

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

Appointment of Director of Workforce: Interviews for a fixed term Director of Workforce post took place on 25 April. Mr John Cowie was appointed to the fixed term post, which will allow Mrs June Smyth to focus her energies on leading and implementing our strategic change agenda.

East Region Health & Social Care Delivery Plan Programme Board (H&SCDPPB): The first meeting of the East Region H&SCDPPB was held on 28 April. It brought together the Chief Executives of the South East and Tayside Group along with the respective Chief Officers of the local Health & Social Care Partnerships. Regular meetings have now been scheduled to continue to drive forward regional planning and delivery of services.

Ransomware Cyber Attack: The ransomware cyber attack was first experienced at NHS Borders on Friday 12 May. An Incident Team was brought together who managed the incident through the initial crisis and into recovery and back to full operation over the following week. Our Information Management & Technology (IM&T) team deserve recognition of the effort and dedication they put into securing and recovering our systems, and the clinical and admin services who employed contingency approaches to maintain services. An initial debrief was undertaken on 7 June and a fuller technical debrief will be organised for the IM&T and wider teams involved.

Move to Critical: On 24th May Scottish Government instructed all Health Boards to undertake various actions in response to the decision by the UK Government to raise the terrorist threat level from 'severe' to 'critical' following the Manchester bombing. Actions to be taken included a review of NHS Borders estate security arrangements and preparedness to activate the NHS Borders Major Procedures Plan.

A Crisis Response Team (CRT) was convened to provide a response to the Scottish Government Health Resilience Unit. The CRT worked hard to ensure that all the actions required by Scottish Government were completed and the team was subsequently stood down when the UK threat level was reduced to 'severe' on the 27th May.

Institute for Healthcare Optimisation (IHO) Visit: The IHO team and other colleagues from the national team visited the Borders General Hospital on 5 June. The focus of the visit was on two areas: to see the progress that had been made in regard to "smoothing"

elective care with the Patient Booking Team and to work up potential solutions for testing; and to explore the benefits of progressing a Medical Flow Variability Project.

Shared Services: The first meeting focusing on the National HR Functions under the Shared Services umbrella took place on 6 June.

Scottish Quality & Safety Fellowship: The graduation of Cohort 9 of the Scottish Quality & Safety Fellowship took place on 8 June, following the year long course culminating in 3 days of residential workshops. Our graduate this year was Dr Nicola Lowdon, Clinical Lead in Clinical Governance and Quality.

National Mortuary Review Group: The first meeting of the national mortuary review group took place on 9 June. Mortuaries of satisfactory quality should be a respectful and dignified resting place for the deceased, be a supportive and comforting environment for the bereaved during the distress of attending and identifying the deceased and be a suitable, safe and healthy workplace for the professionals involved in the care of the deceased and the investigation of death. The Mortuary Review Group will undertake a broader review of mortuary provision in Scotland, as defined by the Public Health (Scotland) Act 2008.

Project Search Graduation: The graduation ceremony took place at Scottish Borders Council on 13 June. Project SEARCH's primary objective is to secure competitive employment for people with disabilities. We have committed to assess the Interns skills to any opportunities that may arise.

NHSScotland Event: The 2017 event was held on 20 and 21 June and focused on 'Working Differently Across Boundaries: Transforming Health and Social Care'.

Buurtzorg in the Borders: The study visit to the Netherlands takes place on 28-30 June and involves a range of disciplines including the Chief Executives of NHS Borders and Scottish Borders Council as well as district nurses, GP, home carers, and social work colleagues.

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
03.04.17	PCS(ESM)2017/01	Pay and Conditions of Service Executive and Senior Management Pay 2017-18
07.04.17	CCD1/2017	Revised Guidance on charging for Residential Accommodation
13.04.17	PCA(P)(2017) 3	Pharmaceutical Services Drug Tariff Prt 7 - Dispensing Pool Payment
07.04.17	CMO(2017)05	Medical Device Alert: Comprehensive Reserve Titanium Shoulder Tray (Specific Lots): Risk of Device Fracture
12.04.17	DL(2017)07	Safety and Protection of Patients, Staff and Volunteers In NHSScotland
20.04.17	PCA(P)(2017) 4	Primary Care Funding Allocation for Pharmacists in GP Practices: Allocation for 2017-18

