

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

Feedback on Children's Services Inspection: 04.03.16: Trish Gillespie, Lead Inspector gave feedback to the agencies involved in the Children's Services Inspection. She shared the new Care Inspectorate Joint Inspection Quality Indicators for Children & Young People's Services guide and more detailed findings from the inspection in advance of the draft report.

The guide provides a framework of quality indicators to support self-evaluation which leads to improvement across services for children, young people and families. It places the child at the centre and is applicable to the full range of services which contribute to the wellbeing of all children, young people and their families. It aims to support successful implementation of Getting it Right for Every Child and integrated approaches to improving the lives of the most vulnerable children and young people.

It also includes new duties on the public sector to promote children's rights and for local authorities and health boards to collaborate with others on strategic plans for children and young people.

NHS Borders Workforce conference: Living our Values: 11.03.16: The Workforce Conference was well attended by staff and accommodated two key note speeches focusing on "Our Values in Action" and "Staff Engagement". Both these initiatives feed into our values based recruitment and training work.

Visit to Coldstream Health Centre: 30.03.16: Andrew Murray, Medical Director accompanied by Dr Cliff Sharp, Alasdair Pattinson and Jane Douglas met with Coldstream health centre staff. This as well as being part of Andrew's induction into his role allowed for discussion to take place informally with staff, particularly around NHS & Social Work integration, various issues including BGH bed shortages, staff shortages & quality of locum staff, decisions taken by secondary care that impact on primary care, redesign of services/teams such as the Cheviot team, perceived lack of carers and care packages across the Borders and the interaction between Primary and Community Services and GP practices.

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
25.02.16	CMO (2016) 6	Medical Revalidation in Scotland 2014-2015
26.02.16	DL (2016) 3	Partnership Agreement 2016
26.02.16	PCA (P) 2016 1	Stoma Appliance Service in the Community: Publication of Stoma Care Quality and Effectiveness Review Report
29.02.16	DL (2016) 2	Getting Ahead- Sustainable Whole Systems management for elective services
09.03.16	PCS (SDIA) 2016 1	Scottish Distant Islands Allowance
09.03.16	PCS (AFC) 2016 2	Pay for agenda for change staff
09.03.16	PCS (DD) 2016 1	NHS Medical and Dental
14.03.16	DL (2016) 4	Financial Resources for Integrations Authorities
16.03.16	PCs (ESM) 2016 1	Pay and conditions of Executive and Senior Management
16.03.16	PCS (D) 2016 2	Dental and Ophthalmic Services
17.03.16	PCS (MD) 2016 1	Pay Conditions of Service
17.03.16	PCS (O) 2016 3	Increase in optical voucher values
23.03.16	PCS (D) 2016 3	General Dental Services Amendments to regulations
23.03.16	PCS (AFC) 2016 3	Band 1 Review
24.03.16	PCs (AFC) 2016 4	Scottish Living Wage – Annex U and Modern Apprentices
25.03.16	DL (2016) 6	Complementary and Alternative Medicine
29.03.16	DL (2016) 5	Guidance for Health and Social Care Integrations Partnership Performance Reports

Director of Finance, Procurement, Estates & Facilities

2015/16:

Revenue: The finance team continue to work closely with Clinical Boards and services to monitor budgets and compliance with revised year end trajectories. 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. Non recurring and ring fenced funding will be used to ensure the target is achieved in 2015/16. This approach will result in a recurring shortfall at the end of the financial year which will be carried forward.

Capital: The Capital Plan for 2015/16 continues to project a breakeven position for the year end. The Board agreed secured slippage with Scottish Government linked to the East & West Brigs Inpatient Ward relocation, Roxburgh Street Replacement Surgery and the Theatre Ventilation Replacement works. The agreed slippage will be reinstated to 2016/17 to enable completion on these projects.

2016/17 onwards

Revenue: The Draft LDP for the 3 year period 2016/17 to 2018/19 has now been submitted to Scottish Government and comments are awaited. The final LDP is required by 31st May 2016. The financial outlook is extremely challenging with the requirement to deliver efficiencies at an unprecedented level which will require the Board to make difficult decisions.

Capital: The Draft 5 year LDP Capital Plan has been produced following significant engagement with Clinical and Support Service Leads. The Plan details the limited Capital Resources being available to the Board and the prioritised projects as agreed through the Capital Governance process. The Board continues to discuss with Scottish Government colleagues access to additional resources to progress high priority projects and agreement to timescales for submission of business cases is currently underway.

iMatter: Team reports have now been issued following the annual iMatter survey for finance and procurement staff. Work is planned to review action plans and ensure those meet the requirements of the staff as noted in the Team Reports.

Annual Accounts 2015/16: Work has begun on the preparation for the 2015/16 Annual Account exercise. The Board Audit Committee recently received the planned timetable which includes the routine review session (30th May 2016) which enables full discussion on the draft accounts. External Audit have confirmed the yearend audit will begin on Wednesday 11th May 2016.

