

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

Developing A National Elective and Diagnostic Strategy (27/28 June): The Chief Executive attended the 2 day "Day Zero" event which focused on national/regional planning to maximise benefits - Integrating scheduled and unscheduled care - Demand modelling on a regional basis - Principles of regional planning for diagnostics and electives - Improving productivity and efficiency through redesign.

Buurtzorg Event (27 June): The Chief Executive attended part of the Buurtzorg event to engage with others from organisations interested in testing Buurtzorg in Scotland. Delegates gave their reflections and proposals on how to move forward together and agree what would make a good test and what outcomes would be sought.

Golden Jubilee Visit (27 June): The Chief Executive and Vice Chair visited the Golden Jubilee to hear about and explore their real time performance system and whether something similar or the same should or could be introduced in NHS Borders.

Primary & Community Services - District Nurses Peer Group: As part of the Chief Executive's visible leadership and interest in engaging with staff groups she attended the District Nurses Peer Group meeting on 29 June. Buurtzorg was a main topic of discussion during the meeting.

Systemview (5 July): The Chief Executive hosted a visit by John Connaghan and colleagues from Scottish Government to look at "Systemview". The system has been developed through a collaboration between NHS Borders and Nugensis. The system is considered highly functional and potentially the foundation for a broader and deeper capability over time (see more detail under Director of Workforce and Planning).

Scottish Borders Social Enterprise Chamber CIC (7 July): The Chief Executive gave a presentation to the Annual General Meeting of the Scottish Borders Social Enterprise Chamber. She reiterated the commitment that NHS Borders has to welcoming volunteers in the organisation, as well as emphasising the collective working of partner agencies through the Community Planning Partnership towards common goals for the population of the Borders.

Independent Contractors: The Chief Executive continues to visit various GP practices throughout the region (recently in Kelso, Hawick, Earlston) to engage with the GP community about the integration of health and social care.

Postgraduate Dean (13 July): The Chief Executive met with Professor Bill Reid, Dean of the Post Graduate Medicine for NES (South East Region). She was keen to engage with him on the recent Deanery visit as well as discuss the allocation of trainees locally and regionally and how junior doctors support and provide resilience to our medical rotas.

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
17.06.16	STAC (TCS03) 2016	Payroll Technical Issues - Revision
16.06.16	PCA (O) (2016) 5	Optometrist Feedback on Referrals
20.06.16	PCA (P) (2016) 10	Additional Pharmaceutical Services Gluten Free Food Prescribable Product List
22.06.16	DL (2016) 14	Consultant Job Planning Guidance
23.06.16	STAC (TCS04) 2016	Christmas & NY at Weekend
04.07.16	CMO (2016) 11	Removal of the infant meningococcal serogroup C (Men C) conjugate vaccine given at 3 months of age from 5 September 2016
05.07.16	DL (2016) 15	Physician Associates & Physician Assistants (Anaesthesia)
08.07.16	STAC (TCS05) 2016	Reimbursement of Employee NHS Business Travel Costs – May Review
15.07.16	PCS (AFC) (2016) 5	Band 1 Review – Revised Guidance
18.07.16	PCA (P) (2016) 11	Amendments to drug tariff in respect of remuneration arrangements from July 16
20.07.16	PCA (P) (2016) 12	Minor Ailment Service Directions and Service Specification
26.07.16	PCA (d) (2016) 7	1. Fee Increase – 2016/17 2. Revised GP17 and GP17PR Forms
27.07.16	CMO (2016) 10 Reissue	Changes to the Cervical Screening Programme

Director of Nursing, Midwifery & Acute Services

Scottish Improvement Leader (SciL) Programme: Margaret Baird, Project Manager and Karen Maitland, Service Improvement Facilitator have been allocated a place on the 6th cohort of the Scottish Improvement Leader (SciL) Programme. The Programme aims to develop individuals to lead improvement projects and take an advisory role to support, teach and coach others in their improvement work.

Foundation of Nurses Studies (FoNS) Patient First Programme Award: A team, led by Ruth Magowan (Paediatric Nurse Specialist for NHS Borders) together with Ann Chalmers (Paediatric Nurse Practitioner), Tracy Millin (Paediatric Nurse Practitioner) and Chrissie Smith (Advanced Paediatric Nurse Practitioner), were presented with an award for nurse-led innovation in practice. This was part of the FoNS (Foundation of Nurses Studies) Patient First Programme, supported by the Burdett Trust for Nursing. NHS Borders' Patients First project, *Collaboration for the Future*, aims to work with children, young

people, parents, families and staff in a collaborative way to find out how we can use experiences of healthcare to shape future experiences to be more person-centered.