28.04.17	DL (2017) 8	Implementing Clinical Supervision for Midwives in Scotland
19.05.17	DL(2017)12	Medical Specialty Training Intake numbers for 2018
22.05.17	DL(2017)11	Revised Payment Verification Protocols – General Dental Services, Primary Medical Services, General Ophthalmic Services, Pharmaceutical Services
09.06.17	PCA(P)(2017) 5	Pharmaceutical Services amendments to the Drug Tariff Part 7 in respect of reimbursement arrangements from 1 June 2017 and Drug Tariff Part 7 and Part 11 Discount Clawback Scale
12.06.17	DL(2017) 13	Additional Funding For CGMS and Adult Insulin Pumps 2017-18
13.06.17	DL(2017) 14	F1 Induction and shadowing arrangements
13.06.17	DL(2017) 15	Changeover Dates
15.06.17	CMO (2017) 7	National Standard for Monitoring the Physical Health of people being treated with Lithium

Director of Nursing, Midwifery & Acute Services

Maternity Unit: Claire Pearce attended the maternity unit on the 5th May as part of her Induction programme.

Senior Charge Nurses/Midwives meeting: As part of her Induction, Claire Pearce, met with the Senior Charge Nurses/Midwives within the hospital on the 11th June.

Haylodge Hospital, Peebles: Claire Pearce attended at Haylodge Hospital on the 15th June and was shown round by Mary Hayes, District Nurse to meet the District Nurse Team and also the staff in Haylodge.

Safe & Effective Staffing Consultation (15.05.17): Claire Pearce attended this consultation in Edinburgh. This was to discuss the consultation paper seeking views on proposals to introduce legislation in relation to workload and workforce planning.

Knoll Hospital: Claire Pearce attended the Knoll on the 22nd May to meet the staff and patients there.

Cross Party Working Groups on Palliative Care & on Dementia (31/05/17): Peter Lerpiniere, Lead Nurse for Mental Health & Learning Disabilities, address a joint session of the Cross Party Working Groups on Palliative Care and on Dementia about the impact of shared learning in Palliative Care between our in-patient dementia units, Cauldshiels and Melburn Lodge. Supported by Geraldine Finnan, Macmillan End of Life Care Facilitator, Peter described the impact of the 'Palliation And The Caring Hospital' (PATCH) training and the intention to use it to influence practice.

Dementia Awareness Week (29th May – 2nd June): Nursing staff and AHP's from NHS Borders took part in a number of events during Dementia Awareness Week, including collaborating with Alzheimer Scotland to run an information stand in BGH staff dining room and a very successful information stall in Tesco, Peebles.

Dr Kathy Munro Award for Excellence in Supporting Student Learning in Practice

2017: Niki Smith, Theatre Sister, was presented with the Dr Kathy Munro Award. This award recognises her role as an inspirational mentor to nursing students of Queen Margaret's University in Edinburgh. Former students had nominated Niki for this award of which she knew nothing about.

Joint Director of Public Health

Vaccination Briefing: Borders have been able to maintain our excellent flu vaccine uptake in comparison to most other Boards. Headlines are:

- Over 65: Borders = 2nd highest in Scotland
- All at risk (exc. healthy pregnant women & carers): Joint highest
- Pregnant and not in a clinical risk group: 5th highest in Scotland
- Pre-school: 2nd highest
- Primary : Highest uptake – a particularly encouraging outcome given the newly established community vaccination team.

However we ought not take our historically high levels for granted. Much more work is to be done. Pressures within Primary Care are already having an impact on some vaccination programmes. Some important points to note:

1. Uptake of flu vaccine has been falling over past four years (national trend). If this continues it will inevitably place an increased burden on hospital services due to higher levels of circulating flu within the community
2. Uptake of the shingles vaccine (70-79 years) is poor. Cumulative uptake in Scotland is 39.1% for the age 70 cohort (compared to 47% February 2016). In the Borders we have the lowest uptake in Scotland at 27.61%. This is being more closely looked at to see what issues may need to be addressed.
3. Some GP practices have opted out of a LES to offer Hep B vaccinations to foster carers, leaving the Board to pick up this work.
4. Providing a BCG vaccine service for high risk individuals is proving difficult to achieve within current resources.

Lastly, the Scottish Government is undertaking a review of the delivery of vaccinations. This work has been prompted by a number of developments, including transformation in Primary Care and the GMS review. There is a presumption that GPs/Primary Care will no longer be the default preferred provider. An outline business case for the 'Vaccination Transformation Programme' has been prepared. Future delivery models will be implemented only once agreed by NHS Boards and the Scottish Government, and when resources to support delivery are in place. Timescales are said to be about 3 years to manage the likely change.

