

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

Borders Local Integrated Sensory Service: 07.04.14: Paul Wheelhouse MSP and Delia Henry (BLISS), met with the Chief Executive to discuss the potential for funding. BLISS is a combination of organisations providing support to people with a sensory impairment.

Michael Moore MP: 10.04.14: The Chief Executive and Chairman continue to meet regularly with Michael Moore MP to brief him on local health service issues.

Area Forum Meetings: The Chief Executive engaged with the local Area Forums when presenting the NHS Borders Clinical Strategy in order to assist with engagement of communities in this important initiative.

UNICEF Celebration Event: 24.04.14: A celebration event was held to commemorate NHS Borders being accredited with the UNICEF Stage 3 Baby Friendly Initiative (BFI) for Hospital and Community.

Integration Shadow Board: 28.04.14: The first meeting of the Integration Shadow Board was held on 28 April 2014, where the Board agreed its Terms of Reference and Standing Orders. It also discussed the way forward for integrated budgets for the services that may be included within its' remit.

Department of Health: 07.05.14: The Chief Executive attended a dinner with John Rowse from the Dept of Health, Paul Gray, Director General & Chief Executive NHS Scotland, Tim Davidson, Chief Executive, NHS Lothian, Alex Mahon, Director of Workforce, NHS Lothian, Sue Bruce, and other Scottish Government Directors.

Medical Detection Dogs: 09.05.14: The Chief Executive met with Dr Claire Guest, Chief Executive, Donna Brander and Michael Brander of Medical Detection Dogs (MDD). The MDD is a charity that works in partnership with researchers, NHS Trusts and Universities with the aim of training specialist dogs to detect the odour of human disease.

Tweed Group: 12.05.14: The Tweed Group is a forum of leaders within the Scottish Borders formed by Michael Moore MP to assist in promoting engagement and positive partnership working between public sector organisations and private businesses alike.

Shadow Integration Board Workshop: 02.06.14: The workshop focused on exploring the principles for joint working for the Board, discussing improved key outcomes for people using integrated services and undertook a facilitated detailed discussion on the scope of the integrated budget thereby supporting the Shadow Board to agree the position for 14/15 at its meeting in June

NHSScotland Event: 03.06.14: The Chief Executive attended and participated in the NHS Scotland event

Integration of Adult Health & Social Care: 09.06.14: The Chief Executive took part in the Pfizer Conference on the integration of adult health & social care.

Paul Gray, Director General & Chief Executive NHSScotland: 12.06.14: Paul Gray met with the Chief Executive and Tracey Logan, Chief Executive of Scottish Borders Council to discuss the progress being made in regard to the integration agenda locally.

Open Forum: 13.06.14: The Chief Executive continues to hold open forums for all staff to attend at various locations within the NHS Borders estate. He met with the Community Mental Health and & Joint Learning Disabilities services most recently.

Joint Chief Executives Event: 18.06.14: Building on a joint event that was hosted in November 2012 and the work that has been progressed in the development of integrating health and social care services, Chief Executives from both the NHS and Local Authorities once again met together.

NSS Senior Management Forum: Panel Discussion with Ian Crichton:19.06.14: The Chief Executive formed part of the panel discussion engaging with senior leaders in NHS NSS.

HEI Unannounced Inspection: The Borders General Hospital received an HEI Unannounced Inspection on Tuesday 10 and Wednesday 11 June 2014. A draft report will be made available on 16 July to check for factual accuracy. The final report will be published on 12 August 2014.

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

Date Received	Circular Number	Title

Medical Director

The Medical Director continues to attend the Primary Care Strategic Forum as executive lead for NHS Borders that continues to address new models of Primary Care to support the delivery of 20:20 vision.

Workforce challenges in terms of doctor recruitment and retention continue to dominate the agenda locally and nationally with increasing numbers of vacant GP out of hours and consultant and middle grade posts across Scotland. We are now also starting to see issues with vacancies in daytime General Practice. As reported previously we are looking at a redesign within unscheduled care to improve the patient experience and simultaneously address some of these challenges. The Medical director has been involved in a short life working group in Scottish Government looking at ways of improving recruitment and retention in unscheduled care. The first output from the group has just been circulated to boards and gives advice on visa regulation to support non uk doctors to either enter or stay in this country.

