

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 in the Borders:** The study visit to the Netherlands took place on 28-30 June and involved 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. A workshop was then organised to take place on 26 July at the Coldstream Medical Practice to review the learning from the study visit and to consider if there is an option to move the programme further forward locally.

**Pay Review Body Visit:** On 20 July members from the NHS Pay Review Body visited the Borders General Hospital to meet with a range of staff from across our organisation to listen to their views on pay and reward; recruitment, retention, morale, and motivation; workload, learning and development; and other factors that affect their working life. The Pay Review Body are an independent public body which makes recommendations to the Prime Minister and the First Ministers of Scotland, Wales and Northern Ireland on the pay of all NHS employees other than doctors, dentists and senior managers.

**Meeting with MP and MSP:** On Friday 21 July a meeting was held with John Lamont MP and Rachael Hamilton MSP.

**Investing in Volunteers Celebration Event: 27 July:** NHS Borders has again been successfully reassessed by Volunteer Scotland to ensure we continue to meet the requirements of the Investing in Volunteers Award. The Award is a quality standard for the way NHS Borders manages and supports volunteers. NHS Borders initially received this award in 2011 and was successfully reassessed in 2014.

**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>
15.06.17	CMO (2017) 7	National Standard for Monitoring the Physical Health of people being treated with Lithium
22.06.17	PCA(D) (2017) 2	Scotland's Oral Health Plan - Analysis of Responses
23.06.17	PCA(P)(2017) 6	Community Pharmacist Supplementary and Independent Prescribing Clinics: Funding Arrangements For 2017-18

29.06.17	STAC(TCS02)(2017)	Working Longer in NHS Scotland
29.06.17	CMO (2017) 8	Regulatory Agency (MHRA) Medical Device Alert (MDA) alert for metal on metal hip replacements (MDA/2012/036)
30.06.17	CMO (2017) 9	Independent Review of Transvaginal Mesh
17.07.17	CMO (2017) 10	Introduction of Hexavalent Vaccine into the Routine Childhood Programme

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

**Publication:** Scott Murray, Specialist Nurse in Liaison Psychiatry for Older Adults, is joint author of an article that was published in Intensive and Critical Care Nursing. The article is titled "*Delirium screening in intensive care: A life saving opportunity*". The article can be accessed by following the link: [http://www.intensivecriticalcarenursing.com/article/S0964-3397\(16\)30127-6/fulltext](http://www.intensivecriticalcarenursing.com/article/S0964-3397(16)30127-6/fulltext)

**Publication:** Robin Hyde, Advanced Paediatric Nurse Practitioner Trainee and Lecturer at Edinburgh Napier University has had an article about Advanced Nurse Practitioner (ANP) services accepted into the Royal College of Nursing (RCN) Nursing Children & Young Peoples Journal. This will appear in the journal in the next couple of months.

**The Delirium Call Back Clinic:** This clinic is run by Scott Murray, Specialist Nurse in Liaison Psychiatry for Older Adults and Dr April Quigley, Consultant Clinical Psychologist, has been accepted as a finalist in the Alzheimer's Scotland National Awards in the Best Acute Care Initiative category.

**Community Hospitals:** Claire Pearce visited Kelso Community Hospital on Thursday, 13<sup>th</sup> July and Hawick Community Hospital on Friday, 21<sup>st</sup> July as part of her Induction programme.

**Crisis Team:** The Director of Nursing, Midwifery and Acute Services shadowed the Crisis Team in the afternoon/early evening on Thursday, 20<sup>th</sup> July.

**Learning Disability Team:** Claire Pearce attended their offices in Earlston on the 5<sup>th</sup> July to meet the team.

**Walkround:** Dr Annabel Howell and Claire Pearce did a walkround within ITU on Thursday, 20<sup>th</sup> July.

**Royal College of Nursing (RCN) Branch Meeting:** On Thursday, 27<sup>th</sup> July, Claire Pearce attended the RCN Branch meeting to introduce herself and her vision for nursing/midwifery within NHS Borders.

**Acute Care Quality Standards:** Following submission of our self-assessment, the National 6 Essential Actions Team have listed the Borders General Hospital as a site considered to be offering best practice and will be arranging a visit for other Boards and the National team. They are particularly interested in our model of acute medicine management.

