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

Director of Workforce & Planning: I am pleased to confirm that June Smyth was appointed Director of Workforce and Planning following an interview held on 23 April.

Medical Director and Director of Nursing & Midwifery: Shortlisting for the Medical Director and Director of Nursing & Midwifery posts has now concluded. Interviews will take place on 29 and 30 May.

MSN for Neurosurgery: Interviews for the appointment of an MSN Neurosurgery Manager took place on 12 April and the successful appointment of Diana Beard was made. Diana has worked with the Scottish Trauma Group and more recently at ISD.

SEAT Learning Disability Managed Clinical Network Manager: I can advise that Rona Laskowski has been appointed as SEAT LD MCN Manager. The purpose of the role is to lead the development of a shared vision and coherent strategic direction for the managed care network for Learning Disability services for the SEAT Regional Planning Group across its constituent Boards. She will also be responsible for leading SEAT and its constituent Boards in the new Models of Care Programme and for leading, facilitating and supporting progress on a number of LD MCN workstreams as well as supporting innovative solutions to a new approach to LD services on a regional basis.

Child Protection Committee Independent Chair Interviews: The interviews for the Independent Chair of the Child Protection Committee were held on 14 May.

Associate Director of AHPs: The Scottish Government have agreed to fund a 2 year Associate Director of AHPs post to assist with the key delivery of the recommendations of the AHP Delivery plan and the associated actions for integration.

Open Forum Galavale: The Chief Executive met with staff from the Mental Health and associated services at Galavale.

Reshaping Care Leadership Development Programme: This was the first session of the Borders Leadership Development Programme, which was offered following feedback from the ACTION 100 programme. The first session was held on Monday 30 April with a full attendance. The aims of the programme include:
Appendix-2012-50

o to provide people with opportunities to reflect on leadership challenges they face,
o to offer some tools to help with these challenges,
o to further build on the networking and mutual support that people so appreciated in ACTION 100,
o to be responsive to what people are saying they need --so we can flex the programme depending on what you say you need -- for example, we can put on more sessions in particular topics such as integration if that is desired

Visit by SPSO Ombudsman: Jim Martin, Ombudsman, Colin Wotherspoon, Complaints Adviser and Dorothy Armstrong, Professional Nursing Adviser met with the Chair, Chief Executive and Medical Director on 3 May as part of the SPSO’s tour of Health Boards in Scotland. Discussions focused on the remit of the SPSO and understanding the complexities of both organisations. Mr Martin and his colleagues then met with Karen McNicoll, Head of Clinical Governance and Quality and explored further the internal incident review policy and complaints procedures.

Crumhaugh: NHS Borders were invited to attend the Hawick Community Council meeting held on 7 May to provide them with a presentation on Reshaping Care in Teviot. A full report will be given to the Board.

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

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<tr>
<th>Date Received</th>
<th>Circular Number</th>
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<td>PCS (AFC) (2012) 2</td>
<td>NHS Terms And Conditions Handbook: Equality Act Revisions</td>
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<td>Pharmaceutical Services: Drug Tariff Amendments- Electronic Claims Quality &amp; Efficiency Payments</td>
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<td>Primary Medical Services (Directed Enhanced Services) (Scotland) Directions 2012</td>
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<td>Revised Directed Enhanced Service – Extended Hours Access For GP Practices</td>
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<td>PCA (P) 7; (M) 9; (D) 1; (O) 3 (2012)</td>
<td>The NHS (Free Prescriptions And Charges For Drugs And Appliances) (Scotland) Amendment Regulations 2012</td>
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<td>Community Pharmacy Services: Drug Tariff Remuneration Arrangements For 2012-13</td>
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<td>CEL (2012) 15</td>
<td>Partnership Agreement Between NHS Scotland Counter Fraud Services And NHS Boards And Special Health Boards</td>
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<td>CEL (2012) 13</td>
<td>Olympic And Paralympic Games 2012: NHS Healthcare Provision In Scotland, For Members Of The Accredited Games Family, Between 16 July And 10 August (Inclusive)</td>
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<td>PCS (AFC) (2012) 3</td>
<td>Pay And Conditions For NHS Staff Covered By The Agenda For Change Agreement</td>
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<td>03.05.12</td>
<td>PCA (P) (2012) 9</td>
<td>Public Health Service Poster Campaigns 2012-2013</td>
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**Director of Finance**

**2011/12:** Preparation for the production of the 2011/12 annual accounts is well underway with external audit due to arrive on site on the 14th May 2012. Board members have been invited to a session on the 21st May to review in detail the draft accounts. The accounts will be presented to Audit Committee on the 25th June and then to the Board on the 28th June 2012. As per the nationally set timetable NHS Borders accounts are required to be finalised and submitted to the Scottish Government by the 30th June 2012.