Regarding other workforce issues we continue to work closely within SEAT to find common solutions to support our interdependency

In April we hosted a local learning event for a small number of senior staff with CHKS who provide data analysis based on ISD data sources. This clearly demonstrated the capability and benefits of the system and there are plans to continue to promote the use of the system across NHS Borders.

The Medical Director also attended two national HIS events - the first to support HIS in their ambition to bring all the patient safety programmes together and streamline reporting with high level outcomes relevant to all the programmes. The second event was attended by Nurse Directors, Medical Directors and Pharmacy Directors to review the Lanarkshire rapid review process and inform the future development of a scrutiny process for Boards.

Director of Nursing & Midwifery

NHS Borders/Edinburgh Napier University Clinical Academic Strategy Nursing & Midwifery: This was developed in 2013 with the aim of strengthening clinical/academic links and improving engagement between the two organisations to support career progression of nurses and midwives, with the ultimate goal of having a Clinical Academic Career infrastructure in place during the 5 year period 2013-2018. Helen Clinkscale is involved in delivering the action plan and ensuring it is clearly mapped to the strategic aims in 'Setting the Direction' Nursing and Midwifery Education in Scotland.

Border College Lecturers: There have been some new honorary Lecturers at Borders College. These are: Kirsten Thomas (Practice Education Facilitator), Adam Wood (Senior Infection Control Nurse), Scott Murray (Liaison Psychiatric Nurse Specialist), Fiona Mann (Health Visitor) and Rod MacIntosh (Resuscitation Training Officer). They join current Lecturers: Helen Clinkscale (since April 2003), Kirsten Thomas (since May 2014), Robin Hyde (since April 2014) and Helen Pinnons (since 1998).

Stillbirth & Neonatal Death Charity (SAND) Workshop: This was held in the BGH on the 16 May with staff attending in their own time. Sara Fitzsimmons from Simpson Memory

Box Appeal (SiMBA) was also present after being informed at a Scottish Government meeting. It is understood the BGH is the first unit to have received this training.

Nurse Bank Recruitment Event February 2014 (Update): NHS Borders have recruited 8 Healthcare Support Workers. They have all been checked and induction completed in 8 weeks. 18 Staff Nurses/Midwives have been recruited with all checks and induction completed in 10 weeks.

International Nurses Day & International Midwives Day - 12 May 2014: Both Ros Moore and Alex Neil sent out letters of thanks to all nurses and midwives for their outstanding work and contribution.

Safe Staffing for Nursing in Adult Inpatient Wards in Acute Hospital NICE Safe Staffing Guidelines: There is a draft consultation between 12 May – 6 June 2014.

National Education Scotland (NES) Midwifery Leadership (Update): An article in the Royal College of Midwives Magazine highlighting the success of Scottish Midwives.

Scottish Borders Early Years Assessment Team (EYAT): Won 1st prize at the Royal College of Midwives Annual Awards ceremony for Partnership Working. This is the 2nd time they have won this award and it was highlighted in an article in the Reach magazine.

Rebecca Wade and Linda Davidson also met with Alex Neil on the 13th March and were congratulated on the Team's award.

National Staphylococcus Aureus Bacteraemia (SAB) Summit – 21 May 2014: This was attended by Evelyn Fleck and Sam Whiting.

Report from Nursing & Midwifery Workload & Workforce Planning & Acute Care Quality (NMMWPP): This was distributed on 2 May 2014 regarding information collated from SSTS on utilisation of workload tools across all of the Boards.

Baby Friendly Initiative (BFI): The Peer Support Group won the group award at the Borders Adult Learners Award. The BFI were planning on making the National Breastfeeding Awareness week (19 – 25 May 2014) into a month long awareness event.

Special Care Baby Unit (SCBU): Is compliant with the British Association of Perinatal Medicine (BAPM) guidelines.

Adverse Events Conference - 7 May 2014: NHS Borders submitted a poster to this event.

Susan Key & Nicky Gammie: Published an article on 'Time's up! Women's experience of induction of labour' in The Practising Midwife, April 2014 Edition.

Director of Finance

2013/14: During the last few months work has been ongoing to produce the presentation accounts for 2013/14. This has involved working with the External Auditors who have been on site during May and June. A draft copy of the accounts was submitted to Scottish Government on the 30th May 2014 in order that draft consolidated NHS Scotland accounts can be compiled. NHS Borders accounts for 2013/14 will be presented to the Board at it's

meeting on the 26th June 2014 where it will be noted that the Board had met its financial targets during 2013/14.

