

**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**

**Christine Grahame MSP: 19.08.15:** The Chief Executive hosted a morning visit by Ms Grahame to the Borders General Hospital (BGH). During the visit Ms Grahame attended a patient flow meeting, shadowed at a board round, had a discussion with the DME Consultant about older people's care in the BGH, improvements over last year and planned improvements moving forward. She concluded her visit with an overview of the Discharge Lounge and shadowed Cameron Miles, Bed Buster. You will have seen the publicity that this generated.

**Monthly meetings with General Managers:** The Chief Executive continues to meet and engage with the General Managers around expectations, system flows and the patient journey.

**Burnfoot Community Futures: 26.08.15:** The Chief Executive attended a meeting of the Burnfoot Community Futures group. Topics for discussion had included branding and softplay and the "Burnfoot 2020 – A community led asset based approach to tracking improvements across Burnfoot" event to be held on 5 October.

**Scottish Improvement Leaders Event: 27.08.15:** The Chief Executive attended the completion event for Scottish Improvement Leaders Cohort 1 participants. The participants from NHS Borders were Stephen Bermingham, Public Involvement Manager, who has taken up a new role with Mid Lothian Council and David Thomson, Associate Director of Nursing (Mental Health & Learning Disabilities). Congratulations to both.

**MPs and MSPs Quarterly Meetings:** Both the Chief Executive and the Chairman continue to meet on a quarterly basis with political representatives to discuss local health related matters. Mr John Lamont MSP and Mr Jim Hume MSP attended on 4 September 2015.

**NHS Complaints Handling Procedure Working Group:** The first meeting of the national working group was held on 14 September. The Chief Executive was nominated to join the group. The first meeting focused on contributing views and ideas for improvements.

**Scotland's National Dementia Strategy:** Mr Jamie Hepburn, Minister for Sport and Health Improvement visited Melburn Lodge on 15 September. The service gave him a tour of Melburn Lodge where he met with staff and patients. Peter Lerpiniere, Alzheimer

Scotland Dementia Nurse Consultant and David Thomson, Associate Director of Nursing (Mental Health & Learning Disabilities) then gave an update presentation to the Minister on progress against “Commitment 11: We will set out plans for extending the work on quality of care in general hospitals to other hospitals and NHS settings”.

**NHS Borders Annual Review 2014/15:** NHS Borders Non Ministerial Annual Review was held on 17 September. Some of the main areas highlighted during the review included: progress against national standards and targets; the health and public sector challenge; engaging with our staff, patients and public; and the need for health services to continually evolve for the benefit of patients.

**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
07.07.15	DL (2015) 18	Revised Payment Verification Protocols: Pharmaceutical Services, General Ophthalmic Services, Primary medical Services, General Medical Practices
24.07.15	PCA (M) (2015) 6	Shingles (herpes zoster) Immunisation Scheme: Year 3 directed enhanced service
24.07.15	PCA ( M ) (2015) 4	Meningitis B Infant Vaccination programme directed enhanced service
27.07.15	PCA (0) (2015) 2	General Ophthalmic Services
27.07.15	PCA (M) (2015) 7	Primary Medical Services
03.08.15	PCS (AFC) (2015) 2	Annual Increments for Bank Workers
06.08.15	DL (2015) 20	Winter Report and Preparing for Winter 2015/16 Guidance
06.08.15	DL (2015) 21	National Primary Care Workforce Survey 2015 A survey of Scottish General Practices and GP Out of Hours Services
07.08.15	CMO (2015) 10	Meningococcal ACWY (Men ACWY) Vaccination Programme: University Freshers And Adolescents Aged 14-18.
19.08.15	PCA (M ) (2015) 5	Meningococcal ACWY Vaccination Programme: University Freshers and catch up for 14-18 years olds Directed Enhanced Service
20.08.15	CMO (2015) 15	Meningococcal ACWY (Men ACWY) Vaccination Programme: University Freshers and Adolescents Aged 14-18
21.08.15	PCA ( P ) (2015) 17	Amendments to Drug Tariff in respect of special preparations and imported unlicensed medicines
27.08.15	PCA (P) (2015) 16	Primary Care Funding allocation for Pharmacists in GP Practices and additional prescription for excellence funding
27.08.15	DL (2015) 7	Delivering Outpatient Integration Together
28.08.15	PCA (P) (2015) 18	Pharmaceutical Services: Community Pharmacist Practitioner Champions
03.09.15	PCA (P) (2015) 19	Community Pharmacy Contract- Infrastructure Support- Staff Training
14.09.15	PCA (P) (2015) 20	Community Pharmacy Contract: Public Health Service PHS - EHC APS Circular