During April Hogg and Thorburn undertook their audit of the 2011/12 Endowment Fund Accounts. The finalised accounts will be presented to the Endowment Board of Trustees on the 21st May 2012.

**2012/13:** Following agreement of the financial plan at the Board meeting in March this has been disseminated and shared with key groups throughout the organisation. All budgets have been signed off by managers and input into the finance system. Pay statements for month 1 are being issued and work is continuing on the production of supplies financial information.

A key area of focus in last two months has been finalising the Efficiency Programme. All Clinical Boards have now signed off their agreed schemes for 2012/13. The finance directorate is leading the introduction of the Aspyre system, which will be used to performance manage and monitor the efficiency programme going forward.

Work is progressing to finalise the capital plan for 2012/13 and outline plans for the next two financial years. This will be submitted to the Board for review and approval in June.

**Capital:** Business cases for Lauder and Roxburgh Street Health Centres were submitted to SGHD Capital Investment Group for approval. A number of points of clarity have been identified and discussion with SGHD is continuing. A final decision is expected in the next few weeks.

**Implementation of the National Single Instance for the Finance System:** As part of the National Shared Services Programme a workstream within the Scottish Government
Efficiency and Productivity Framework, SR10, agreed that a new national single instance (NSI) of the NHS finance system will be introduced. NHS Borders, as a member of the Tayside Consortium, moved to the new national single instance platform from 1st April 2012. The transition has been successfully completed and NHS Borders is now live on the new system. However, as anticipated, there have been a number of challenges over the last few weeks which have resulted in delays in NHS Borders processing timetable. These delays are being addressed but are impacting on the production of full financial management information at the present time.

Director of Nursing & Midwifery

International Nurses Day: NHS Borders is this week celebrating the achievements of its nursing and midwifery staff as part of Nurses Week (6-12 May). International Midwives Day falls on 5 May. Nurses Week is celebrated annually from May 6, known as Nurses Day, through to May 12, the birthday of Florence Nightingale, the founder of modern nursing.

International Midwives Date is celebrated on 5th May. Locally we will be displaying posters to celebrate this event.

NHS Borders Early Years Assessment Team was 3rd equal at the recent British Journal of Midwifery Improving Health Awards. This is a great achievement and the team are to be commended.

Vulnerable Adults/Older People Visit - Hugh Masters and Sandie Simpson, from the Scottish Government Directorate for Vulnerable Adults and Older People, are visiting NHS Borders on 10th May to meet with staff and discuss issues relating to the care of older people.

Breast Feeding – NHS Borders has achieved stage one accreditation for both hospital and community for the Baby Friendly Initiative from UNICEF at the end of April. We will be working towards stage 2 over the next year and have a programme of breast feeding education in place to support this.

Falls – NHS Borders has appointed a Falls Co-ordinator through the Change Fund to take forward the work associated with the National Falls programme.

Effective Practitioner - This website was launched locally and facilitated drop in sessions have taken place in the BGH. There is a plan to roll these out to community and mental health settings.

Dementia Champions - NHS Borders has now identified four additional nurses from across BGH, P&CS and Mental Health to undertake the ongoing dementia champion’s programme.

RRR-Rights Relationships and Recovery; Refreshed: the Report of the National Review of Mental Health Nursing in Scotland. Isabel Swan Associate Director of Nursing for Mental Health/Learning Disability Services recently submitted, on behalf of NHS Borders, the local update on the refreshed action plan for 2010-2011. There continues to be a focus on the development of mental health nursing and a number of innovative nurse led approaches were highlighted within the update.
Medical Director

Palliative Care Specialist Unit & Stroke Refurbishment Project: Enabling works on the construction site began in February 2012 and were completed successfully. BAM Construction began to make ready the construction side in early March and the decant from Ward 11 to Ward 14 took place at the end of March and was completed with no issues. The key date for the commencement of the main construction was achieved on the 2nd of April and progress remains firmly on track. On the 7th of May, the erection of the steel structure began. Development of the Art Strategy has been progressed with 6 artists selected to undertake a commission. A main priority is to now to agree the interior design scheme for the project.

