

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**

**Joint Inspection of Older People's Services:** The Chief Executive attended a joint briefing session by the Care Inspectorate and Health Improvement Scotland on the older person's inspection held on 2 November. The session focused mainly on introductions and scene setting ahead of the joint inspection which will commence on 16 January 2017.

**NHS Scotland Senior Leaders Forum:** The focus of the session held on 15 November was delivering and governing transformational change.

**Scottish Patient Safety Programme (SPSP):** The Chief Executive attended the national event held on 29 November which brought together the SPSP programmes and noted the continuing improvements being made. It also enabled those present to learn from their colleagues about safety work across Scotland and beyond.

**Buurtzorg:** The Chief Executive supported the two in the Borders Buurtzorg events held on 30 November at Burnfoot Community Hub in Hawick and MacArts Centre in Galashiels. The sessions heard from a Buurtzorg nurse who shared her experience of community care. Delegates were then encouraged to discuss what that could mean for the Borders.

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

<b>Date Received</b>	<b>Circular Number</b>	<b>Title</b>
26.10.16	PCA (D) (2016) 11	Scotland's Oral Health Plan - Consultation Exercise & Dental Defibrillators
03.11.16	PCA (P) (2016) 17	Pharmaceutical Services: Drug Tariff Part 7 and Part 11 – Discount Clawback Scale
04.11.16	PCS (AFC) (2016) 7	Band 1 Review – Independent Contractor Staff
08.11.16	DL (2016) 22	Sustaining Medical Workforce In Scotland - Proposal For International Medical Training Fellowships
18.11.16	CMO (2016) 19	Carbon Monoxide
18.11.16	CMO (2016) 20	Sharing of Personal Sensitive Information (Medical/Clinical Records) for Court Proceedings

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

**Financial Year 2015/16:** The Cost Accounts for 2015/16 were submitted for inclusion in the Scottish Health Services Cost Book which is due to be released on the 21<sup>st</sup> November 2016.

### **Financial Year 2016/17**

- **Revenue:** In light of the challenging financial position a senior member of the finance staff continues to be based in the BGH putting in place new systems and processes to support increasing the efficiency of services and to allow managers to take account of the financial impact of decisions. Across the wider organisation the finance team continues to work closely with services to monitor budgets. A finance report to the end of October will be presented to the Board at the meeting on the 1<sup>st</sup> December which will give details on the impact that the action taken has had on the financial position of the organisation.
- **Capital:** A full update on the capital programme will be presented to the Board on the 1<sup>st</sup> December. There has been slippage on a number of schemes within the programme and this has helped offset emerging capital pressures and with the agreement of Scottish Government the challenging revenue position.
- **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 £5.1m. The Board is forecasting delivery of £8.1m by the end of the year against the target of £11.4m. The finance team are working with identified leads to ensure delivery of the programme on a full year basis, and supporting the development of our Efficiency Programme moving forward. The Board will receive an update on the Efficiency Programme at each Strategy and Performance Committee meetings. In addition the Board Executive Team receives monthly updates on the programme. The Financial Performance Committee which has been set up will consider in detail the financial challenge the Board is facing.

**Financial Year 2017/18:** The presentation of the draft budget to the Scottish Parliament is currently planned for December after the Treasury Autumn Statement. Work is underway to update and develop NHS Borders financial plan for 2017/18 onwards. Ongoing dialogue with the Board is planned over the next few months. Based on information which is currently available the financial outlook remains very challenging.

**Audit Scotland Reports:** The following Audit Scotland reports were circulated to the Clinical Executive Operational Group with the agreed action noted against each report:

- 2015/16 Audit of the Scottish Government Consolidated Accounts (**Audit Committee for information**)
- Scotland's New Financial Powers (**Audit Committee for information**)
- Social Work in Scotland (**Chief Officer to review for any implications for NHS Borders**)
- NHS in Scotland 2016 (**Audit Committee for information**)

**Estates Update:** The internal refurbishment of 4 operating theatres commences on 28th November with each theatre taking approximately 3 weeks to complete.