Every year, FoNS looks for applications from across the UK to apply for its Patient First Programme. The programme offers teams the opportunity to show how nurses, midwives and health visitors are leading innovation and championing a practice culture where care is the best it can be.

For anyone visiting or staying in ward 15 they are warmly welcomed with a vibrant and colourful storyboard of balloons that are full of honest thoughts and feelings from children and parents staying in the ward. The storyboard wall has been designed and introduced as one of tools as part of this project. Children and their families are encouraged to write their thoughts and emotions on display in the balloons, for everyone to see.

The next stage of the project is to form a collaborative group of young people, parents and staff to meet regularly to discuss important issues that have been highlighted by patient stories and to act on these to influence future care.

Mental Health National Forum for Scotland: David Thomson, Associate Director of Nursing for Mental Health & Learning Disabilities has been appointed the new Chair of the Mental Health National Forum for Scotland. The Forum is hugely influential in the way Mental Health is viewed nationally and how to provide strategic support to those who require the services, including their families and carers. He has commenced as Chair in July.

Elective & Diagnostic National Strategy meeting (27th – 28th June): Evelyn Rodger attended this event in Glasgow. It primarily focused on the commencement of planning for Elective Centres.

Walkrounds: Evelyn Rodger undertook a Walkround of ITU on the 12th July.

Scotland's Dementia Awards Finalists: Melburn Lodge have been selected as finalists in the category of 'Best Innovation in Continuing Care' at Scotland's Dementia Awards. The awards will be held on 22nd September.

Director of Workforce & Planning

Project SEARCH: Project SEARCH has begun in NHS Borders as host employer and in partnership with Scottish Borders Council Employment Service, Learning Disability Service and Borders College.

The multi-agency approach is designed to provide students, aged 16 – 24 year old with a Learning Disability, the opportunity to develop employability skills and to get hands on experience in the workplace together with classroom based sessions.

NHS Borders are offering experience to 8 students on the 39 week programme. The students rotate 3 times into different areas of NHS Borders over the 39 week, spending 5 hours in the workplace as a full member of staff and 2 in the classroom each day.

The implementation of Project SEARCH represents an investment in the future workforce of NHS Borders and the wider Borders community and will contribute to the NHS Borders Corporate Objective "Improve the Health of our Population".

Looked after Children Modern Apprentice (MA) Programme: SBC Employment service ran a pilot Looked after Children MA Programme in 2015. Evaluation of the pilot highlighted the need for adequate preparation prior to commencing the MA and support mechanisms and mentorship throughout the programme.

NHS Borders and the SBC Employment Service have now jointly recruited 5 looked after Children who commenced April 2016.

The students are currently undertaking the preparation programme for the MA which will commence in August 2016. In addition mentors have been identified and trained.

This programme contributes to the NHS Borders Corporate Parenting Responsibilities in addition to the NHS Borders Corporate Objective “Improve the Health of our Population”.

Adult Support and Protection training in Care Homes: The be-spoke Adult Support and Protection training programme which took place in all 22 Care Homes in the Scottish Borders is now complete with high engagement and participation from Care Home staff.

These training sessions were developed specifically in response to the Scottish Government national priority for Adult Support and Protection in Care Homes which included training in Adult Support and Protection, Dementia Informed Practice and National Care Standards .In addition, a bespoke Adult Support and Protection session was delivered specifically to care home managers.

Adult Support and Protection Training utilises survey monkey to evaluate the impact of training on practice. As access to email is often an issue in Care Homes and to gain a full picture, Care Home managers have been contacted personally and asked to discuss the impact that the training has had on practice with staff and submit the collective feedback by post. The impact evaluation results will be used to further develop Adult Support and Protection training and to scope whether a similar refresher model would be effective for Care Home staff in the future.

Scottish Health Awards 2016: Clare Oliver, Communications Manager, has been invited to sit on the judging panel for the 2016 Scottish Health Awards. The Awards Ceremony takes place on Thursday November 3rd 2016 at the Corn Exchange in Edinburgh.

NHS Borders Annual Review 2016: The organisation for the 2016 Annual Review is underway. The review will take place on September 6th 2016

IM&T

Systemview: We hosted a session with the Chief Executive, Jane Davidson, John Connaghan and Alan Hunter from Scottish Government to demonstrate the work we have undertaken with Systemview a system being developed with the company Nugensis..

Systemview is a whole system real time view of the current status of the BGH & Community hospitals and is designed to help with decision making in managing flow across the system. There was significant enthusiasm and interest in the wider potential for Scotland and we were encouraged to move this to live testing quickly so we are able to report back on real experience of using this to change the way we manage flow across our system day to day.



