

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

The Health Foundation's Quality Improvement Fellowship Cohort 10 Returners Event: 16.10.14: The Health Foundation is an independent charity working to improve the quality of healthcare in the UK.

Each year, the Health Foundation appoints up to five senior clinically-qualified NHS professionals with a track record of achievement in quality improvement who want to develop this further. Fellows spend a fully funded year at the Institute for Healthcare Improvement (IHI) in Cambridge, Massachusetts, USA and follow a personalised development programme and carry out research in a chosen area of healthcare improvement.

On their return to the UK, fellows integrate their learning into processes and procedures at their employing organisation to improve service delivery. Fellows are equipped with the enthusiasm, experience and skills to champion the spread of quality improvement in healthcare, and promote quality improvement nationally.

The event was held to welcome the fellows back from the US and discuss how they would be developing their Quality Improvement work in the future and explore what role the fellows and sponsors could play in the work of the Health Foundation.

The event objectives were:-

- To provide an opportunity for the fellows to highlight and share what they have learnt in terms of new knowledge about improving quality, and to explore how they intend to apply this knowledge and learning in their own organisations and beyond
- To provide an opportunity for the fellows to meet and link with some key influential external stakeholders
- To offer support to the returning QIFs by providing the opportunity to reconnect with the UK context and reflect on their experience
- To explore their 'new' role in their organisations after their return, as well as the role and responsibility of their sponsors in supporting them and creating the environment for Quality Improvement
- To explore how the Health Foundation can support the fellows in their Quality Improvement work

- To explore how the QIFs and their sponsors can engage with, and support the work of the Health Foundation

Open Forum: 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 staff at Hay Lodge Community Hospital on 17.10.14.

Integration Engagement Events: 4.11.14 and 6.11.14: The events were to engage with stakeholders and advise them of the national picture – what is integration? Set out our local response – what we are doing in the Borders to respond to this and what we plan to do? And to provide an opportunity for stakeholders to shape the way that the local approach to integration is developed.

Guiding event/SPSP National Conference Driving Improvements in Patient Safety 11.11.14: The Chief Executive took part in a session at the national conference entitled: “Leadership – A Leader for Patient Safety, Who Me?”. The objectives of the session were to explore: a collective leadership approach which places responsibility for patient safety across the healthcare system; how the values, behaviours and beliefs of the collective leaders drive priorities and culture and; poses the question how do you move this from what you say as a leader to what you actually do?

NHS Borders Dementia Conference: 13.11.14: The Chief Executive gave the welcome at the “Have Your Voice” conference. The conference was designed to give an update on the developments in dementia nationally and locally with opportunities to learn/experience more about dementia.

Public Health Review: 2.12.14: The Chief Executive has been asked to join the national Public Health Review. The first meeting of the group takes place on 2 December.

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
30.09.14	PCA (M)(2014) 11	Shingles (Herpes Zoster) Immunisation Scheme – Year 2 DIRECTED ENHANCED SERVICE
30.09.14	CMO 2014 25	Guidance For NHS Scotland Staff Wanting To Volunteer To Support The Ebola Virus Disease (Evd) Response In West Africa
10.10.14	PCA (P) (2014) 21	Pharmaceutical Services: Amendment to Pt 11: Discount Clawback Scale for Proprietary Drugs.
03.10.14	PCA (P) (2014) 19	Pharmaceutical Services Amendments To Drug Tariff In Respect Of Remuneration Arrangements From 1 October 2014
06.10.14	CEL (2014) 19	Mental Welfare Commission Report: Specified Person Monitoring
08.10.14	PCA (D) (2014) 10	Practice Premises Revaluation Exercise – 2014/15
15.10.14	CMO (2014) 26	Ebola Outbreak In West Africa
16.10.14	PCA (P) (2014) 22	Pharmaceutical Services Amendment To Drug Tariff