A successful ground breaking event was held on the 3rd of April and this gained good coverage on local TV and in the press. Funds still to be raised now stands at £458,000.

PMS Trakcare: A consortium planning meeting took place on 30th March between Intersystems and NHS Boards to agree a running order for Order Communications go live’s. NHS Borders date for Order Comms implementation had been set as August 2012. However, a local assessment taking account of delays in delivery of the Radiology interface, concluded that the risk associated with an August date was too high. Intersystems can only support two implementations a month in addition to their committed dates for Glasgow. The outcome of the planning session was a potential implementation date of late Nov / early December for NHS Borders. Further detailed re-planning around this timeframe has taken place. A plan is being considered by Intersystems to ensure firm up the exact date and ensure they can field the appropriate resources prior to a Change Control Note being signed by both parties.

Fairwarning: The process has now been running since 1st April with real reports being reviewed and potential breaches highlighted to line managers. Information Governance staff review the findings to exclude as far as possible any false positives. Where necessary line managers are given information relating to the findings and asked to verify if the incident is a real breach and if action had been taken or if a false positive should be recorded. Work is ongoing with HR to support managers to be consistent in their application of policies and investigation where appropriate.

The first full five weeks of use returned the following statistics:

- Potential incidents reported – 715 (Average 20 per day)
- Forwarded to line management – 111 (following initial investigation by Information Governance)
- Confirmed incidents – 20
  - Self look ups – 7
  - Family – 11
  - Address – 2

While disappointing these level and type of incidents are consistent with the experience of other boards. We will continue to raise awareness among managers and staff to drive out this type of behaviours. We are working with HR colleagues to establish what level of reporting is useful to the Board and incidents will continue to be monitored by the Information Governance Committee.
Chronic Disease management Service – Community Pharmacies: CMS is picking up with Merse, Duns and Chirnside pharmacies with 408 eligible registrations and 884 prescriptions issued by 4th May. We are looking for more practices and pharmacies to become early adopter sites.

**Director of Workforce & Planning**

**Annual Review 2012:** Formal guidance regarding the Annual Reviews for 2012 has been received. The Planning & Performance team are currently reviewing this and planning will commence for NHS Borders Annual Review which is due to take place on 16th October 2012.

**Business Continuity Training:** A training exercise was held on Monday 23 April for all staff within the Workforce and Planning Directorate to test the teams’ Business Continuity (BC) arrangements. This tabletop exercise involved scenarios based on a potential travel crisis and were tailored to the business of the Directorate to challenge the existing BC arrangements.

The feedback and actions agreed from the exercise will result in the updating of each service’s BC plans and the development of an overarching Standard Operating Procedure for the Department to further co-ordinate these plans. Another BC training exercise will be planned for the Department in due course.

**NHS Borders eLearning:** A collaboration recently agreed between NHS Borders and the Public Library Service provides NHS Borders staff with supported access to computers close to the workplace to enable staff to complete their statutory / mandatory eLearning and access eKSF and other online resources. Staff also have access to Learning Zone computers which are placed in all community hospitals, all mental health locations plus a number of GP practices.

For staff based in or near the BGH, a dedicated computer suite has been established. Funded by NHS Education for Scotland, it will provide access to 17 computers for drop-in and scheduled training. An eLearning facilitator will support users to complete their eLearning. Both the environment and the computers will be accessible – by installation of a hands-free automatic door, use of assistive technology and out of hours swipe access – providing the first fully accessible computer training suite in NHS Borders. As well as supporting staff to complete statutory / mandatory eLearning and develop computer skills, this facility will support the wider use of blended learning approaches – for example in the rollout of the new HR system (eESS), the new Patient Management System, (TrakCare) and other corporate and clinical systems.