Following the finalisation of the 2013/14 accounts the Directorate is required to complete the cost accounts over the summer months for inclusion within the Scottish Health Service Cost Booklet. Population of the Integrated Resource Framework is also underway with a full Scottish Borders Partnership model planned to be made available by 1st September 2014.

Geoghans have undertaken their audit of the 2013/14 Endowment Fund Accounts. The finalised accounts having been approved by the Endowment Board of Trustees and will be noted by the Board at the meeting on the 26th June 2014.

2014/15: The finance Directorate has moved it's focus to the new financial year. Having completed the budget sign off process with managers the first reports of the new year have been produced and issued. Detailed trajectories for each area of the budget are being prepared and these are being discussed with managers.

Key to the financial plan for 2014/15 is the Efficiency Programme. Good progress has been made although a number of schemes are still to confirm the level of efficiency delivered. The monitoring of the Programme is being undertaken through the Aspyre project management system. The Board will receive an update on progress as part of the regular finance report as well as the detailed six monthly report on the Programme.

Capital: A finalised capital plan for 2014/15 will be presented to the Board at its meeting on the 26th June 2014. The main focus on the plan will be the preparation work for the health centre at Roxburgh Street in Galashiels, the replacement of the theatre ventilation in Borders General Hospital and the estates, IM&T and Medical Equipment rolling programme commitments. Work continues to maximise the sale proceeds generated by the sale of surplus properties which can then be reinvested against capital priorities. During May 2014 the sale of Fenton Lodge in Duns was concluded.

Internal Audit: The Audit Committee has been advised that the Chief Internal Auditor has resigned his post and will leave NHS Lothian in early August. Discussions are on going on the future provision of internal audit services. The Chair of the Audit Committee is being regularly updated on progress and any final arrangements will be approved by the Audit Committee.

Other: Within the finance department the implementation of the productivity and benchmarking report, which was agreed in partnership, is continuing. The department is currently working to the interim establishment. A review of the changes that have taken place is currently underway to confirm that process changes and increased use of the functionality of systems have concluded and that the expected impact can be realised. An updated organisational structure for the department will be produced following full implementation.

Director of Public Health

Clinical Strategy: The Director of Public Health has supported the Chief Executive in engaging with the local Area Forums, presenting the NHS Borders Clinical Strategy in order to assist with engagement of communities in this important initiative.

Cancer needs assessment: this substantial piece of work was commissioned by the Cancer Leads group to provide the epidemiological background for an update to the local Cancer Plan. It provides data on incidence, prevalence, mortality and survival rates for cancers locally, and comparative data for Scotland. The report has just been finalised and will be going to the Clinical Executive shortly.

Long term conditions: a project with the aim of improving patient experience and outcomes in the management of LTCs is nearing the end of its first planning phase. This has involved working with two local general practices to survey patient and carer views, assess professional views on current arrangements, and also conduct a literature review. The results of all three will be used to re-design local pathways which will then be implemented over the following 18 month long phase 2. Evaluation will assess the benefits of wider roll out. The project is being supported through the Change Fund.

Borders Alcohol & Drugs Partnership (ADP): The Borders Alcohol and Drugs Partnership (ADP) launched its new model of care and services for people affected by drugs and alcohol at a special Substance Misuse Conference at Tweed Horizons on 28 May 2014. National and local leaders provided expert insight into how the ADP and its partners will help clients by focusing both on treatment and recovery for those with problems but also ensuring those affected receive appropriate care or advice. Modern approaches to supporting clients means more than simply reducing or abstaining from alcohol, a focus on recovery through community based support is also important and benefits not just that individual but also their family and community.

Crucial to the new model are the newly contracted services for clients which started on 1 May 2014:

- Action for Children's Children and Families Service will provide parenting support to substance misusing parents as well as help to young people with their own alcohol or drug issues or who are affected by parental use.
- Addaction's adult alcohol and drugs service will provide treatment to client as well as recovery focused support relating to mutual aid groups and employability.

In addition, NHS Borders Addiction Service is realigning its work with people who have more complex needs and is working alongside Addaction and Action for Children to ensure that services are joined up.

The ADP is committed to ensuring that clients' voices are heard and North Star Consulting has been employed to improve the communications between clients and the ADP.