The Land Register Transfer Plan has commenced in conjunction with the CLO and the Keeper of Records. A timeline for the submission of records for all NHS Borders properties, with agreed boundary drawings, has been produced.

The remedial work at East Brig has now been successfully completed.

Minor works are being carried out to the mortuary facilities within two community hospitals following correspondence from Scottish Government.

Following the successful introduction of the revised method of collecting confidential waste in the BGH, for compliance with Scottish Government Zero Waste regulations, the scheme has been expanded to include all NHS Borders properties.

**Catering Update:** The Catering Department are working with Communications to produce a Facebook competition to rename the Dining Room. The rebranding will be used in advertising and signage to encourage more members of the public to use the facility, to make it more user friendly and to generate additional income.

A new three week menu cycle within the BGH will be introduced on the 5<sup>th</sup> December 2016. This will increase the efficiency of production by increasing standardisation across the organisation.

**Facilities Update:** Ten of our Facilities staff completed their SVQ qualifications earlier this year. A further set of candidates will now commence studying for their SVQ2 in Facilities Services. This is linked to a project which was initially funded by National Education Scotland and Health Facilities Scotland. NHS Borders have developed their own assessors in order to provide the qualifications at a greatly reduced cost going forward. NHS Borders' success, which is ahead of many Boards in Scotland, was celebrated at the recent Health and Social Care conference for Estates and Facilities staff in Crieff.

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

**Retirement:** Evelyn Rodger, Director of Nursing, Midwifery & Acute Services has announced that she will be retiring at the end of March 2017. She has enjoyed her time at NHS Borders but in the meantime will focus on the work and values of the organisation.

**New Post:** David Thomson, Associate Director of Nursing (Mental Health, Learning Disabilities, Primary and Community Services, has successfully obtained a new job working for NHS Ayrshire and Arran. He will leave his current post on 2<sup>nd</sup> December.

**Chief Nursing Officer (CNO) Summit (9<sup>th</sup> November):** Evelyn Rodger and Nicky Berry, Associate Nurse Director, Head of Midwifery and General Manager for Women and Children's Services, attended the CNO Summit. The Summit was called 'Stepping into the Future' and was opened by Professor Fiona McQueen, CNO, with a welcome from Shona Robison, Cabinet Secretary for Health and Sport. The event discussed the Nursing Vision 2030, had sessions on 'A Nurse Director's Perspective', NMC Education Standard Review, Resilient Leaders and Workforce Sessions and the day was concluded by Paul Gray, Director General Health and Social Care and Chief Executive NHS Scotland along with Professor McQueen.

**Infection Control:** The Scottish Government has published on the Scottish Government website (link attached) a 5 Year Strategic Framework for Antimicrobial Resistance and Healthcare Associated Infection.

<http://www.gov.scot/Topics/Health/Services/Preventing-Healthcare-Infections>

The Strategic Framework, commissioned by the Scottish Antimicrobial and Healthcare Associated Infection (SARHAI) Strategy Group, maps out AMR/HAI work streams over the next five years to realise the 2021 vision and commitment for the safety of patients, the public and all healthcare staff.

The Infection Prevention and Control Team will ensure that local strategies and delivery plans are aligned with the national strategic framework and national delivery plan.

**Healthcare Environmental Inspection (HEI) (16 – 17 November 2016):** The Inspectors had an unannounced inspection of Borders General Hospital. A report will be published in due course.