Health Scotland Screening and Inequalities: 4 members of staff from Public Health attended the Health Scotland Screening and Inequalities event in Edinburgh on Tuesday 14 March. NHS Borders cervical screening uptake initiative was presented as an abstract in the event programme. The event was chaired by Professor Robert Steele, Chair of the UK National Screening Committee, and explored interventions which had the potential to reduce inequalities in screening uptake. The morning session focussed on improving the reach of screening programmes and the afternoon concentrated on key partnerships and approached for successful outcomes. Screening uptake data was presented along with target group research, which investigated the barriers to screening programmes in more

depth. There are opportunities to further improve the uptake of screening programmes within the Scottish Borders for those groups who are not currently engaging, some steps are in place already and staff will meet to discuss this further.

Health Improvement: Mental Health Awareness week: Health Improvement is supporting a range of activities in May during MHA week. Six Steps to Being Well in Scottish Borders will be one of the highlights, with the launch on Wed 10th May. This guide has been co-produced with a range of partners and through extensive consultation.

Healthy Living Network is active in the Eyemouth Good Food Partnership and in Burnfoot, with various events and activities to engage community members and build capacity and greater opportunity for healthy living. HLN continues to support the Catering For Life programme in Borders College, through placements.

The new free Healthy Start vitamin scheme for all pregnant women is managed and administered through Health Improvement.

Health Improvement and ADP are holding a workshop on older people and health and wellbeing in early summer to share evidence and good practice on prevention and early intervention, focusing on nutrition, active living and alcohol harm reduction.

National Award Winners: Best Bar None: Best Bar None is a unique National Award Scheme aimed at raising standards and rewarding licensed premises who undertake positive management practices in support of a safe night out. Premises must demonstrate and evidence to independent assessors that they meet a large number of criteria aligned with the five Licensing Scotland Objectives including Protecting and Improving Public Health. Over 400 premises are accredited to the scheme throughout Scotland. <https://www.bbnsotland.co.uk/about-bbn/>

Eighteen Scottish Borders premises participated in the scheme in 2016 and achieved Gold, Silver or Bronze local awards. These included nightclubs, pubs, hotel bars and social clubs.

Two premises were selected as finalists for National awards; The Waggon Inn, Kelso was nominated in the Best Independent Pub category and the Queens Head Hotel, Kelso was nominated in Best Hotel Bar category.

Both premises won their category at the National Awards event in Glasgow 30/03/2017. This is the first time Borders premises have achieved national Best Bar None Awards and reflects their hard work and commitment to the scheme and the support of our local multi-agency (Alcohol & Drugs Partnership, Police, Fire Service and SBC) project team.

Medical Director

Recruitment: efforts continue apace to fill vacant medical posts and reduce NHS Borders' medical locum bill and the functioning of the Medical Oversight Group is being reviewed and refreshed to ensure safe service provision and efficient use of resources.

- New Consultant in Child and Adolescent Psychiatry commences in Sep 2017
- New Consultant General Adult Psychiatrist commences Aug 2017
- New Consultant Anaesthetists commence Sep 2017
- New Consultant Radiologist commences Sep 2017

Significant challenges are emerging in NHS Borders with regard to recruitment to GP principal posts; practices are responding with innovative and flexible responses to best meet patient needs and engage other professionals in further developing multidisciplinary primary care teams.

Realistic medicine: The campaign has commenced with poster and information campaign in OPD to invite patients to ask questions.

Pharmacy Productivity Programme: is under way, with initial focus on capacity and stock control.

Area Medical Committee: has been revived and will be in a position to contribute constructively once more to the workings of the Board, and the election process is underway.

NHS Borders is participating actively in the Regional work around Diagnostic and Treatment Centres as clarity emerges around clinical specialities which present common challenges in staffing and volume: Orthopaedic and ophthalmology.

Cluster Quality leads (CQL's): are now all in post and have started work with their constituent practices.

Director of Workforce

T&PD: Healthcare Support Worker Development: In collaboration with Borders College, an information evening was held on May 22nd to scope levels of interest from Healthcare Support Workers (HCSWs) looking to undertake further development in their role. 16 staff attended the overview on a new part-time Higher National Certificate in Care and Administrative Practice (HNC CAP) and how to apply for Scottish Vocational Qualifications (SVQ) units.