**Queen's Nursing Institute Scotland Award:** Lynn Weir, Community Nurse, graduated with a Post Graduate Diploma in Person-Centred Practice (District Nursing) this summer at Queen Margaret University, Edinburgh. Following this Lynn has been awarded the top

postgraduate award for 'Contribution to Community Nursing' from the Queen's Nursing Institute Scotland.

**Publication:** Teenage Pregnancy rates in the Borders are the lowest in the whole of mainland Scotland. The national average for teenage pregnancies in Scotland has fallen from 57.7 per 1000 in 2007 to 32.4 per 1000 for 2015 and the Borders it is now just 25.1 per 1000. For those teenagers who do go on to have babies, the region also has some of the best support packages available, including Family Nurse Practitioner.

**Advance Nurse Practitioner Model - Paediatrics:** NHS Forth Valley and Antrum visited NHS Borders on 2<sup>nd</sup> June 2017 to learn about the model of advanced practice within paediatrics and neonates. Dr Claire Irving, Consultant Paediatrician and Dawn Moss, Nurse Consultant Vulnerable Children & Young People gave a tour of the unit before meetings with staff who gave a presentation on the model used.

**Interim Lead Nurse for Community:** Erica Reid has taken up this post on the 10<sup>th</sup> July for the next 9 months. She will be the professional lead for all community nursing, including the Community Hospitals and will continue to lead on Buurtzorg.

### **Director of Workforce**

**Work and Well Being: Staff Experience Update:** 2017 has seen new arrangements for measuring NHS staff experience with the previous national annual Staff Survey discontinued and staff experience now measured using the iMatter Continuous Improvement Model (iMatter) supplemented by a short complementary questionnaire called the 'Dignity at Work Survey'.

All staff in NHS Borders have now had the opportunity to participate in iMatter with varying levels of engagement with the process. **Our next iMatter run for the whole organisation is due to go live in February 2018.** Work continues to improve our response rate and action planning from iMatter reports.

The system used to run the iMatter questionnaire will be used to distribute the 'Dignity at Work Survey'. Given the increasing engagement in iMatter of local authority staff working in Health and Social Care Partnerships (HSCPs), the 'Dignity at Work Survey' will be available to social care staff whose HSCP chooses to participate. Discussions will take place shortly with the HSCP management team to determine if the Borders HSCP wishes to take the opportunity to participate.

**The 'Dignity at Work Survey' will go live on Monday 6 November 2017 and run for 3 weeks.** Paper copy surveys will be available for staff who prefer this route. Local promotional work will commence at the beginning of August. National and Board reports will be published in February 2018. *Local lead for this work is Irene Bonnar, Head of Work & Wellbeing.*

**Training & Professional Development: Developing the Young Workforce –** NHS Borders continue to improve links with local High Schools. An initiative to support Teacher Industry Insight Placements recently resulted in a shadowing visit from Kevin Ryalls, Head Teacher of Galashiels Academy to gain insight into the management processes involved in running a large organisation. Kevin was extremely grateful and positive about this visit and identified his learning had centred on;

- Communication with staff through scripted meeting prompts

- Visibility of managers
- Quality Assurance Processes
- De-briefings in particular the 'breach' meeting
- Collegiate working and distributed leadership

Kevin is now keen to establish further links with the school and NHS Borders and look for opportunities for example; having young people take part in the Participation Strategy, Volunteering opportunities as guides in the BGH and work placements to gain experience.

The Careers Advisor from Earlston High School is visiting on 20 July and will meet with a number of key staff to highlight the varied careers available within the NHS and to forge closer links.

**3 Minutes with...** - Earlston High School have commissioned a young 17 year old from Hawick to develop a video resource highlighting the wide variation of careers available within NHS Borders. The video will be shared with high schools across the Borders region to encourage school children to consider a career with the NHS and to help them to identify specific careers that may be of interest to them.

**Project Search** – 5 of the 8 Interns from the 2016 intake have now secured employment, three within NHS Borders. 8 new Interns have been recruited for the second Cohort and have already attended the NHS Borders corporate induction. The group will start their first rotation in September.

**Human Resources:** Following an audit undertaken by PwC of the Conduct and Grievance policies the HR department identified that an action required was to provide mandatory training on the Conduct and Grievance policies to the HR Employee Relations team.