Physical Activity and Active Ageing Conference- 7th May Volunteer Hall, Galashiels: The Joint Health Improvement Team recently ran a successful conference on physical activity and active ageing along with their partners from Scottish Borders Council, Elder Voice and Borders Sport and Leisure Trust. The conference aimed to raise awareness of the benefits of physical activity for the health and wellbeing of older people and was attended by over 120 people. Keynote speaker was Professor Dawn Skelton, Professor in Ageing and Health at Glasgow Caledonian University. Professor Skelton highlighted the dramatic benefits of exercise in later years and how it can lead to older people living independently for longer.

Participants at the conference were also able to hear about local projects and programmes in the Borders aimed at encouraging older people to be more active such as the falls prevention programme and Borders health walk project Walk it.

A number of exercise taster sessions were also on offer from local exercise and fitness providers.

Other speakers at the conference included; Brian Sloan, Chairman of Age Scotland, Ian Findlay, Chief Officer of Paths for All and Tom Berney Chair of the University of the Third Age and Scottish Older Peoples Assembly.

As part of the Health Promoting Health Service CEL the Joint Health Improvement Team are working with staff across NHS Borders to embed the promotion of physical activity into routine practice by raising awareness of the benefits of being active and signposting patients to physical activity opportunities in their local communities.

National Food Safety Week: NHS Borders Health Protection is working jointly with SBC Regulatory Services colleagues to raise local awareness of the importance of food hygiene during the national food safety week starting week beginning 16th June. This will involve joint presentations in local supermarkets and media releases.

Detect Cancer Early Action Week: Detect Cancer Early action week media campaign is planned by NHS Borders Detect Cancer Early Coordinator and Communication Sub-Group for week beginning 23 June. The week is to coincide with the Breast Screening van in Galashiels, and also the national Breast Screening campaign. The plan however is not to focus purely on breast screening over the week, but will also provide messages on bowel screening and the generic DCE message 'Don't get scared; Get Checked'. The recent joint NHS Borders/SBC staff survey on bowel screening has to date gathered over 800 responses.

Cytology Committee and NHS Borders Learning Disability Services: The Borders Cytology Committee recently distributed a new toolkit for smear takers on taking smears from persons with a learning disability. This exciting initiative was jointly produced by the Cytology Committee and NHS Borders Learning Disability Services.

NHS Borders Fluenz school programme: NHS Borders was recently invited by Scottish Government to present to a national flu programme conference on the NHS Borders Fluenz school programme. This is seen as an example of good practice within Scotland.

Julieann Brennan, the School Flu Programme Coordinator, was also invited to present her review of the local programme to a recent Scottish Government workshop on school nursing workforce recruitment and development.

Director of Workforce & Planning

NHS Event: A case study from the local DESMOND initiative featured within the Everyone Matters session at the NHS event. The three case studies within the session were all very different, interesting and really brought the session to life. The participants had plenty to reflect on discuss as a result of these. Our contribution was acknowledged from the Scottish Government Workforce Division (www.workforcevision.scot.nhs.uk)

Website: NHS Borders launched the new public website on 19 May 2014. With a new look modern and user friendly design, the site is fully compatible for tablet and mobile

phone users, making service information accessible wherever and whenever you need information.

Details of more than 120 NHS Borders services can be found through the improved A- Z search guide, as well as information on where to turn to when you are ill. The site also contains a monthly blog written by Chairman, John Raine and video clips explaining a number of our service developments including the connected care programme and the fantastic work undertaken by our breastfeeding peer support volunteers. The new website can be found at www.nhsborders.scot.nhs.uk.

Library Review: The NHS Borders Library Service is a multi-disciplinary service serving all staff. NHS Borders assumed management of Library Services in February 2011 from Edinburgh Napier University. In April 2011 membership stood at 455 and at the start of 2014/15 it stood at 1,471. Library membership comprises NHS Borders staff, medical, nursing, midwifery and AHP students, foundation doctors, locum staff, social work services staff, Borders College students and external members. In June 2013, 39.1% of NHS Borders staff were Library members – one of the highest figures in NHS Scotland. The Library Services membership target for 2014/15 is 1,692 (+15%). The most recent customer satisfaction survey for Library Service Users indicated an extremely high level of satisfaction.

