that they had gained value from meeting the NHS Borders staff and seeing the systems and processes we have been putting in place. They also commented on how impressed they are with the spirit of the teams and how clearly focussed they are on optimising patient care.

**Wardview Video:** On the 27<sup>th</sup> of February members of staff from NHS Borders spent the day shooting a Ward View usage video. Producing a video was something that had always been on the work plan, however after presenting a mock Board Round using the electronic white board at the NHS Scotland Unscheduled Care Event at the Beardmore in September a number of Health Boards requested further information/demonstrations so it became more pertinent. The video showcases the Borders way of working and how this is supported by the technology.

A team from NHS Borders were also invited to present at the eHealth conference at Our Dynamic Earth in Edinburgh on 18 March.

**Day of Care Audit:** We continue to carry out Day of Care Audits, the tool identifies patients currently receiving care in an acute setting who do not require acute hospital care, this is done through the examination of case notes against criteria. The most recent audit was conducted on the 5<sup>th</sup> of March 2014 with 78 people being assessed as being inappropriately placed in an acute setting.



The key highlights were that one third of the patients should have been at home and two thirds in a non-acute setting (e.g. care home, community hospital, intermediate care). The opportunity for us now is to find out if there are alternatives out there for example home with support which is part of what Connected Care will be looking at.

### **Director of Public Health**

**The Scottish Borders Early Years Assessment Team:** celebrated success at the RCM Annual Midwifery Awards by winning the Partnership Working category. The awards in London, hosted by broadcaster and journalist Natasha Kaplinsky, celebrated and shared outstanding achievement in midwifery across the UK. They recognise the best new evidence-based practice projects, team working and outstanding individuals making a difference for women, families and the newborn. NHS Borders and Scottish Borders Council have developed a team of health and social care professionals, including social workers and family support workers, led by the Early Years Team Leader, Linda Davidson, to offer support to vulnerable families in areas such as lifestyle, infant development and health matters and the parents' role in nurturing their child. Rebecca Wade and Anne Baxter, midwives at NHS Borders, and social worker Kay Shepherd picked up the accolade at the event on 22 January. This is a fantastic achievement and one that the Early Years Assessment team should be very proud of. This integrated service provides an improved service for all the women and children in the Borders. The team are delighted with this award and will continue to contribute to improving joint agency services for children and families.

### **Recommendation**

The Board is asked to **note** the report.

<b>Policy/Strategy Implications</b>	Policy/strategy implications will be addressed in the management of any actions resulting from these events, activities and issues.
<b>Consultation</b>	Board Executive Team
<b>Consultation with Professional Committees</b>	None
<b>Risk Assessment</b>	Risk assessment will be addressed in the management of any actions resulting from these events, activities and issues.
<b>Compliance with Board Policy requirements on Equality and Diversity</b>	Compliant
<b>Resource/Staffing Implications</b>	Resource/staffing implications will be addressed in the management of any actions resulting from these events, activities and issues.

### **Approved by**

<b>Name</b>	<b>Designation</b>	<b>Name</b>	<b>Designation</b>
Calum Campbell	Chief Executive		

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