Clinical Bridge: We have also worked with Nugensis and local Community managers / nurses to design a view for Community based teams. The design was discussed at a session led by Jane Davidson with local stakeholders and was really well received. Community teams are poorly served in terms of both IT and access to information to help them manage their patients – the view is intended to present a snapshot of all patients on their caseload including those admitted to hospital. The team have also visited Kelso nursing and GP teams to show them the progress and system design. Again there was a lot of enthusiasm and the potential for this to transform the way they work fitting well with their aims of exploring the Butrzog model.

Desktop refresh – General Practices: A limited refresh of some desktops has started in General Practice. This will move them to Windows 7 and a new version of the EMIS client. This new client has proved problematic through and further testing is underway to resolve this so that practices get the performance benefits of the new equipment.

Trak: A paper was presented to Clinical Executive Strategy Group on future options for the development of the patient management system Trak.

Community & Mental Health re-provision of IT system: The work of the last 9 months to develop options to replace the ePEX Community & Mental health system will conclude during August with a business case being presented to the Clinical Executive Strategy Group. The options are being scored and visits have taken place to other boards using the main systems being considered to validate information presented by the suppliers.

Joint Director of Public Health

Live Borders: NHS Representative on the Board of Trustees: Dr Andrew Riley met with the Chief Executive Officer of Live Borders (Ewan Jackson) in his new capacity as nominated NHS Representative on the Board of Trustees. This is an important transitional period for the Trust as it has recently accepted transfer of Cultural Services in 2016 with oversight of libraries and museum services in Borders into its remit alongside the strategic and operational management of sport and leisure facilities leased from Scottish Borders Council.

Borders Alcohol and Drugs Partnership (ADP): Care Inspectorate: Borders ADP recently hosted a full day visit from the Care Inspectorate on 17th June. This is part of the National ADP Self Validation exercise on how ADPs are embedding the Quality Principles in our Recovery Orientated System of Care (ROSC). This on-site visit included meeting with members of the ADP, staff from drug and alcohol services and service users. Areas discussed included the submitted Position Statement, how the ROSC is operating, leadership and governance in the context of the developing IJB. Areas of good practice

identified were also discussed including Whole Population Approach and provision of Take Home Naloxone. The overall programme has already included staff and service user surveys, completion of a Position Statement and case file reading. A local summary briefing will be submitted to Borders ADP by the end of August with a national report due by December 2016.

Tackling inequalities: events programme Summer 2016: The Healthy Living Network is delivering a range of summer programmes for families, in partnership with community groups, Live Borders and Community Learning and Development.

Health Improvement has initiated and supported the planning of an international day in Hawick on 28th August at Wilton Lodge Park in partnership with SBC, local businesses, community groups and faith groups, primary schools, high school and Polish school. A Polish Theatre company will be performing. The event is intended to foster good relations among communities and is an opportunity to promote awareness about what is happening and what services are available and how to access them and to encourage people to get involved in their community.

The maternal and infant nutrition programme is marking the world wide Big Latch On on Friday 5th August at the BGH Cricket Pavilion. This event celebrates breastfeeding and promotes peer support.

A Big Lunch event is being held on 6th in August at Tweedbank Sports Complex as part of the Healthier Me learning disabilities healthy living project, in conjunction with Live Borders. A range of organisations will be promoting activities and ideas for healthy living.

Director of Finance, Procurement, Estates & Facilities

Financial Year 2015/16: Following approval at the Board meeting on the 23rd June 2016 the Annual Accounts have been submitted to the Scottish Government for consolidation. Following completion they will be laid before the Scottish Parliament in due course when they will become a public document. This is likely to be in September or October. The Cost Accounts for 2015/16 are currently being prepared for inclusion in the Scottish Health Services Cost Book, which will be released later in the calendar year.

Financial Year 2016/17

- **Revenue:** In light of the financial position at the end of June additional finance resource has been focused on the BGH with a member of the team based full time in the hospital for a period of time. The impact of this temporary arrangement will be reviewed. Across the wider organisation the finance team are working closely with services to ensure financial controls and the monitoring of budgets are in place.
- **Capital:** Following a presentation at the Board Development and Strategy Session on the 23rd June 2016 and agreement by the Board the contract for the new health centre in Roxburgh Street, Galashiels has been signed. Construction on site started in July. In the case of Eyemouth Health Centre following a tender exercise a contract has now been awarded. Work is now underway to finalise a start date on site.