		Discount Claw Back Rate Pt 7 Generic Drugs
16.10.14	PCA (P) (2014) 23	Additional Pharmaceutical Services Public Health Service Directions 2014
22.10.14	PCS (AFC) (2014) 3	Textual Changes To Agenda For Change Handbook
23.10.14	CMO (2014) 27	Guidance For Doctors Completing Medical Certificates Of The Cause Of Death (Mccd) And Its Quality Assurance
11.11.14	PCA (M) (2014) 12	Influenza and Pneumococcal Immunisation Directed Enhanced Service
07.11.14	PCA (P) (2014) 24	Pharmaceutical Services Amendments To Drug Tariff In Respect Of Advance Payment arrangements From 1 December 2014
11.11.14	PCA (P) (2014) 25	Community Pharmacy Contract: Infrastructure Support – Staff Training
11.11.14	PCA (P)(2014) 26	Pharmacist Assistant Training Grant Funding
12.11.14	CMO 2014 28	Public Health Review
12.11.14	PCA (M) 2012 06 AMENDED	The Primary Medical Services Directed Enhanced Services (Scotland) 2014 Palliative Care
10.10.14	PCA (P) (2014) 20	Pharmaceutical Services Amendment To Drug Tariff Discount Claw Back Rate Pt 7 Generic Drugs

Director of Nursing & Midwifery

Awards

Patients First Bursary from the Foundation of Nursing Studies: Ruth Magowan, Paediatric Nursing Specialist, and Chrissie Smith, Advanced Paediatric Nurse Practitioner, have been awarded this bursary for progressing Person and Family Centred Care in Paediatric Care in NHS Borders: Collaborating for the Future.

2014 Scottish Health Awards (6th November 2014): Huntlyburn Ward were shortlisted in the category of Care for Mental Health Award.

Maternity and Children Quality Improvement Collaborative (McQIC) Learning Session (30th September 2014): NHS Borders won the “Best Maternity Storyboard”.

Person Centred Health and Care Funding 2014/15: NHS Borders submitted an application for this funding for £7,030 and we have been advised that this has been successful. This funding will go towards testing the 'Playlist for Life' music therapy project in an inpatient unit for older adults, to develop staff training and support, and to support work to improve systems for gathering and responding to patient feedback, including display boards in wards.

Publications

British Journal of Midwifery: The Midwifery Team at NHS Borders had their paper “Instrumental Vaginal Deliveries Performed by Assisted Birth Practitioner Midwives and Medical Practitioners: A Comparison of Neonatal Outcomes, Maternal Outcomes and

Maternal Satisfaction” on the first six months of the Instrumental Vaginal Delivery audit published in October 2014.

Infection Control: Created a poster in conjunction with Health Protection Scotland titled “Norovirus Outbreaks: Utility of Community combined with Hospital data to explain local variations”. It was exhibited at a National Infection Prevention Society (IPS) meeting and was an appendix to the NHS Borders Infection Prevention and Control Team Norovirus Outbreak Report 2013/14. The poster analysed data from NHS 24 on community symptoms of diarrhoea and vomiting (D&V) within the Borders area which supported the proposition that the protracted prevalence of Norovirus in the BGH last season was the result of repeated introductions from the community and not a continuous outbreak. The data analysis also explained the local variation in comparison with the rest of Scotland.

Clinical Psychology Forum: Has accepted a paper for publication titled “Introducing small changes to reduce cancellations in a Community Mental Health Team” written by Jane McLachlan, Assistant Psychologist.

Spiritual Care: had a paper on Community Chaplaincy Listening in NHS Borders Community Hospitals created by NHS Education for Scotland (NES).

Continuous Professional Development

Scotland’s National Dementia Strategy: NHS Borders has been allocated space on the Supporting Delivery of Commitment 11: NHS Education for Scotland (NES) supported Development Programme.

Volunteering: Amie Blackaby, Volunteer Coordinator, has a blog on the Volunteer Scotland website. The link is <http://www.volunteerscotland.net/about-us/our-blog/>

Visibility

Executive Walkround/Inspections: Evelyn Rodger conducted the following Walkrounds/inspections:

- 30th September 2014: Ward 4 inspection;
- 7th October 2014: Walkround of the Borders General Hospital (BGH) with Fiona Dagge-Bell from Healthcare Improvement Scotland (HIS) with Evelyn Rodger.

Flu Vaccinations: Evelyn has been proactive in promoting staff being staff vaccinated against flu. It is essential that all staff should be vaccinated as it protects not only them, but patients, visitors and family. As of the 14th November the uptake is 46% which is still below the stretch target of 60%.

Chief Nursing Officer: Ros Moore attended the BGH on the 17th October 2014. She met with the Early Years Assessment Team, Learning Disabilities Team, Evelyn Rodger, had a staff open forum with presentations from Child Health, Clinical Governance and Christine Proudfoot. Finishing off with a question and answer session from staff.