17.09.15	PCA (M) (2015) 8	2015/16 General Medical Services Contract: Scottish Quality And Outcomes Framework Guidance
18.09.15	DL (2015) 22	Mental Health Services For Veterans In Scotland
23.09.15	PCA (P) (2015) 21	Pharmaceutical Services Drug Tariff Pt 7 Discount Clawback
23.09.15	PCA (P) (2015) 22	Pharmaceutical Services: Amendment to Drug Tariff Part 11: Discount Clawback Scale
23.09.15	PCA (P) (2015) 24	Gluten Free Food

### **Director of Nursing, Midwifery & Acute Services**

**The Early Clinical Career Fellowships (ECCF) 2015:** Debra Grice, Staff Nurse from Huntlyburn House, has been successful in securing an ECCF 2015 Fellowship. The Fellowships allows an opportunity for highly enthusiastic, talented and motivated nurses and midwives to develop personally, professionally and academically at an early stage in their career. The fellowships have a positive impact on patient care delivery both now and in the future through focussed support and maximisation of leadership potential.

**Robin Hyde, Advanced Paediatric Nurse Practitioner (APNP):** Robin has been successful in securing a Lecturer's post in Advanced Practice at Edinburgh Napier University. Robin will continue to work one day per week as an APNP in the Borders General Hospital in a seconded capacity for one year.

**Scottish Quality and Safety Fellowship (11 & 12 August 2015):** Evelyn Rodger was on the Panel for the Scottish Quality and Safety Fellowship interviews.

**Quality Improvement Workforce Capacity and Capability Programme Board (17 August 2015):** Evelyn sits on this newly established Board. The aim of the work is to increase capacity and capability in relation to Quality Improvement within NHS Scotland.

#### **Walkround:**

- A Walkround of Theatres on 4 September 2015.
- A Leadership Inspection in Ward 4 on 29 September 2015.

**NHSiS Risk Management Network-** sub group with remit for formulating and proposing a national approach to risk management framework: Sheila MacDougall, Risk & Safety Manager, is a member of the group.

**Risk & Safety – Health and Safety Self Assessment:** The returns for the Occupational Health and Safety Self Assessment which was undertaken by all line managers in NHS Borders has achieved 100% return in July 2015.

**Management Restructure:** the next stage of the management restructure is now underway. Interviews and assessment centres for Clinical Nurse Managers and Clinical Service Managers take place week commencing 7 September 2015. The outcomes of this process will be communicated to all staff once complete.

**Delivering the Future Programme:** Katie Buckle, General Manager – Planned Care and Commissioning, has been identified as the NHS Borders delegate for the leadership programme 'Delivering the Future'.

**Institute for Healthcare Optimisation (IHO):** The Theatres and Surgical Flow project with the IHO is well underway. A midpoint data submission has now been shared with the IHO, and the operating guidelines which NHS Borders has developed have been shared with other pilot sites. Further information will be available later in the autumn on the next stages of the project.

**Orthopaedics:** The orthopaedic service has successfully appointed a new substantive consultant to the service.

**Radiographer invited to speak at the UK Radiology Conference:** John Airlie, Radiographer was invited to attend the National Radiology Conference to present on his project “Accurate or A Cure Rate” which looked at errors in Radiology reports created using voice recognition digital dictation and whether they were clinically significant (impacted on patient management) or insignificant (grammatical). His presentation was well received for its logical and methodical approach which could be transferred to all healthcare Radiology settings.

**General Managers Development:** the newly appointed General Managers are working together to ensure seamless care across the whole system. In order to assist with their development an action learning group has been set up by Marilyn Aitkenhead to support this whole system working.

**IV Planned Therapies:** A new IV Planned Therapies service commenced on Saturday 29<sup>th</sup> August. The service will operate fortnightly and will provide a facility for treating patients requiring complex IV therapies. The service initially is providing treatment for patients with Rheumatology. Once fully established it will also offer treatment to patients with MS who require regular monthly infusions. Currently these patients attend Edinburgh for their treatment.