In June 2017 members of the Employee Relations and Medical Staffing teams attended a development sessions with the Central Legal Office in June 2017. This session focused on the Conduct and Grievance policies specifically, including suspensions, investigations, overlapping grievance and disciplinary cases, status quo, and the issues identified in the PWC audit.

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

**Financial Year 2016/17:** Following approval at the Board meeting on the 29<sup>th</sup> June 2017 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 2016/17 are currently being prepared for inclusion in the Scottish Health Services Cost Book which will be released later this calendar year.

### **Financial Year 2017/18**

- **Revenue:** As anticipated this is proving to be a significantly challenging year financially. Work is ongoing to address the operational financial pressures as well as deliver the required level of efficiency. Scottish Government has requested that an updated financial plan is submitted by the 18<sup>th</sup> August 2017 to give an update on the outlook and a revised projected year end position. In addition the final local delivery plan is due for submission at the end of September which will take account of the regional planning.

- **Capital:** The capital plan is progressing as set out in the detailed capital report presented at the Board meeting on the 29<sup>th</sup> June 2017. Discussions with Scottish Government, with a view to securing additional resources for IM&T infrastructure, are ongoing.
- **Efficiency:** Progress against the in-year efficiency challenge remains a significant concern for the organisation as highlighted in our reported financial position. We continue to work closely with operational teams to progress agreed programmes of work, identify additional savings opportunities and reduce operational costs where possible. However, we have fallen behind in terms of the level of savings required and immediate remedial action is required to address this.

**Property and Asset Management Strategy (PAMS) 2017:** A first draft of this key document has been submitted to Scottish Government and a review meeting has been arranged for 26<sup>th</sup> September 2017. It is planned to present the PAMS 2017 document to NHS Borders Board in October for approval.

**Estates Update:** The Annual State of NHSScotland Assets and Facilities Report was published on 21<sup>st</sup> July 2017. Interest in the report has varied over the years, however given the recent publicity around the condition of public buildings there may be more interest this time.

Following the Board decision to postpone the replacement of the theatre ventilation system in 4 out of the 5 BGH theatres bacteriological sampling of the supply air to the theatres was carried out on 25<sup>th</sup> July 2017 and will be undertaken on a quarterly basis going forward. This is part of the ongoing monitoring of the condition of the ventilation systems which the Board asked to be put in place.

**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:

- Equality Outcomes 2017-19 (**Audit Committee for information**)
- Equality Outcomes and Mainstreaming 2015-17 (**Audit Committee for information**)
- Principles for a Digital Future – Lessons Learned (**Audit Committee for information / Director of Performance and Planning to take forward the recommendations**)
- Annual Report & Accounts 2016/17 (**Audit Committee for information**)
- Audit Quality Annual Report 2016/17 (**Audit Committee for information**)
- Corporate Plan 2017/18 Update (**Audit Committee for information**)

### **Director of Planning & Performance**

**IM&T:** The IT services team have been supplemented by additional interim resource to assist with clearing the backlog of calls following the cyber attack. Other measures to slow down some project work have also been taken to clear the backlog as quickly as possible.

The projects team are re-assessing delivery due to the pressure within IT services teams but hope that most projects can still be delivered within their original timescale.

The Topdesk service desk tool is proving popular with staff and we are seeing an increase in its use.

Meetings have taken place with Scottish Government ehealth division to review the local roadmaps and investment plan as assurance to Capital Investment Group. These meeting were positive and we are optimistic that there may be some support for our plan available in 2017/18.

**Planning & Performance:** Planning is now underway for the 2016/17 Annual Review which will be held on Friday 27 October 2017. Further details will follow in due course.

Planning for the NHS Borders Clinical Strategy engagement exercise is currently underway. The exercise is due to commence at the end of August 2017.

The additional staff appointed to support the Better Borders transformational change programme are now in post and being allocated to appropriate projects to drive forward

### **Head of Delivery Support**

**Veterans First Point (V1P) Borders:** This service for military veterans provides a unique model of care where the clients are supported by peer support workers who have a military background themselves. It has been centrally funded using LIBOR fine money, a one off funding package from the Scottish Government has assured funding through to April 2018 and we have recently agreed a plan for further future funding from Scottish Government. Mr Paul Wheelhouse MSP had a very constructive visit to V1P premises at The Hive building in Galashiels on Monday 24<sup>th</sup> July where he met staff and past and present clients and volunteers. He presented the volunteers with their identity cards, we are the first V1P centre to use volunteers.

