

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

Buurtzorg: 15.03.17: The Chief Executive attended a Health Improvement Scotland hosted learning event on applying the Buurtzorg Principles. The session was designed to create a space where the learning community could: reflect together, share experiences and discuss challenges; further explore practical models that enable success; and nurture a self-managing approach to learning together.

Borders College: 23.03.17: Both the Chief Executive and Director of Workforce & Planning, met with the newly appointed Principal of Borders College, Angela Cox.

Integration: The Chief Executive as part of the Executive Management Team attended and contributed to the Integrated Transformation Programme Workshop on 22 March 2017.

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
09.02.17	CMO(2017) 2	The Scottish Independent Review of the use, safety and efficacy of Transvaginal Mesh Implants
10.02.17	CMO (2017) 3	Important changes to the Newborn Screening Programme in Scotland
28.02.17	CMO (2017) 4	National Standard for monitoring the physical health of people being treated with Clozapine
02.03.17	DL (2017) 3	NHSScotland Waste Management Action Plan
09.03.17	PCS (AFC) (2017) 1	Recognition of equivalent service in member states of EU and change to designation of Annexes
09.03.17	DL (2017) 4	Annual Leave Policy
14.03.17	DL (2017) 2	Carbapenemase-Producing Enterobacteriaceae (CPE) Policy Requirement
23.03.17	PCS (AFC) (2017) 2	Pay and Conditions for NHS Staff covered by the Agenda for Change Agreement
23.03.17	PCS (SDIA) (2017) 1	Scottish Distant Islands Allowance
24.03.17	PCS (DD) (2017) 1	Pay and Conditions of Service

		Remuneration of Hospital Medical and Dental Staff, Doctors and Dentists in Public Health Medicine and the Community Health Service
17.03.17	PCA (D) (2017) 1	1. Amendment No 134 to the Statement of Dental Remuneration 2. E-Dentistry – Timetable
29.03.17	DL (2017) 6	The Patient Rights (Complaints Procedure and Consequential Provisions) (Scotland) Amendment Regulations 2016 and the Patient Rights (Feedback, Comments, Concerns and Complaints) (Scotland) Directions 2017
30.03.17	DL (2017) 5	Recruitment and Retention Premia Policy

Director of Nursing, Midwifery & Acute Services

Queen's Nursing Programme: We are delighted that Delia Howlett, District Nurse, has been offered a place on the first cohort of the Queen's Nursing Programme by The Queen's Nursing Institute Scotland. This is a special professional development programme that will earn her the right to use the coveted Queen's Nurse title. Once she has completed the QNIS development programme, the modern Queen's Nurses will support new models of care to promote health improvement and local delivery of services. The new Queen's Nurses will take part in a nine-month programme, developing and honing their existing skills and capabilities, culminating in an Awards Ceremony in December. The programme will take nine months to complete culminating in an awards ceremony in December.

Associate Director of Nursing/Head of Midwifery: Following the departure of Charlie Sinclair, Nicky Berry has been appointed Associate Director of Nursing in a dual role with her existing post as Head of Midwifery. She commenced this role on 1st March 2017.

Scottish Public Services Ombudsman (SPSO): Susan Taylor, Infection Control Nurse, has been appointed as a Professional Advisor to the SPSO. She will be on the register and asked to review relevant complaints on an ad-hoc basis.

Chief Officer Health & Social Care Integration

Work has been progressing to agree a finalised budget for the IJB and develop a joint transformation programme. The role of the strategic planning group has been updated and a newsletter is being finalised for distribution to key stakeholders.

Director of Finance, Procurement, Estates & Facilities

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. This work is critical to support delivery of the financial targets in 2016/17.

- **Capital:** Work is continuing to ensure the Board meets its CRL at the 31st March 2017. As previously reported there has been slippage on a number of schemes within the capital programme and this has been utilised to support revenue pressures. Constructive discussions have taken place with Scottish Government around the timing of the delivery of the gamma camera and the level of capital funding in 2017/18 and 2018/19. Baseline capital allocations for 2017/18 have been confirmed and discussions on supplementary allocations and the timing of these are ongoing.
- **Efficiency:** The Board remains on course to deliver £8.1m of savings by the end of the year against an in-year target of £11.4m, with a recurring underlying deficit of £4.9m, due to a shortfall on delivery being carried forward into 2017/18. This represents an increase of £3.2m on the £1.7m recurring deficit carried forward from 2016/17. Whilst we are still focused on ensuring savings identified are delivered as planned, significant attention is also being given to the development of savings plans and proposals into 2017/18 in accordance with the LDP planning process. Based on current information there remains a significant shortfall on the 2017/18 target.
- **Annual Accounts 2016/17:** Work has begun on the preparation for the 2016/17 Annual Accounts. The Audit Committee will receive the planned timetable at its meeting on 3rd April 2017 which will include the review session for Board members to discuss in detail the draft accounts. The Audit Committee will receive a report on the interim audit which took place at the start of the calendar year. A pre-meeting between Finance and External Audit is arranged for the 22nd March 2017 with the year end Audit commencing on the 8th May 2017.

Financial Year 2017/18: The Director of Finance and senior team continue to share with the wider the organisation the financial challenge by presenting at many key groups across the organisation and through staff share. Staff are encouraged to consider what they can do to support the financial challenge. This is part of an ongoing dialogue. Finalised allocations have been issued with no changes to the draft figures as expected. The financial plan will be presented to the Board at its meeting on 6th April 2017.