**Focus on age 16-19 and enabling “age as an asset”**: NHS Borders is responding to future workforce demography challenges such as population changes, a growing older population, a reduced pool of younger workers from which to recruit and significant staff shortages in some key clinical areas. The collaborative ‘We Care’ pre-employment programme between NHS Borders, Scottish Borders Council and Borders College of Further Education has provided a supported route to enable school leavers, unemployed or those who have been made redundant to work in the Health and Care sectors. Five successful pre-employment courses has resulted in; 60 people recruited in health and social care sectors, 54 sustained course places (90%), 42 progressed after the course (70% of course starts), one into further education, two into higher education and 39 into employment.
NHS Borders is now working with Skills Development Scotland and Borders College of Further Education to provide school leavers with both training for work opportunities and clinical and non-clinical placements as part of the ‘Get Ready for Work’ scheme. In addition we are exploring the new Job Centre Plus sector based work Academy scheme with Estates and Facilities who are facing particular aging workforce demography challenges. The new Modern Apprenticeship in Health will provide further opportunities for the 16-19 and unemployed in health and social care.

The Workforce, Education and Development Advisory group in south east Scotland have highlighted key messages from the “Age as Asset” research. [http://www.nes.scot.nhs.uk/media/835508/age_as_asset.pdf](http://www.nes.scot.nhs.uk/media/835508/age_as_asset.pdf) NHS Borders has previously piloted the Strathclyde University Life Long learning development course for older employees. Future dates are being negotiated.

**Health Care Support Worker (HCSW) Development:** An NHS Borders 2012 HCSW Strategy has been developed to provide an education, supervision and governance framework for NMAHP support worker role development. NHS Borders and Scottish Borders Council are currently exploring the development of generic support worker roles in rehabilitation and enablement, dementia services and avoidance of admission and support of early discharge (which spans across home care and community nursing teams) with support from NHS Education for Scotland.

The national Nursing and Midwifery Workload and Workforce Planning Six Step Methodology, the Professional Judgement and Acute Workload Measurement tools, and educational training needs analysis have been utilised to assess the staffing requirements and to create a workforce plan in an acute medical ward. Detailed workforce analysis helped to re-adjust the nursing establishment, develop a skill mix proposal and provide a robust supervision structure for competency and role development. This Workforce Development Model will now be utilised to support service redesign across NHS Borders and the HCSW Strategy will provide a local education, supervision and governance framework for HCSW role development across NHS Borders. A HCSW programme has been delivered successfully to candidates undertaking their SVQ Programme in collaboration with Borders College. This will now be made available to all HCSWs as their Clinical update.

**Director of Estates & Facilities**

**Orthopaedic Out Patients / Fracture Clinic:** Work has been ongoing within the former Endoscopy suite accommodation adjacent to A&E over the past few months, to redesign this ground floor and accessible unit within the centre of BGH. The redesign brief has been developed to provide dedicated consulting and treatment room accommodation for the Orthopaedic Out Patient service, incorporating links through to related accommodation within A&E. Following the completion of this project, much needed additional space will be released within the A&E corridor, assisting in the management of this emergency service.

The enabling works contract will be completed by week ending 12/13th May and it is anticipated that the commissioning team work will be taken forward at pace resulting in the new facility becoming operational later this month.

**Lauder, Galashiels and Scottish Ambulance Service capital projects:** The Scottish Government Capital Investment Group, CIG, have considered the business cases for all
three projects, the latter two very much dependent on each other as the SAS service have
an agreement with NHSB to construct their new station within the grounds of BGH, 
releasing the much needed space within the centre of Galashiels to accommodate a new 
Health Centre. CIG have yet to confirm final approvals, although these are expected. In 
the meantime work continues with the South East Hub Development Team taking forward 
the detail design of each project.

Potential for Judicial Review, Land at Lauder: A resident living within Lauder has 
sought legal advice, her representative is considering both a judicial review of the 
appropriation of common good land and also a judicial review regarding the planning 
permission granted for the project. Central Legal Office have been consulted and have
advised that there are no grounds to suspend the further development of the Lauder 
project, the initial conclusion of our legal team is that it would be highly unlikely for 
evidence to be found which would support a judicial review. Independently to NHS 
Borders, SBC have also been approached and are compiling a formal response.