Ros Moore also announced that she was standing down in her role as Chief Nursing Officer. The interim replacement will be Fiona McQueen, who was the Director of Nursing, Ayrshire and Arran.

Scottish Borders Youth Voice Summit (3 October): Was held in Tweed Horizons and Mandy Brotherstone, Head of Children's Services attended.

Professor Day: Evelyn and Laura Jones, Head of Clinical Governance and Quality, teleconferenced with Professor Day, CEO of Mater Misericordiae University Hospital, Dublin, who was interested in learning NHS Borders Patient Safety Programme. Professor Day is planning a visit to NHS Borders in the near future.

A Vote of Thanks

Associate Director of Nursing (Mental Health and Learning Disabilities): Isabel Swan has retired at the end of November 2014 after many years of service with NHS Borders. Isabel's contribution to nursing has been outstanding and she will be missed by colleagues across NHS Borders.

David Thomson has been appointed as her replacement and he will commence work with NHS Borders on 15th December 2014. He has a wealth of knowledge and comes from Healthcare Improvement Scotland from his role as National Improvement Advisor and Inspector of Prisons.

Director of Finance

2013/14: NHS Borders Annual Accounts for 2013/14 were laid before Parliament on the 2nd October 2014 and they, as well as the External Auditor's Annual Report, are now in the public domain. The expected date for the publication of the Scottish Health Service Cost Book is the 2nd December 2014.

2014/15: Revenue: The finance team continue to work closely with Clinical Boards and services to monitor revised year end forecasts. Due to the financial pressures across the organisation this work is crucial to ensure the Board meets its financial targets. Additional control measures have also been put in place and current controls reinforced to ensure that NHS Borders has the resources to deal with the challenges of winter.

Key to the financial plan for 2014/15 is the Efficiency Programme. Good progress has been made although a number of proposed schemes have not delivered as planned. Support is being given where required or sponsors have been asked to identify alternative schemes. The monitoring of the programme is being undertaken through the Aspyre project management system.

Capital: There has been slippage on two major schemes with the capital plan. NHS Borders has been working closely with Scottish Government on the impact of this and in partnership taking into account the NHS Scotland position it has been agreed funding allocations will be adjusted to reflect revised spending plans. Commitment to additional projects will be progressed dependent on resources being made available through property sale proceeds. Work is continuing in this area but to date only one out of our four planned sales has been concluded.

Work is progressing on the Roxburgh Street Health Centre with detailed discussions with Hubco and the practice taking place. An update to the Board on this scheme is planned for the Board meeting in December.

2015/16: Revenue: Following the publication of the Scottish Government draft budget for 2015/16 there has been increased focus on the financial plan. Work across the organisation will continue over the next few months culminating in a Board Development session which is planned for early February. The early indications are that the outlook is very challenging with the requirement to deliver efficiencies at an unprecedented level which will require the Board to make difficult decisions.

Capital: In line with the draft allocations which were issued in October, and through engagement with clinical and non clinical services, a prioritised capital plan is being compiled. This will be discussed in detail at the Development session in February.

Procurement: The Director of Finance has formally assumed responsibility and accountability of the Procurement function. This arrangement will facilitate integrated working between Finance and Procurement and is in line with arrangements that currently exist in a number of other Health Boards.

Fraud: The Fraud Liaison Officer and the Counter Fraud Champion attended a national conference in November. An update from the event will be given to the Audit Committee in December.

Director of Estates & Facilities

BGH Car parking: Pressure continues for spaces particularly within the short term parking zone, The numbers of spaces committed to staff car sharing, since the re-launch of the Trip share internet based system, have failed to be fully utilised. Plans are in development to improve the flexibility in use for such spaces

Over recent weeks the first phase of expansion to the car parking facilities has seen 21 additional spaces open within car park 3, with a further 7 immediately adjacent to the HQ building. Within the next few days it is anticipated that full Planning Permission will be confirmed for a further 38 spaces within the northern sector of the grass roundel at the front of the Hospital, tendering for this work and the resurfacing and redesign of car park 2 which will incorporate increased spaces, further spaces for those registered disabled and a pedestrian route linking the Hospital and HQ building. The extent of works completed during the current year is dependent on the magnitude of tender returns and availability of capital funding.

