

**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**

**Healthcare Improvement Scotland (HIS):** HIS undertook a site visit to the Borders General Hospital on 23 August to meet with the Chief Executive and senior colleagues to talk about Hospital Standardised Mortality Ratio's. Whilst NHS Borders is not significantly different to the Scottish average it has undertaken an on-going improvement approach in this area, through reviewing case notes and delivering quality improvement work at ward level.

**National Mortuary Review Group (MRG):** The Chief Executive has attended meetings of the Mortuary Review Group (August/September). 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 is undertaking a broader review of mortuary provision in Scotland, as defined by the Public Health (Scotland) Act 2008.

**NHS National Services Scotland (NSS):** The Chief Executive has attended meetings and awaydays of the NHS NSS Board in her role as a Non Executive of the NHS NSS Board.

**East Region:** Monthly meetings of the Chairs and Chief Executives of the East Region Health Boards have taken place. The meetings have focused on progressing the Health & Social Care Delivery Plan across the region.

**East Region Shared Services:** The Chief Executive continues to make progress on the HR functions element of the Shared Services umbrella that she is chairing. The Regional Implementation Leads interviews have now concluded and appointments have been made for regional leads for IM&T (Jackie Stephen, NHS Borders), Communications (Judith McKaw, NHS Fife) and HR (Janis Butler, NHS Lothian).

**Out of Hospital Care Planning & Progress:** A session was held on 11 September with Scottish Borders Council colleagues to look at the progress that had been made locally in regard to the Professor John Bolton presentations held earlier in the year, which had included areas of work around a strategy for delayed discharges; discussions with domiciliary care providers; potential to extend leadership therapy services into the

community and community hospitals; potential for future investment in re-ablement based domiciliary care at home and therapeutic help in the community with both to focus on short-term help to support recovery; and development of a performance framework to hold each part of the system to be responsible for the outcomes they produce through the discharge process.

**Appointments:** Interviews were held in September for the appointments of the Joint Director of Public Health and the Chief Officer Health and Social Care. Both Dr Tim Patterson and Mr Robert McCulloch-Graham were appointed respectively.

**Retirement Celebration:** On 26 September the Chief Executive along with the Chairman attended the Fourth NHS Borders Retirement Celebration event held in Darnick. Over 20 retirees attended the afternoon tea, coffee and cake event.

**Public Health Reform Oversight Board (PHOB):** The Chief Executive is a member of the PHOB and the first meeting of the Board was held on 27 September. The PHOB is being co-chaired in partnership by national and local government. This is the beginning of a collaborative process in response to the 2015 review of public health and the PHOB will have a key role to play over the lifespan of the programme of reform work. The PHOB will initially have an advisory rather than a decision-making role, but that arrangement is expected to be re-visited once the governance and delivery arrangements that will sit below the PHOB are fully understood.

**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
28.07.17	PCA(M)(2017)1	General Medical Services Statement of Financial Entitlements for 2017/18
01.08.17	PCA(0)(2017)1	General Ophthalmic Services
02.08.17	DL(2017)16	Transforming Nursing Midwifery and Health Professions' (NMAHP) Roles – Guidance for Employers
02.08.17	DL(2017)17	Sustaining Medical Workforce in Scotland - Proposals for International Medical Training Fellowship Posts
03.08.17	CMO(2017)11	Seasonal Influenza (Flu) Vaccination Programme 2017-18
03.08.17	CMO(2017)12	Scottish Childhood Flu Vaccination Programme 2017-18
08.08.17	CMO(2017)13	Details of the 2017-18 Shingles (Herpes Zoster) Vaccination Programme
09.08.17	PCA(M)(2017)2	Influenza and Pneumococcal Immunisation
10.08.17	PCA(M)(2017)3	Shingles (Herpes Zoster) Immunisation Scheme - Year 5
10.08.17	PCA(M)(2017)4	Meningitis B (Men B) Infant Vaccination Programme
10.08.17	PCA(M)(2017)5	Primary Medical Services (Directed Enhanced Services) (Scotland) Directions 2017
11.08.17	DL(2017)18	National Primary Care Workforce Survey 2017
11.08.17	DL(2017)19	Preparing for Winter 2017/18
14.08.17	STAC(TCS03)2017	Reimbursement of Employee NHS Business