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

**Planning & Performance: Celebrating Excellence Staff Awards:** Nominations for the 2017 Celebrating Excellence Staff Awards are now open! NHS Borders staff can nominate within 12 categories, with 3 of those categories open to nominations from members of the public. The window opened on 14<sup>th</sup> November 2016 and will close on 8<sup>th</sup> January 2017 with judging taking place at the end of January / beginning of February. The 12 categories are; Clinical Excellence, Innovation and Improvement, Person Centred Care, Behind The Scenes: Clinical, Behind The Scenes: Non Clinical, Improving Health, Supporter of the Year, Rising Star, Leading by Example, Partnership Working, Primary Care Provider of the Year and NHS Borders Values Award. In addition to the categories open to nominations, the Chairman will announce the winner of his Chairman's Award (last year won by Huntlyburn Ward) and his Chairman's Commendations. It is anticipated the event will attract more staff than last year and places will be open for application in the New Year

**Training & Professional Development: Project Search:** NHS Borders has joined forces with the Scottish Borders Council Employment Service, Joint Learning Disability Service and Borders College to welcome eight Interns into NHS Borders through a thirty nine week employment programme. The employment-focussed educational programme will see the interns rotate around various departments including Training and Professional Development, Radiology, Catering and Child Health to name just a few. The aim is to provide them with rounded employability experience for them to take forward into future employment. The Project SEARCH programme has been uniquely tailored for 17 – 24 year old students with learning disabilities and provides adequate support to each one of the interns on an individual, peer group and mentor level.

**Implementing & Sustaining the Education Pathway for Business & Administrative Staff in NHSScotland:** In 2015 Training & Professional Development submitted a successful funding bid to NHS Education for Scotland to create a career pathway for Learning and Development Staff through CIPD Level 3 Foundation Certificate in Learning and Development Practice. In using this qualification we will be establishing the career pathway for future support staff within Learning & Development using the education pathway and CIPD qualifications. Liz Knox, Training Administrator has now successfully

completed and Katrina Tinkler, lead Administrator is currently undertaking this qualification.

**Health & Well Being: 2016/17 Staff Flu Programme:** The staff flu vaccination programme commenced on 1 October with the focus this year on getting your vaccination early. Uptake to date throughout organisation is 34%. Communications campaign emphasises the link between taking flu vaccination and our corporate values. Drop-in clinics and on-site sessions in departments continue throughout November in addition to a wide network of peer vaccinators throughout organisation to ensure easy access to the vaccine. Current uptake is in line with last year's figures.

**Fundraising: Tree of Light:** This Christmas NHS Borders is spreading a bit of festive magic and inviting everyone to honour the special people in their lives, in their hearts and in their memories by dedicating a light to them on our Christmas tree. Each dedication is personal so while it could be to remember someone who has passed, it could also be to mark a special occasion such as a birth or an anniversary. Our "**Tree of Light**" will be outside the Chaplaincy Centre at Borders General Hospital and there will be a brief lighting ceremony on Tuesday 6th December at 7pm. All are welcome. For a donation of any amount a light, or several lights, can be dedicated on our tree as a personal and unique tribute. Each dedication will be acknowledged with an electronic card that can be shared with family and friends and where we have permission to do so, we will list the dedications on our website. Donations will support "The Difference" (Borders Health Board Endowment Funds, Reg. No. SC008225) to make the difference to patient care in the Borders by supporting projects and initiatives across our region that enhance our services or improve patient environments. Further information can be found on the staff intranet or on NHS Borders public site.

**Implementing our Clinical Strategy – Health in Your Hands:** In August we reported to the Board that as a result of a number of developments such as the launch of a National Clinical Strategy, the announcement of new elective centres across Scotland, a growing focus on Realistic Medicine and locally, the publication in April 2016 of the Joint Health & Social Care Strategic Plan we planned to assess the impact these might have on our current Clinical Strategy and its implementation. This assessment is continuing, and a programme of work is being developed as a result of these discussions. A more detailed will be brought to a future Board meeting to outline key priority areas for attention and associated timescales.

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

**Health Literacy Month, October 2016 – Social Media Campaign:** Health literacy is about people having enough knowledge, understanding, skills and confidence to use health information, to be active partners in their care, and to navigate health and social care systems. Health Literacy is being increasingly recognised as a significant public health concern around the world. During October 2016 the Joint Health Improvement Team (JHIT) used NES promotional materials to raise the profile of health literacy via a social media campaign, through newsletters and networks.