Shared Services: As previously reported, the work being lead by Health Facilities Scotland/ Scottish Government, this through national committees and strategy review groups on, Catering, Linen and Portering Services, Transport, Estates & Capital and Decontamination, was reported to the Chief Executives Group at its August '14 meeting. Business cases and a timetable for the next phase of work is in preparation, The impact such long term service redesign will hold for NHSB has yet to be determined.

Primary Care Premises Modernisation Programme: In conjunction with P&CS Managers, the Capital Team have completed improvement projects within a number of properties, This part of a rolling programme which it is hoped future phases will receive Board Approval. An update to the Board on this programme is planned for the Board meeting in December.

Director of Public Health

Give Dry a Try in January: Borders Alcohol and Drug Partnership has agreed to 'give dry a try' in January. Participating members will commit to not drinking any alcohol for the month of January.

Individuals participating in Dry January campaigns elsewhere have anecdotally reported:

- Feeling better
- Losing weight
- Saving money

A small study in New Scientist magazine found reduced fat in participant's liver and reduction in blood glucose levels. It is also possible that by paying closer attention to one's drinking a person might highlight the need to make longer term behavioural changes.

Individuals are invited to note their participation on the 'Small Changes, Big Difference' facebook page and twitter feed. The ADP Support Team will upload messages to both media during January and will also seek to have some press coverage.

Chief Operating Officer

Appointment of Acting General Manager: Diane Keddie has stepped temporarily into the role of Acting General Manager for Primary, Acute, and Community Services with the full support of Dr Hamish McRitchie, Associate Medical Director for the BGH, Dr Jonathan Kirk, Associate Medical Director for Primary Care and Charlie Sinclair Associate Director of Nursing for Primary, Acute and Community Services. Diane has many years experience managing within the BGH and has often covered during periods of leave in the past. Diane and the team will continue to drive forward the good work that is being done across our Primary, Acute and Community Services.

Appointment of Interim Planned Care Service Manager: Katie Buckle will take up the role of Interim Planned Care Service Manager from mid-December 2014 as Holly Irwin moves on to a new role at NICE. Katie has already been working alongside Holly in developing service plans for the specialties in planned care and will also continue her current role as Lead Commissioner.

Katie is looking forward to the opportunity of working closely with clinical services and drawing on her wide breadth of strategic and operational experience within the NHS to ensure that we deliver the best possible patient care in the Borders.

Early Years Collaborative Learning Session 6: The Chief Operating Officer along with colleagues from NHS Borders and Scottish Borders Council attended the Early Years Collaborative Learning Session on 28 & 29 October. The session was again of great interest and provided valuable insight into what is happening across Scotland as we push ahead to improve services for children and families.

Institute of Healthcare Optimization (IHO): The Chief Operating Officer along with colleagues from NHS Borders and other pilot Health Boards attended a session ran by the President and Chief Executive Officer of IHO. The session provided Borders and other pilot Boards the opportunity to ask questions and hear more about the IHO methodology

and plans for implementation within each of the pilot Boards. IHO are due to report out to pilot Boards on the 6th of December which will inform our patient flow improvement work. The Chief Operating Officer and colleagues also attended the Whole System patient Flow National event on the 31st of October. The event gave attendees the opportunity to listen to a number of interesting speakers and also the opportunity to get involved in breakout sessions covering a number of subject areas such 7 Day Services, Demand and Capacity Planning, Patient and Staff Engagement to Support the Redesign of Services.

Scottish Patient Safety Programme: The Chief Operating Officer along with colleagues from NHS Borders attended a Scottish Patient Safety Event on 11 November. The focus of the event was driving improvements in patient safety and already actions have begun to improve aspects of care.

Ayrshire & Arran Institute of Healthcare Improvement (IHI) Fellows Visit: The Chief Operating Officer along with the Associate Medical Director for Primary Care visited NHS Ayrshire and Arran as part of an IHI Fellows visit. The event provided an opportunity to look at the improvement work being done in NHS Ayrshire & Arran including the chance to attend their safety huddles and to visit their A&E department, admissions unit and ambulatory care unit to learn about their ways of working. Although the Chief Operating Officer could not attend the second day of the event the Associate Medical Director for Primary Care was given the opportunity to look at safety systems in a completely different environment with a visit to Air Traffic Control and Prestwick Airport.

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			