		Travel Costs – Summer Review
17.08.17	PCS(MD)(2017)1	Pay and Conditions of Service 2017-18 Health Board Medical Directors/Former Medical Directors on Protection
29.08.17	PCA(P)(2017)7	Community Pharmacy Public Health Service Smoking Cessation Service – Revised Service Specification
31.08.17	DL(2017)20	Change to National Uniform Policy – Clinical Nurse Managers Uniform
01.09.17	PCA(P)(2017)8	Community Pharmacy Public Health Service Poster Campaigns 2017-18
06.09.17	PCA(D)(2017)3	Practice Premises Revaluation Exercise – 1 April 2018
06.09.17	PCA(P)(2017)9	Additional Pharmaceutical Services Gluten Free Food Prescribable Product List
08.09.17	PCA(P)(2017)10	Community Pharmacist Supplementary and Independent Prescribing Clinics: Update on Funding arrangements for 2017-18
11.09.17	DL(2017)21	NHSScotland/Stonewall Scotland National Partnership Agreement 2017-18
19.09.17	PCA(D)(2017)4	1. Amendment No 135 to the Statement of Dental Remuneration 2. Maximum Patient Charge
02.10.17	DL(2017)22	Sustaining Medical Workforce in Scotland – Second call for proposals for International Medical Training Fellowship Posts
04.10.17	PCA(P)(2017)11	Community Pharmacy Contract: Infrastructure Support – Staff Training
05.10.17	STAC(TCS04)2017	Maternity Supervision Allowance

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

**Associate Director of Nursing for Mental Health, Learning Disabilities and Older People:** Peter Lerpiniere was successfully after interview and commenced his new role on the 25<sup>th</sup> September 2017.

**Quarterly Partnership Meeting (13/09/17):** Claire Pearce attended this quarterly meeting that meets with the Nurse Directors from NHS Lothian, NHS Fife and NHS Borders with Edinburgh Napier University, Queen Margaret’s University and Edinburgh University.

**6 Essential Actions Conference (14/09/17):** Claire Pearce was a guest speaker at the conference to discuss “The nurses’ role in supporting unscheduled care in the Integrated World”.

**Ann Gow and Diane Murray visit (15/09/17):** Ann Gow (Nursing, Midwifery and Allied Health Professional (NMAHP) Director, Healthcare Improvement Scotland) and Diane Murray (Associate Chief Nursing Officer, Scottish Government) attending the Borders General Hospital on the 15<sup>th</sup> September 2017.

**New Flying Start NHS (02/10/17):** Claire Pearce attended the New Flying Start event to hear about the plans for supporting and educating newly qualified nurses immediately after graduation.

**Nursing Conference (04/10/17):** Claire Pearce opened the first NHS Borders Nursing Conference on the 4<sup>th</sup> October at Tweed Horizons. Guest speakers were:

- Ros Shaw, Senior Officer, Royal College of Nursing
- Judith Smith, Macmillan Nurse Consultant Cancer/Lead Clinician Cancer
- Claire Pearce, Director of Nursing, Midwifery & Acute Services
- Dr Brian Magowan, Consultant Obstetrician and Gynaecologist
- Gina Alexander, Director, Care Opinion Scotland
- Kathryn Brechin, Head of Nursing, NHS Fife
- Rachael Dunk, Unit Head & Bill Wright, Senior Policy Manager, Scottish Government
- Inga Cosway, Senior Health Promotion Specialist, NHS Lothian

**Transforming Health: Lessons from Alaska (06/10/17):** Claire Pearce attended this event in Glasgow.

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

**Health and Sport Committee Inquiry: Sport for Everyone. Evidence Session: 3<sup>rd</sup> October 2017:** Public Health NHS Borders submitted evidence to this inquiry earlier in 2017 on behalf of key partners who plan and provide sports and physical activity opportunities in the Scottish Borders: Live Borders, Scottish Borders Council and NHS Borders (Public Health). The Committee was interested in gathering information on: participation and engagement; community and volunteering; the use of school estate; the Commonwealth Games Legacy.