Facebook messages via Small Change, Big Difference and NHS Borders page reached over 3000 people. As well as raising awareness the campaign signposted to health literacy resources.

As a result of the campaign 2 training events and additional briefings at team meetings have been arranged. The JHIT can provide training to interested areas or teams.

**Best Poster Award: Unicef Baby Friendly Initiative (BFI) Conference:** Delegates attending the above conference voted a poster illustrating the developing success of the volunteer support for Breast feeding women (BiBs) best in conference. BiBs offers breastfeeding support to all women in the Scottish Borders regardless of location or socio-economic background. A network of 32 trained volunteer peer supporters support Midwifery and Health Visiting services. Peers help mums to feel achievement and inclusion in their decisions and offer a person-centred, confidential service.

All women are offered referral to BiBs on discharge from hospital or after a home birth. Peers contact mums within 24 hours of referral and support is always given at the pace of the woman, by text, phone and home visits. Peers are also present on the postnatal ward and Special Care Baby Unit twice a week and regularly attend our Breastfeeding Groups and Cafés. All women expecting multiple births are offered a “mother of twins” peer as part of their antenatal care.

In the period February – November 2015, referrals for postnatal support nearly tripled and over the past 5 years exclusive feeding has increased by more than 5% at 10 days.

**ADP Partnership:** ADP Funding: The ADP is preparing information to present to the IJB on 2 December to inform decisions about future funding of ADP commissioned services following the reduction in central allocation.

Alcohol Licensing: the ADP Support Team has contributed to a national learning event hosted by Alcohol Focus Scotland to share learning around licensing policy and practice.

**Public Health Conference 2016:** The department was represented with the following: Learning from experience: comparing models of partnership working to address health inequalities in Scottish Borders (presentation): Developing Community Capacity to Address Alcohol Related Harm (poster)

**Scottish Charter for a Smokefree Generation:** The CPP has signed up to the charter which inspires organisations to take action to reduce tobacco related harm. The CPP is nominated for an award as the first CPP to sign up and to reflect the stakeholder engagement in the process. The award ceremony is on 24 November.

### **Medical Director**

**Consultant vacancies:** Vacancy rates for consultants within NHS Borders are approximately the national average of 6% - we have had some recent success in recruiting new consultants to four shortage specialities (Acute, Medicine, Anaesthetics, Emergency Medicine and Medicine for the Elderly).

**Training Grade Recruitment:** In the immediate future a major issue is the number of reported gaps at GPST (General Practice Speciality Training) level in Orthopaedics/Emergency Medicine and General Medicine in February 2017, although two new appointments in Paediatrics from GP 100 will support that service and out of hours across acute services more generally. All efforts are being made to recruit and discussions are ongoing with the Deanery and across SEAT.

**New Model of Care at Community Hospital:** The new system of cover for the Knoll Community Hospital which starts on 1<sup>st</sup> December will provide an increase in GP time input. This will be a salaried GP for four hours three days a week and a full day one day a week to ensure presence at the weekly MDT. The one day the GP will not be there is the day that the consultant geriatrician will usually be there. The salaried GP will proactively review all patients and ensure the attached documentation is kept up to date. It is the responsibility of the referring GP or hospital team (who knows the patient better) to complete the attached documentation PRIOR to admission. This ensures seamless care until the patient is reviewed by the salaried GP. All admissions will be under the care of the salaried GP, with review by the DME consultant if requested. Part of the salaried GPs role will also be to develop patient pathways in the community hospital and support development of services, with the multidisciplinary team.

This change in circumstances at the Knoll offers the opportunity to evaluate a different model of clinical cover. This will help us to look at how community hospitals function and their developing role as part of the community focus of high quality integrated services, whilst being mindful of the recruitment, retention and financial constraints of healthcare.

### 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

Name	Designation	Name	Designation
Jane Davidson	Chief Executive		

### Author(s)

Name	Designation	Name	Designation
Board Executive Team			