Director of Estates & Facilities

BGH Car Parking: The facilities, for long term parking, at peak times have proven to be insufficient to meet the demands of all users, in this category the demand comes predominately from Staff. Although plans are at a final stage to re-launch the staff car sharing initiative, at the end of June, early July '14, and First Bus have been operating shuttle bus services seven days per week since Easter, linking Galashiels, Langlee and Tweedbank to the Hospital, both initiatives are aimed at taking the pressure off the car parking facilities, it is recognised that additional parking spaces are required. Within the Capital Plan for the current year there is an allowance to support such an investment and a phased approach is being taken forward, the design stage in partnership with Scottish Borders Council. Phase one will see an expansion to Car Park 3, with 20 additional spaces, a further 7 spaces will be created immediately in front of the HQ/Education centre. Within phase two the northern sector of the 'helicopter' circle will accommodate circa 50 parking spaces, and within a third and final stage at this time, the area of ground adjacent to the roadway leading to Huntlyburn House, committed at this time to construction support for the SAS Ambulance Station, will provide a further facility, this during 2015/16. All developments will be subject to Planning permission, the first phase works application has been submitted.

Newstead Banking: Following receipt of a geo-technical survey report, it is confirmed that the ground within the Newstead campus is sound, with no risk of imminent slippage. The report confirms that the erosion at the foot of the banking will continue as it has done for many years, and if no action is taken to halt this erosion the banking and adjacent land will become unstable. With the medium term stability of the land confirmed, the associated work in planning the removal of items and patient records from the former mortuary block has recommenced. The asbestos contamination clearance certificate has been obtained which will permit access for representatives of the departments formerly occupying the building to remove items. An alternative location for the storage of all remaining patient records has yet to be found.

In the mean time, it is unlikely that the site will be of interest to property developers, dialogue continues between NHS Borders and Tweedwood Fishing, with limited interest shown from the adjacent land owner, regarding initiatives which may address the instability concerns. The BET will be kept informed on progress.

Borders General Hospital, Way finding: Following the completion of a detailed review of signage within the Hospital, with emphasis being placed on simplification of the many and varied signage designs and locations throughout. A plan to sub-divide the Hospital into five colour zones has been agreed by the Joint Executive Team, following consultation and agreement with the Public Reference Group. With funding through a Capital allocation this work will now proceed.

Chief Operating Officer

Scottish Government Quality Drive : Visit to NHS Borders May 2014: Kate James and Alex Bowerman visited the Borders to discuss the progress that had been made in relation to the MSK & Orthopaedic Quality Drive, a national initiative.

It was agreed that the Borders would strengthen the “structure” of the Quality Drive and that a “Guiding Coalition” would have regular huddles to focus on the issues that needed escalation and resolution. Philip Lunts, as Executive lead for Waiting Times, is leading on this work overall.

Further discussion was had in relation to the progress that had been made on each of the five work strands, which are outlined below:

Hip Fracture Pathway – Optimising care of frail older people will be led by Jennifer Fraser, Senior Charge Nurse, Ward Nine.

Enhanced Recovery Pathway – Optimising patient recovery after joint replacement will be led by Mr. Ali Mehdi, Orthopaedic Surgeon/Damon Sommerville

Fracture Pathway Redesign – Patients only attend fracture clinics if there is a Clinical Need will be led by Mr. Simon Glover, Orthopaedic Surgeon.

AHP MSK Redesign – Getting patients on the right pathway, starting in the community will be led by Colin Redmond, Principal Spinal Physiotherapist

Demand & Capacity Planning and Management – Supporting strategic and operational decisions will be led by Philip Lunts, Head of Service Improvement

Kate and Alex encouraged the Quality Drive team to make use of the Rolling Audit data. In addition it was agreed that the Borders would provide a monthly update on improvement actions and the impact they have had on the measures in the rolling audit, with the first update being due on Wednesday 18th June.

IHI Fellowship Meeting, Boston – June 2014: NHS Borders and Scottish Government, with the support of the Health Foundation has supported Erica Reid to undertake a fellowship at the Institute for Healthcare Improvement in Boston for a year. The Chief Operating Officer was invited to attend the IHI Fellowship Sponsors Meeting, a summative and celebratory event to mark the end of the year.

This went well, much positive work was showcased, and the opportunity was taken to attend various clinical settings in Boston healthcare institutions.

Recommendation

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

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

Approved by

Name	Designation	Name	Designation
Calum Campbell	Chief Executive		

Author(s)

Name	Designation	Name	Designation
Board Executive Team			