### **Medical Director**

**Delivering The Future:** In early July the MD was delighted to host the interviews for the National Development Programme – Delivering the Future – we were delighted to recommend our first non clinician Katie Buckle, General Manager for Planned Care for the programme starting in November 2015.

**National And Regional Work:** The medical director continues to engage with major trauma redesign at a regional level and discussions at national level around the development of a new GP contract.

**SEPSIS:** The medical director and members of staff from the Emergency Department and the communications team welcomed the a team of doctors “Cycling for sepsis” to raise awareness around early recognition and management of sepsis and the ED department subsequently hosted a visiting team from other Board areas in the ED department showcasing our highly successive approach to sepsis in the ED department and wider hospital.

**Medical Staffing:** Since the last board report we have welcomed two new consultants – Mr Graham Dall, Consultant Orthopaedic Surgeon, Dr Lynne McCallum, Consultant in Acute Medicine and Dr Amanda Taffinder, Consultant in Old Age Psychiatry.

The medical director hosted a “Life in the Borders” session with new consultants appointed in last two years to hear about life as a consultant in NHS Borders –discussion included what we do well and how we can promote NHS Borders as an attractive place to work. The meeting was well attended and produces several useful actions to take forward through a short life working group tasked with revamping our consultant recruitment approach.

### **Director of Finance, Procurement, Estates & Facilities**

**Accounts for 2014/15:** The cost accounts for 2014/15 have been submitted for validation as part of the process for inclusion in the Scottish Health Services Cost Book, which will be released later in the calendar year.

**Accounts for 2015/16:** The finance team are working closely with clinical boards and services to increase the level of financial controls, monitor budgets and to finalise revised year end forecasts. Due to the financial pressures across the organisation this work is crucial to ensure the Board meets its financial targets.

Key to the financial plan for 2015/16 is the Efficiency Programme. Good progress has been made in the majority of schemes however it is now clear that some projects will not deliver this financial year. Non recurring and ring fenced funding will be used to ensure the target is achieved in 2015/16 however this approach will further increase the recurring shortfall which will be carried forward into the new financial year unless new recurring schemes are identified. The Strategy and Performance Committee will receive an update on this critical issue at its next meeting. An engagement programme with staff and public representatives on efficiency will be taken forward from the end of September.

**Capital:** The main focus on the plan is the health centre at Roxburgh Street in Galashiels, the replacement of the theatre ventilation in Borders General Hospital, the relocation of inpatient services at Galavale to Crumhaugh in Hawick, investment in the Board’s IM&T infrastructure and the IM&T, estates and medical equipment rolling programme commitments. The Board will receive an update on the Roxburgh Street Health Centre project at its meeting in October. There has been slippage on a number of schemes and NHS Borders is working closely with finance staff at Scottish Government, taking into account the national capital programme, to manage the situation over the year end. Work continues to generate sale proceeds, through the disposal of surplus properties. In addition to Westgrove which was sold in July it is hoped that 2 further properties will be disposed of before the end of the financial year.

**Financial Plan for 2016/17 toe 2018/19:** Detailed work on the financial plan will be begin in October however due to the Westminster comprehensive spending review which is due to conclude in November 2016/17 uplifts are unlikely to be available until January 2016.

**Integration:** Work is continuing with colleagues in Scottish Borders Council on taking forward Health and Social Care Integration. This will take into account feedback on the Integration Scheme consultation and preparation of the Strategic Plan.

**National Reviews:** Both Catering and Laundry are expected to produce their reports/business cases this month. A report will then be made to the Board.

**Car Parking:** This remains an area of work and is the busiest topic on Ask the Board. This month some areas in the car parks have been re-lined and have added in 6 long stay spaces. Some of the short stay spaces will be re-designated as Disabled spaces, with a net reduction of 1 space in the short stay car park.

**Inspection Report:** The sixth inspection of staff changing area since January has taken place. Staff changing is another live topic on Ask the Board, and as a result will repair/regenerate over 20 lockers in both male and female changing areas.

**iMatter:** This will be rolled out to Estates and Facilities.

**Other:** In order to ensure a smooth transition in line with the recent changes in the portfolios of BET members the Director will undertake an induction programme of Estates and Facilities over the next few months. It is hoped that this will ensure that most if not all of the staff impacted on will have an opportunity to speak directly with their new Director.