### **Medical Director**

**Welcoming our new trainees in Foundation and Core training:** these young doctors are our recruitment talent pool for the future.

**Appointment of new Associate Medical Director in PACS,** Annabel Howell, who alongside the managerial appointment will restore some stability and capacity again to the important work of the community and primary care as we progress the IJB agenda.

**This brings the AMD team up to full strength:** Drs Janet Bennison and Annabel Howell in BGH; Dr Nicola Lowdon in PACS; Dr Amanda Cotton in MH; Dr David Love in Clinical Governance; Dr Jane Montgomery in Medical Education.

**Realistic Medicine:** I will be giving a presentation on RM in NHS Borders at the CMO's national conference in Edinburgh on 24<sup>th</sup> August.

**I have been working with the people of Cockburnspath and the Eyemouth Practice** to address any concerns which resulted from the practice's proposal to close the branch surgery building there.

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

**Health Improvement: Healthy Living Network:** Healthy Living Network has been delivering a series of breakfast clubs for families in both Langlee and Burnfoot in partnership with Community Learning and Development. The Langlee Club heavily

involves HLN volunteers and continues to be popular and well attended. The Breakfast Club in Burnfoot has been run for the first time in the Burnfoot Community Hub and has attracted a good turn out and new participants. The focus is on enjoying a healthy breakfast and fun activities for families.

In Eyemouth HLN is a partner in Wellbeing Week 1<sup>st</sup> – 5<sup>th</sup> August. Each day takes a wellbeing theme. HLN is leading on the 'connect' them offering a range of cultural and activity based sessions to improve wellbeing.

HLN and the Lifestyle Adviser Service are offering sessions on a regular basis to Job Centre Plus clients providing information on wellbeing, healthy living and access to health services. We continue to be involved with the Catering for Life programme at Borders College providing input to the course and offering placements for course participants.

**Maternal and Infant Nutrition:** Health Improvement held a successful awareness raising event to promote and support breastfeeding on 29<sup>th</sup> June. The National Lead attended the event which attracted around 20 mothers with their babies and small children and featured the support available through the Breastfeeding in Borders peer support project.

**Diversity Week:** Health Improvement is leading and coordinating the Scottish Borders Diversity Week. A programme of events and activities will take place from 15<sup>th</sup> -21<sup>st</sup> October 2017 in Hawick, Galashiels, Eyemouth, Duns, Selkirk, Kelso and Jedburgh. These events and activities aim to raise awareness about protected characteristic groups, their history and culture, the barriers they face in accessing and using services and what we can do as professionals and communities to address those barriers. The week will also be an opportunity to celebrate the diversity within our local communities.

A multi-agency steering group of over 40 private, public and third sector organisations in the Scottish Borders is involved in planning the programme of events and activities which will include: a Mental Health and Suicide Prevention Workshop; Reminiscence Scottish Night; Intergenerational Tea Dance; Hate Crime Event; Keep Safe; Transgender Awareness Workshop; LGBT Awareness; Bump to Baby; International Food Taster Night; Polish Supper; an Evening with Islamic Society and Multi Faith Café Night. Events promoting inclusiveness, such as a community international family fun day; diversity celebration gala; walking up an appetite; India/Pakistan Partition exhibition; musical and dance performances, and a Borders College open day are also planned.

Health Improvement has been able to secure a grant from Awards for All towards the costs of this programme.

**Resilience:** Strategic Incident Team training run by Scottish Resilience Development Service was held on Tuesday, 18 July. Attended by 21 senior staff, this covered the running of a strategic incident team within NHS Borders and liaising with the multi-agency partnership as part of this. This type of team would be convened in the event of a major disruption to our services or in a major incident which would bring casualties to our services. The training aims were to provide multi-agency Resilience Partners at **strategic or tactical** level with an overview of the key non-technical skills required for effective crisis management. It provides an opportunity to share learning; also to be part of a multi-agency group which develops individual personal skills and the ability to function effectively as part of a Resilience Partnership.

The training which is part of the Resilience workplan 2017/18, provides new and existing managers with a good basis for further training, exercising and actual incident management. Participants identified learning points and appropriate action card adjustment pertinent to their roles.

### 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			