- **Efficiency:** Key to the financial plan for 2016/17 is the Efficiency Programme. The position on savings remains challenging. To date NHS Borders are reporting delivery of £3.5m. The majority of the schemes in the programme remain high risk and recurring plans have not been identified to fully meet the recurring element of the target. We will continue to work with and support identified leads to increase certainty around savings proposals and bring forward savings where possible. Monthly monitoring of the Programme is being undertaken through the Quality and Efficiency Board and reported to the Clinical Executive Operational Group. The Board will receive an update on the Efficiency Programme and at each the Strategy and Performance Committee. In addition the Board Executive Team receives monthly updates on the programme and Financial Position Oversight Group (FPOG) has focused increasingly on efficiency. The Board Financial Resources Group which is being set up will consider in detail the financial challenge the Board is facing.

Audit Scotland Reports: The following Audit Scotland reports were presented to the June meeting of the Clinical Executive Operational Group with the agreed action noted against each report:

- Reshaping Care for Older People Impact Report (**Audit Committee for information and Susan Manion to action**)
- Improving the Quality of NHS Annual Report & Accounts – Good Practice Note (**Audit Committee to action**)
- Code of Audit Practice (**Audit Committee to action**)

Finance Staff Development: The Finance Directorate continue to progress with the National Initiative for Finance Teams - 'Future Focused Finance'. The initiative aims to ensure Finance staff have the skills and strengths needed to support NHS organisations now and into the future. The Information and Reporting Project was launched on the 20th July 2016.

Procurement Capability: Following the annual assessment of the Boards Procurement Capability in March 2016 the formal report has now been issued by National Procurement which noted the Board at Superior banding with a score of 75%. The report notes a number of recommendations where performance could be improved and these recommendations will be progressed by the NHS Borders Procurement Steering Group.

Estates Update: The new Fire Advisor will take up post on 8th August 2016. Initial priorities will be fire risk assessments and fire safety training. NHS Borders has been supported by Health Facilities Scotland through the process of appointment and the planned workplan for the Fire Advisor.

EE has been awarded the mobile telephone contract for the next five years. A survey will be carried out to identify areas where the signal strength requires improvement.

The revised method of disposal of confidential waste at the BGH has been successfully implemented. The new method using secure cassette units will be rolled out to the Primary Care and Mental Health Units in the next month.

A meeting has taken place with SBC flood protection planners to review the proposed installation at Hawick scheduled for 2019. The main issues will be access to the Health Centre and disruption due to noise caused by pile driving along the banks of the Teviot.

Following a national tender Anglian Water were successful for the supply and management of water to NHS premises. A meeting has taken place with representatives to discuss account management, emergency water plans and other related issues under the framework.

The water safety audit, concentrating on management processes and procedures, was carried out by the newly appointed Authorising Engineer on 21st July 2016. The outcome of this recent audit is awaited

National Shared Services Outline Business Case (OBC) for Laundry: Chief Executives reviewed this and supported this as the longer term strategic direction. In the short to medium term the focus should be on increasing the efficiency and productivity of NHS laundries by sharing best practice.

Catering Achievement: The Deputy Catering Manager has completed her studies and has achieved a Foundation Degree in Facilities Management with merit.

Medical Director

Chief Resident: The new trainees are being approached to take on the novel role of Chief Resident, a key part of our response to the Deanery report. The effectiveness of this role in enhancing engagement will be evaluated over the coming year.

Heads of Service refresh: The refresh of the Heads of Service role is almost ready to begin, with clearer roles and responsibilities, a leadership development programme, a new title, a length of tenure etc. This is required to provide us with a dynamic medical leadership group to help us meet the challenges ahead, many of which depend on an engaged medical community.

Chief Officer Health & Social Care Integration

Social Care: In May we were sorry to see Jane Douglas leave the Social Care Service. Gwyneth Johnstone has subsequently taken up post as Group Manager in Social Care with responsibility for the operational management of the local teams. We have added capacity to the service by appointing an additional post on an interim basis to facilitate the commissioning and service redesign elements of social care.

Allied Health Professions: July also saw the departure of Karen McNicoll, Assistant Director of AHPs, to take a promoted General Manager Post in Highland. Karen will be missed for her wide ranging contribution to NHS Borders. On an interim basis, Anne Suttle will cover this role as we review and look to recruit as soon as possible.

Transforming Unscheduled Care and Primary Care: In June a national conference was held, hosted by the Scottish Government, which gave a strategic overview on issues facing primary care, in particular General Practice. This strategic overview, as well as the emerging GP contract guidance, is helping us shape our funding application to the Government for transformational initiatives relating to primary care which is currently being completed.

There is a similar request for bids against a transformational programme for unscheduled care, linked to the national review of unscheduled care, which will be completed and submitted to the Scottish Government in mid August.

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		

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