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

**HR - Medical Recruitment:** As part of our on-going strategy for innovative and overseas recruitment to consultant and difficult to fill career grade posts, NHS Borders has registered for a careers event in Dublin in October. Two consultants (one Anaesthetist and one Rheumatologist) will represent NHS Borders at the event which has around 250 attendees from the Irish Medical profession. Ireland may be the most satisfactory destination for overseas recruitment initiatives at present given that medical training is similar to the U.K. and there are no potential language or immigration barriers. We intend to echo the sentiments of one recent visitor and portray the Scottish Borders as an “invigorating place to work, live and enjoy” to any consultants and other doctors seeking opportunities overseas.

**Training & Professional Development:** Training and Development have been successful in gaining external funding to support 2 projects to support education pathways within support service roles and aid succession planning within the organisation.

The first project supports developing education pathways for administration staff through supporting a small number of administration staff to attain SVQ 3 in administration. Administration is an area where it is often difficult to see a career pathway and progression. Within NHS Borders this is an area where we have an ageing workforce so it is essential that we look to grow existing staff into new roles. It is hoped this qualification will support future roles within the organisation and aid succession planning. This project will also involve training an internal assessor so that we can sustain future cohorts of administrative staff.

The second project supports developing education pathways for Learning and Development staff.

As part of on-going improvements to the team we are looking to establish career pathways for our administrative support team (both L&D and Knowledge Management). This will be important in improving the existing knowledge and skills of the administrative team and growing our own talent so that as staff retire or leave we have experienced members of the Learning and Development team who could potentially fill these roles. The funding will allow us to support 2 staff through a CIPD Level 3 Foundation Certificate in Learning and Development Practice.

In addition, the department has been successful in a bid to NHS Education for Scotland for funding to support Clinical Health Care Support Worker Development. Everyone Matters: 2020 Workforce Vision seeks to ensure everyone has fair and appropriate access to learning opportunities so that they are supported to develop their knowledge, skills and competence. As a significant part of the workforce, Clinical Health Care Support Workers have a crucial role in helping deliver the Quality Strategy ambitions of safe, effective and person-centred care. The programme will offer accredited opportunities for development, building on the knowledge, skills and confidence of those who provide direct care to patients. In addition it will undertake a robust evaluation of our collaborative partnership with Borders College / Scottish Qualifications Authority in relation to Health Care Support Worker career development and qualifications, benefiting all 600 NHS Borders Clinical Health Care Support Workers indirectly.

**OHS:** The target for staff flu vaccination this year remains at least 50% of all staff working in areas with high risk patients such as paediatric, oncology, maternity, care of the elderly, haematology, ICUs, etc., being vaccinated to prevent the potential spread of infection to patients, as recommended in the [CMO\(2015\)12](#).

Uptake for 2014/15 was 54% across NHS Borders with 7 out of 9 high risk areas outlined above having an uptake of >50%. Publicity has commenced for 2015/16 and, as in previous years, focus will remain on high risk areas with the emphasis on healthcare workers' professional responsibility to protect the patients they care for. Our local stretch target for uptake this year is 60%.

All NHS Borders staff have easy and convenient access to the seasonal flu vaccine. In line with recommendations in CMO letter clinics are available at the place of work and include clinics during early, late and night shifts, at convenient locations.

Steps to ensure accessibility of vaccine include:

- On-site OH clinics in wards & departments
- Drop-in OH clinics in all hospital and community locations
- Clinics that cover early, late and night shifts
- Scheduled appointments
- Peer vaccinators
- Roving vaccinators

A variety of communication tools support publicity of the vaccination programme for example: an individual message to staff on payslips; desktop 'yellow sticky'; table top displays of frequently asked questions and myth busters; posters; leaflets; intranet featured adverts; plasma screens; dedicated micro site page; dedicated notice-boards; rolling presentations of video clips; staff stories and testimonials and global emails.

**Planning & Performance:** The Planning and Performance Team worked closely with colleagues from across NHS Borders to organise and promote the Board's Annual Review. This non-ministerial review was an all day event held on Thursday 17 September 2015 in the Tryst, Borders General Hospital.

### **Head of Delivery Support**

### **Joint Director of Public Health**

**Chief Officer Health & Social Care Integration****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>
Jane Davidson	Chief Executive		

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