Internal Audit: The Audit Committee has recommended that the contract with PricewaterhouseCoopers (PWC) for Internal Audit should be extended for a year until 31st March 2018. This extension is in line with the framework contract. The extension will allow the Board time to consider how it wishes to provide Internal Audit services in the future taking into account regional developments and a potential opportunity to test the market. PWC will present the Internal Audit Plan for 2017/18 to the Audit Committee at its meeting on 3rd April 2017. The 2016/17 is currently on course for completion within the designated timescales.

Estates Update: The internal refurbishment of 4 operating theatres is now complete. This was a significant piece of work which was in the main completed during the night and at weekends to minimise the impact on services. There were no issues raised by Theatre staff during the three months the work was undertaken.

Facilities Update: General Services had hoped to revise staff rotas to focus domestic resource in the wards within the BGH over a longer time period to test if the cleaning compliance scores would increase. This has proved very challenging due the high levels of sickness absence and unavailability of bank staff. Recruitment to the bank will take

place towards the end of March and it is hoped to take forward this test of change from April.

Laundry Update: The Laundry will be undertaking a marketing exercise to promote their services in the spring via various sources to try and secure additional business and generate more income. This will include the current services provided as well as the introduction of linen bundles that can be bought and laundered by NHS Borders. Recently, three new contract customers have been secured and there are ongoing negotiations with a further two.

Director of Workforce & Planning

T&PD: Developing the Young Workforce: Over the past 12 months the Practice Education Facilitators have been strengthening links with community partnerships, Scottish Borders Council, Edinburgh Napier, Edinburgh and Queen Margaret Universities, Skills Development Scotland and Borders College by supporting careers events in Borders High Schools and promoting the role of Nurse and Midwife as a desirable career aspiration for high school students in the Borders region, with the support of our partner universities. This in turn should impact positively on nursing recruitment.

An 'Introduction to Nursing and Midwifery study day' was held at the Education Centre on March 28th 2017 which was aimed at S4 students who have expressed an interest in Nursing or Midwifery and who are likely to academically meet the entry requirements. The day gave students some ideas as to what life is really like in healthcare, meet and greet current clinical staff and students from the 4 fields of Nursing plus Midwifery, try out some clinical skills and also the opportunity to ask questions with university representatives explaining how to write a UCAS application for Nursing /Midwifery, the benefits of volunteering, University expectations etc.

Should this day evaluate well we will consider utilising this approach to meet the recruitment needs of other NHS roles such as AHP and Medical Workforce. There is also the potential to develop further options for non-clinical staff such as finance / IT / Estates /Housekeeping/ Management / Human resources etc, as our experience in schools thus far indicates a wide range of interest in these roles and functions.

IM&T: The new Service Desk Tool (TopDesk) is still in the development stage with a launch date of 2nd of May. Work on Incident Management Workflow, Self Service Portal and Processes are in flight. Communication countdown is starting in March. This will allow customers to self-raise and track incidents and requests without contacting the service desk, also allowing anyone to request software, access rights and hardware with just a couple of clicks. Automated Approval processes will be in place making delivery more efficient. TopDesk will serve as a one stop shop for all IM&T activities to help with project delivery, Portfolio management and operational functions.

Discussions have been held with Ricoh who provide our Multi-Functional Device (MFD) estate around photocopying, printing and scanning, as part of the framework we will be engaging with Ricoh to move to a MFD model within the organisation. This will reduce carbon footprint, support costs but most significantly has the potential to reduce cost of printing for the organisation significantly. This model is also being explored by many other Boards. Ricoh are attending site in April to perform a printer audit and make recommendations on how best to reduce printing costs while making efficiencies around printing resilience and secure follow me printing.

As part of the Desktop/Laptop delivery, HP as part of the national framework offer services through a 3rd party where they can store our assets, asset tag, image and deliver to the desk. This will allow the IT Services group to better service the customers allowing much shorter SLA's around delivery and meaning we can maximise our assets. This will also free up capacity to allow the team to deal with Business As Usual in a timelier manner reducing downtime and cutting break fix resolutions significantly.

Planning & Performance: Head of Planning & Performance: Susie Thompson will be joining the Planning & Performance Team from 1 April 2017 as interim Head of Planning & Performance whilst Stephanie Errington is on maternity leave. Susie has held a number of roles within NHS Borders and most recently has been working within the IM&T team on a number of projects including System View. One of Susie's first requirements will be to progress the appointment of additional temporary resources for the Transformational Change Team within NHS Borders.

Regional Collaborative Working: Discussions are underway in conjunction with colleagues in Lothian, Fife, Forth Valley and Tayside to respond to the need to develop regional planning and delivery aspects for a Regional Delivery Plan, which will be referenced within our final Local Delivery Plan by September 2017

HR: NHS Pay Review Body Visit: NHS Borders has been invited to host an NHS Pay Review Body visit on 25 May 2017. The Pay Review Body makes recommendations to the governments in each of the UK countries on the pay of all staff in the NHS who are employed under Agenda for Change terms and conditions. Each year the Review Body undertakes informal visits to a range of NHS organisations across the UK, which supplements any formal evidence received. These visits help to keep the Review Body members informed of the views of management and staff working in the NHS and are a valuable tool in identifying key issues that are important to Agenda for Change staff and pertinent to the Review Body's wider remit. Invites to staff to attend and participate in the discussions have been issued and planning is well under way to ensure a well attended full day event.

Health & Social Care Delivery Plan – Development of a National Workforce Plan: Representatives from NHS Borders attended a discussion session for Boards within the South, East and Tayside Region on 17 April as part of the consultation and engagement exercise by Scottish Government following publication of the Health & Social Care Delivery Plan in December 2016.

Joint Director of Public Health

Medical Director

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)

Name	Designation	Name	Designation
Board Executive Team			