External Audit: External Auditors Scott- Moncrieff recently presented their Interim Audit Report to the Board Audit Committee. The report noted that based on the audit findings the Audit Team were satisfied that the Board has properly discharged its duties to develop and implement systems of internal control, has established arrangements to prevent and detect fraud and other irregularity; and ensures that its affairs are managed in accordance with proper standards of conduct.

Internal Audit Plan 2016/17: PWC recently presented at the Board Audit Committee the Internal Audit plan for 2016/17. The 2015/16 plan was noted as being on course to be completed before the final accounts are presented to the Board in June.

Staff Development: The Finance Directorate recently participated in a development session facilitated by the Head of the NES Finance Training and Support Unit. The session topic was the national initiative Future Focussed Finance which aims to ensure Finance staff have the skills and strengths needed to support NHS organisations now and into the future.

Procurement: The annual assessment of the Boards Procurement Capability will take place on 29th March 2016. A formal report will be issued by National Procurement following the assessment.

NHS Scotland Shared Services Programme: The Directorate continues to participate in the national workshops developing the Shared Support Service Programme, the NHS Borders Board will receive an update on the programme at the Board Development Session in May 2016.

Estates Fire Inspection: A recent Fire Inspection has highlighted a number of issues and work is progressing with NHS Lothian around fire risk assessments.

Estates & Facilities Risk Register: Following a review of the E&F Risk Register discussions are being progressed with the Heads of Service as appropriate.

Medical Director

Medical staffing: locum trainee costs are significant, amounting to approx £900k in 2015/16, with problems arising when the booked individuals fail to appear on the expected date. Locum consultant costs are also of concern, reflecting the difficulties in recruitment across the country.

Clinical Governance: A reinvigorated drive with regard to Medicines Reconciliation has begun in the hospital, to ensure that patients' medicines are accurately checked and recorded without exception to eliminate an important cause of potential harm.

Pre-Hospital Medical Care services: NHS Borders has been closely involved in the national reconfiguration of Pre-Hospital Medical Care services (eg those employed in major incidents or disasters) to contribute constructively within existing resources.

Job Planning: There is now an opportunity to refresh how consultant job planning is undertaken and to improve our consistency and clarity and this will be a priority in the coming months.

Joint Director of Public Health

Community Planning under the Community Empowerment (Scotland) Act 2015 - Consultation on Guidance and Draft Regulations: The Scottish Government has published a consultation on guidance and draft regulation for community planning under the Community Empowerment (Scotland) Act 2015. The consultation closes 13th June and a Borders response will be submitted on behalf of the Borders Community Planning Partnership and brought to a future meeting of the Board. Part 2 of the Act imposes duties community planning partnerships and community planning partners around the planning and delivery of improved local outcomes, and the involvement of community bodies at all stages of community planning. Tackling inequalities will be a specific focus, and CPPs will produce "locality plans" at a more local level for areas experiencing particular disadvantage. This consultation seeks views on guidance and the draft regulation on localities. It also explains the requirements of the Act and provides pointers to best practice. We expect that final regulations will be laid before the Scottish Parliament in September 2016. The consultation paper is available on the Scottish Government consultation hub at <https://consult.scotland.gov.uk/community-empowerment-unit/community-planning-guidance>

Beating Cancer: Ambition and Action: The Scottish government has launched a new £100m strategy to tackle cancer. The new initiative aims to improve prevention, detection, diagnosis, treatment and aftercare for cancer patients in Scotland. An action plan covering the next five to ten years has been drawn up, including funding for new equipment. The plan can be accessed at <http://www.gov.scot/Publications/2016/03/9784>. The strategy contains more than 50 actions, including:

- £50 million for radiotherapy equipment and to support radiotherapy recruitment and training
- £9 million over five years to ensure better support for people with cancer and their families, for example, through Link Workers and other initiatives like Macmillan's Improving the Cancer Journey
- £5 million to target reducing inequalities in screening uptake

- £7.5 million to support improvements in surgical treatments
- An additional £10 million to support swift access to diagnostics for people with suspected cancer
- £3.5 million to drive improvements across the palliative care sector and to support targeted action on training and education
- £5 million to support waiting times performance

A presentation will be brought to a future meeting of the Board.

Alcohol and Drugs Partnership (ADP): In response to the Ministerial Priorities the ADP Support Team is undertaking an audit of alcohol related deaths. Clinical Governance and Quality are providing support to this piece of work which has the following objectives: to improve understanding of the patient journey for individuals who have had an alcohol related death; to identify service provision to those individuals who died of an Alcohol-related death within Scottish Borders in 2014 and to identify any learning points arising from the audit to inform potential interventions to prevent alcohol related deaths.

Director of Workforce & Planning

Sector Based Work Academy: A further 9 students have successfully completed the 6 week Train to Care pre-employment programme with interviews for the Nurse Bank.

NHS Borders, Borders College and The Department of Work and Pensions continue to work effectively and are planning the pre-employment courses in administration and care at regular intervals throughout 2016/2017.

Values Based Nurse Recruitment: The Workforce and Planning Directorate have effectively supported the Nursing and Midwifery Directorate with Values Based Nurse Recruitment and Induction.