Director of Public Health

Promoting healthy weight: local food networking event: As part of the multipronged
approach to promote healthy weight in Scottish Borders and address the challenge of
overweight and obesity, Public Health has been working in partnership to raise awareness
and encourage the purchase of local produce. Public Health hosted a networking event
on 1st May at Langlee to promote local food access and availability and explore links with 
healthy living. The workshop was run in conjunction with Community Food and Health
Scotland and NHS Scotland’s Food and Health Alliance and was attended by a wide range
of participants: local producers, caterers, community groups and organizations, higher 
education, those working in employability and volunteering, and environmental health.

The event showcased various examples of work that helps promote local food: local
growing of produce for sale or distribution within local communities, campaigns to
encourage people to shop local and plan and consider what they buy and cook to reduce
waste and energy use; and innovative ways to help people get access to fresh food if they
have limited opportunity to shop for themselves.

Initiatives that featured on the programme included:

- The Borders Healthy Living Network, which works with local communities to address
  health issues and reduce inequalities and will be describing current activities to
  promote the growing of local produce and its distribution within local communities;

- Tweedgreen Food Challenge which was led by a voluntary organisation of local
  people. Local communities were supported to source local ingredients and grow food
  for local consumption. Learning from the project is being used to explore the
  development of a food hub in Peebles, based on a successful model in Moffat – Moffat
  CAN;

- Breadshare Community Bakery, which is a community interest company set up by local
  people who wanted to make real bread available through a viable, sustainable, not-for-
  profit bakery business in the Scottish Borders.

The event recognised that is much to be gained in terms of health, economic development
and sustainability by making greater use of local food sources. Proactive steps will be
taken to build on the networking that took place at the event, with support from the national
partner organisations, and to identify practical actions that have benefits for healthy weight, sustainable food production and the local economy. These will be incorporated in the local action plan on promoting healthy weight which will be presented to the NHS Borders Board and to SBC in the summer.

**Day of Commitment Dignity at Work:** On the 30th of May 2012 the Scottish Government Directorate of Health Workforce and Performance in partnership with NHS Scotland, associated staff organisations and Trade Unions will be hosting a 'Dignity at Work – Day of Commitment'.

Although not the only stakeholders in NHS Borders, the Equalities Steering Group is a key group in promoting Dignity at Work and wish to encourage attendance at this event. The objectives of the event include:

- To provide Boards with the opportunity to learn from a selection of good practice examples regarding the Dignity at Work agenda;
- To present an overview of research recently undertaken regarding the implementation of the ‘Give Respect Get Respect’ toolkit, together with recommendations;
- To share early highlights from the Staff Experience project;
- To create a launch pad for future commitment for taking this area of work forward.

The Occupational Health Service Manager from NHS Borders will be presenting at the event and there will be other NHS Borders representation; it is hoped to be able to provide feedback and arrange a follow-up event locally.

**Scottish Borders Youth Commission on Bullying:** Scottish Borders Council established the Scottish Borders Youth Commission on Bullying in March 2011 to present evidenced recommendations on the prevention and management of bullying behaviour in order to inform the development of a revised Anti-Bullying Framework for the Dept of Education and Lifelong Learning. Twelve Youth Commissioners (aged 14 – 23) gathered evidence, researched sources, analysed results and, in March 2012, presented a set of recommendations to Scottish Borders Council. The Youth Commissioners make five sets of recommendations that refer to: definition and approach; raising awareness and prevention; education and training; management, response and recording; monitoring and implementation.

The Council requested the Director of Education to respond to the recommendations and work on this is now underway.

The Commission was supported by a multiagency Advisory Group with representation from Public Health (Joint Head of Health Improvement), the Police, schools and Respect Me, the national anti-bullying network. The research undertaken by the Youth Commissioners included a focus group with a cross section of NHS Borders health professionals and direct interviews with selected practitioners.

The Commission is a first step for SBC in the co-production of policy with the active engagement of those directly affected or with personal experience of the issues involved.
Consideration is now being given to the lessons learned from this methodology for wider application locally and nationally.

**Recommendation**

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

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<td>Calum Campbell</td>
<td>Chief Executive</td>
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**Author(s)**

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