The **HNC CAP** employer led qualification aims to provide an academic pathway for the development of health and integrated care workers and administrators that will prepare them for future roles within the NHS. It is recognised as being attractive to both younger people entering the NHS and accessible for older adults returning to education. The programme allows staff the opportunity to complete the first year of Nurse training over two academic years part-time with the opportunity for staff to then apply for direct entry into second year nursing at Edinburgh Napier University in October 2019. Course Structure;

- Starts September 2017 for 2 years
- Attend College one evening per week from 4pm – 9pm
- Workplace for completion of Scottish Ongoing Achievement Record (OAR) Log Book

12 staff expressed and interest in the HNC CAP programme and the closing date for applications is the 16th of June, 2017.

SVQs are based on standards of competence developed by [Sector Skills Councils](#) on behalf of industry and provide evidence that learners can do their jobs well. Studied in the workplace or in college, SVQs are available in many subject areas. Although only 4 staff expressed interest in SVQ development on the evening, the number of calls and contacts to the Training & Professional Development Department by both line managers and HCSWs would indicate there is a wider appetite across the organisation.

Work & Well-Being: - 8 June 2017: Review of NHS Borders Gold Healthy Working Lives Award is due to take place in June. The on-going activity of the work and well-being group contributes to this reassessment underpinned by NHS Borders Work & Well-Being Framework.

As in previous years we are asked to submit evidence of our activity. This year we hope to be able to use the 'Time to Test' campaign as an example. This campaign asks employers to raise awareness of cervical cancer in the workplace and ensure female employees can have the time to attend potentially life-saving cervical screening if they are unable to get an appointment outside of working hours. BET are currently discussing signing up to this initiative.

This campaign sits well with the current work funded by SG on reducing inequalities and barriers to screening participation. Our Head of Work & Well-Being Irene Bonnar, has agreed to lead with the support of the Board Screening Coordinator and wider Public Health Screening Team to get the campaign off the ground in NHS Borders as well to employers in the wider community.

HR: NHS Pay Review Body Visit: The rescheduled date for an NHS Pay Review Body visit to NHS Borders is **20 July 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.

Director of Planning & Performance

IM&T: The new Service Desk Tool (TopDesk) was launched on the 3rd of May. The Self Service Portal has been well received by the organisation and the IM&T group have found the new functionality excellent. Work has started on standard reporting and a big picture dashboard which will allow the team to focus on areas where we can improve the service and make real customer impact. Phase II is scheduled for September which will include, Contracts Management, Change, Item Management and Survey Monkey.

Ricoh are carrying out an audit of all reprographics devices in the estate. This is a prerequisite to implement managed and secure Multi-Functional Devices (MFD) across all the estate around photocopying, printing and scanning. As part of the framework we will be working with Ricoh to move to a MFD model and a managed service... 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.

Dealing with the recent cyber-attack was of course a key priority for IT teams who all rallied round over a very difficult weekend working very long hours. They are to be commended on their response to this event and we would also like to recognise the other NHS Boards and Scottish Borders Council as well as our own NHS Borders staff who assisted. The IT Services group continue to work on the remediation activities after the

recent Cyber Attack. Due to this activity and time taken to resolve & protect the organisation from the attack this work has had significant operational impact with call volumes being high, levels of service being affected and large percentage of calls failing SLA. We are undertaking a review of the impact the cyber-attack has had on our capacity to deliver over the summer months and may need to defer some key items for Project work or reduce our service levels if we cannot supplement our workforce.

The Projects team and Maternity colleagues saw their hard work over recent months come to fruition with the go live for Badgernet, a new on line maternity system. This system allow both clinicians and mums access to records on line and is a hugely welcome step for this service who have had to rely on paper records to date. It went live in the Community first and will go live in BGH week commencing 19th June. As all of the team can access the records this will greatly help them to work more effectively across care settings.