This has created a systematic approach to the recruitment process, Health screening, Induction and Statutory and Mandatory training such as Moving and Handling and Prevention and Management of Aggression and Violence.

As a result of relationships built with The Department of Work and Pensions within the Sector Based Work Academy, all recruitment events now take place within the Job Centre in Galashiels.

NHS Education for Scotland successful bids: 9 Nurse Bank Health Care Support Workers have been supported to undertake the Royal College of Nursing 4 day Fundamentals in Nursing Care development programme:-

- 1 Health Care Support Worker is being supported to undertake a Modern Apprentice in Care and 4 Health Care Support Workers are being supported to undertake SVQ 3 from the Medical Assessment Unit, BGH
- 3 administration staff are being supported to undertake SVQ 3 and 1 Assessor are being supported in Business Administration
- 2 administration staff are being supported to undertake the CIPD level 3 in Learning and Development

Staff Awards Update: Planning is in full swing for the annual Celebrating Excellence Awards on Saturday 30th April 2016 at Springwood Park, Kelso. A record number of spaces have been requested, taking the event to full capacity with a waiting list now in

operation. A total of 44 finalists have been chosen by the judging panel in 12 categories; Clinical Excellence, Innovation and Improvement, Person Centred Care, Behind the Scenes, Non Clinical, Improving Health, Supporter of the Year, Rising Star, Leading by Example, Partnership Working, Primary Care Provider of the Year (new category for 2016) and NHS Borders Values Award (new category for 2016). The working group have been liaising with NHS Borders Catering department to finalise the meal which will all be provided by the in house catering team this year. Preparations will be finalised over the next 3 weeks to ensure the event is successful and a celebration of the hard work, dedication and commitment of staff and volunteers.

Director of Nursing, Midwifery & Acute Services

The Clinical Health Care Support Worker Newsletter Spring 2016: An event was held on 28th October 2015 at Convention of Scottish Local Authorities (COSLA), Edinburgh where Janice Laing, Operational Lead for Training and Professional Development and Libby Noble, Clinical Practice Facilitator delivered a presentation on the Fundamentals of Nursing Care Programme for Bank Nurse Healthcare Support Workers (HCSW's). It detailed the provision of an education programme for Bank Nurse HCSWs to support the development of theoretical knowledge for safe and effective practice aligned to the proposed revised Induction Standards, Vale of Leven recommendations and Core KSF Dimensions. It included appraising local policy, legal requirements and the health care support worker role in relation to documentation, risk assessment and incident reporting.

Critical Care Outreach Service Visit (16.03.16): The Aberdeen Intensive Care Unit Education (ICU) delegation visited the Outreach Service at the Borders General Hospital.

Area Sterile & Decontamination Unit (ASDU) Audit (26.02.16): ASDU was subjected to a British Standards Institute (BSI) surveillance audit on Friday. 1 minor non-conformance was reported, which is the best ASDU result to date.

Scottish Improvement Leader (ScIL) Programme: Karen Maitland (Service Improvement Facilitator for Planned Care) has been successful in joining cohort 6 of the ScIL Programme. Whilst Aileen McCraw (Advanced Health Improvement Practitioner) has been successful in joining cohort 5.

TRAKCare Access: NHS Borders has recently developed the authorisation protocol, governance process, and training package to enable 3rd and 4th year consolidation Nursing and Midwifery students' access to the TrakCare electronic patient information system. Providing access will enable students to develop their ward management skills and facilitate teaching related to individual patient care. This will:

1. Enable consolidation students to have access to related patient information available under appropriate supervision at the point and time of need
2. Increase Trak-awareness of future NHS Borders Nursing and Midwifery staff, most of whom come from the education streams involved
3. Improve communication pathway and identification of patients in NHS Borders clinical care
4. Help maintain high standards of confidentiality

NHS Borders is trail-blazing as one of the first Boards in Scotland alongside NHS Lothian to provide such IT access and is sharing our bespoke approach nationally through the

National Strategic Group for Practice Learning, a sub-group of the Setting the Direction Stake-holders Group.

Chief Officer Health & Social Care Integration

The Integration Joint Board (IJB) met on the 7th March to agree the Strategic Plan. The supporting financial statement was agreed at an extra ordinary meeting of the Integration Joint Board on Wednesday 30 March.

The IJB welcomed Cllr Iain Gillespie to his first IJB meeting replacing Cllr David Parker as an elected member, voting member of the Board.

On 4th March the initial feedback from the Joint Inspection Report for Childrens Services was received.

The Director of Finance for the NHS and the Chief Officer for Health and Social Care received the internal audit report on integration and are reporting it in to the NHS Audit Committee on 4 April.

In early March the first of the three locality coordinators funded through the Integrated Care Fund took up post. The aim being to work with local GP practices and communities to develop and help the implementation of locality plans, develop capacity in local areas and improve access to services for individuals, carers and their families.

Head of Delivery Support

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
Jane Davidson	Chief Executive		

Author(s)

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Board Executive Team			