Planning & Performance: Staff Awards: The fourth annual Celebrating Excellence awards were held on Saturday 29th April 2017 at Springwood Park. The event attracted 388 members of staff, nominators, fundraisers, volunteers and invited guests – the highest number of attendees so far. The evening was a great success showcasing some of the good work across NHS Borders. Spirits were high with 12 awards presented before 11 Chairman’s Commendations, followed by the announcement of the Chairman’s Award. The evening’s entertainment was provided by Elliot Goldie, a singer originally from the Borders who has been living and working in London, and performing at the Royal Opera House. The event was funded from the General Endowment Fund, and for the first year it was subsidised by sponsorship from 10 local businesses totalling £5,000. A feedback questionnaire was sent to all attendees; responses were used to inform an impact report which was presented at the June 2017 Endowment Fund Board of Trustees meeting.

Performance Framework: New templates were successfully introduced for the Clinical Board scorecards in May 2017 (for April’s data). Work has begun on preparing for NHS Borders Annual Review which will be held on 1st November 2017. NSS have commenced review of analytic capacity within NHS Borders, with report on this expected by the end of June.

Better Borders Change Programme: The Better Borders Change Programme commenced in April 2017, with portfolio management and governance processes being established. A draft 3 month plan has been developed to enable data to drive the change programme. A project register is under development to enable new and existing projects to be scored and prioritised by the Steering Group. The Better Borders project team appointments have been made (subject to usual recruitments checks), with the full team expected to be in post by the end of July. A draft communications strategy has been developed linking the Clinical Strategy, Better Borders and Efficiency Programmes.

Director of Finance, Procurement, Estates & Facilities

Financial Year 2016/17: The External Audit Team concluded work on the 2016/17 Annual Accounts and the final clearance session held on the 8th June 2017 confirmed the Board had achieved its financial targets and would receive an unqualified audit opinion. In preparation for the Board meeting a detailed session to go through the Annual Accounts with Executive/Non Executive Directors took place on the 14th June 2017 with good attendance from Executive and Non Executive Directors. The External Audit Annual Report to Members was presented to the Audit Committee at its meeting on the 19th June

2017. The Audit Committee will recommend to the Board to formally approve the 2016/17 Annual Accounts at its meeting on 29th June 2017.

Focus has now moved to the production of the Cost Accounts which are due for submission in August 2017.

Financial Year 2017/18: The Director of Finance and finance team continue to share with the wider organisation the financial challenge and work with managers to address the financial pressures. There have been some presentational changes made to the format of budget management reports to reflect flat cash 2016/17 recurring budgets and the impact of devolved responsibility to fund increased costs in 2017/18 such as pay and supplies inflation. This and the impact of the unmet recurring savings target from 2016/17 is requiring managers across the organisation to reduce the cost of their services by at least 3% in 2017/18.

As anticipated the £15.7m efficiency savings to be delivered in 2017/18 is proving challenging and limited progress has been made against the efficiency target. The finance report presented to the Board will give details of the schemes which have been actioned to the end of May. Linked to the longer term financial sustainability of the organisation the Board will receive an update on the Better Borders transformational programme at the development session.

Indications are that operational pressures continue in medical and nursing. Financial Management are working to create a standardised pack to take to budget meetings which will include key agenda items and action plans to support a more formalised and structured meeting with agreed actions.

The 2017/18 capital plan is in place and will be formally reviewed by the Board at its meeting on the 29th June 2017. The report will consider what has been delivered in the first three months of the financial year and what is planned in the next quarter.

Feedback on the financial plan submitted at the end of March was received during May. SGHSCD has requested that following the first quarter of this financial year, a revised plan is submitted detailing the steps in place to address the forecast year end deficit. This revised financial plan will be followed up formally as part of an in-year review meeting. The revised plan should include an update on the progress made by the Board in relation to the sustainability and value programme.

Property and Asset Management Strategy (PAMS) 2017: The full PAMS document was submitted to Scottish Government in draft format on 12th June 2017. Feedback from Scottish Government is expected in the next few months. It is planned to ask the Board to formally sign off this key document in the late summer.

Audit Scotland Reports: The following Audit Scotland reports were circulated to the Clinical Executive Operational Group for noting and have the agreed action noted against each report:

- Scotland's NHS Workforce (**Staff Governance Committee for appropriate action**)
- Equal Pay Review (**Audit Committee for information**)
- Managing New Financial Powers (**Audit Committee for information**)

Catering Update: Work continues with RHF Consultants on Prod Plan Plus which will improve our production planning, facilitate stock control and reduce waste. This is being rolled out across NHS Scotland and is jointly funded by Health Facilities Scotland and Zero Waste Scotland. The BGH Catering Department has recently passed its most recent unannounced Environmental Health Inspection.

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			