Public Health was subsequently invited to give evidence to the Committee at a round table session in the Scottish Parliament on Tues 3<sup>rd</sup> October and Allyson McCollam attended. Scottish Borders was the only local partnership represented in this session. Other organisations present were: Chest Heart and Stroke Association Scotland, Volunteer Scotland, Sports Scotland, Social Enterprise Scotland, Scottish Association of Local Sports Councils.

The discussion explored examples of good practice and challenges for spread and sustainability. The main areas of questioning and discussion were:

- Importance of sports and physical activity for wider health and social outcomes set against funding pressures
- Best practice in engaging and including groups who are the least activity, recognizing that even low cost can be a barrier
- Volunteering capacity and supporting infrastructure required to widen and sustain involvement in sports and PA, with appropriate protections in place
- Challenges of using school estate to maximum
- Pathways for ill health prevention and for rehabilitation as means to ease pressure on NHS resources.

Some of the key points for Scottish Borders partners from the session included: the variability in pathways to opportunities for PA both for prevention and rehab for different health conditions; many more people take part in PA than in formal sports and a recent participatory budget pilot showed that communities are interested in widening the range of

such opportunities at local level; there is scope to make further use of estates in public sector to encourage physical activity. Volunteering capacity is a key resource for widening participation both in sports clubs, through health and social care, in youth and community settings.

**ExILEnS: Exploring the Impact of alcohol Licensing in England and Scotland:** In April 2017, Stirling University commenced a study to examine whether and how local public health engagement in alcohol licensing operates through the licensing regime to affect alcohol related harm. The study aims to generate detailed, policy-relevant evidence that can be acted on locally, and inform potential national legislative changes and international licensing regimes.

40 public health teams, health boards or ADPs across England and Scotland are being invited to take part and a recent capacity building day for researchers on the project team took place. Scottish Borders ADP Support Team are recognised as a more active area in Licensing and were invited to take part to present on the role of public health in licensing from a Scottish perspective.

**Health Improvement and Self-Management in Older People Seminar:** On 21 September 2017 a Health Improvement and Self-Management in Older People Seminar was held in the Melrose Corn Exchange. The event brought together national and local speakers as well as staff from a range of statutory and third sector agencies. A total of 51 people attended.

The overall aim of the seminar was to help practitioners identify opportunities to support and enable older people living with long-term conditions to make positive changes to improve their health and wellbeing. The seminar was anticipated to:

- Raise awareness of current health improvement guidelines
- Highlight local support and resources to improve older people's health
- Enable practitioners to identify opportunities and barriers to improving older people's health and wellbeing.

The target audience was practitioners supporting older people from health, social care and third sector organisations. Evaluation of the session is underway and the findings will be reported to the Prevention and Early Intervention Group.

### **Director of Strategic Change & Performance**

**Planning & Performance:** NHS Borders Annual review will take place on 1<sup>st</sup> November and the theme for this year is 'Changes Ahead'. Planning for this is well underway with presentations from Cliff Sharp on the Clinical Strategy, June Smyth on Better Borders and Claire Pearce on Back to Basics programme.

We are half way through the 12 week engagement process on NHS Borders Clinical Strategy. The exercise started on 4th September and will run through to the 24th November. We have been listening to the views of staff and public at various events, (Grand Round, LDSCNs Nurse Group, Area Staff Side Group, Area Partnership Forum and Nursing & Midwifery Conference) whilst colleagues from Public Involvement have been discussing the strategy with the public and at patient participation groups.

The Better Borders Programme team have been developing the overall framework and plan for Better Borders and have been meeting with representatives from the acute service, primary care and the IJB transformation programme to ensure that we align our plans and use data to determine impact and value.

**IM&T: Public Wi-Fi** is now live on BGH Campus with a basic login page. It is already seeing 90+ users fairly regularly. There is an opportunity to design our own login (landing page) and we will work on how we can use this as another medium to get key messages out to the public & staff. Further work is underway to consider how we extend Wi-Fi access points in Community Hospitals, Melburn Lodge & Huntlyburn.

**Road to Digital** – An allocation of just under £2m has been received from Scottish Government. The team are working on the architecture designs to ensure they meet the conditions set in relation to the funding. A programme team started in October which will increase the pace of planning and delivery against the plan.

**Community & Mental Health IT** – EMIS Web is now live in all Community Nursing teams and they are starting to build up their Electronic Health Record. Work has started to build the workflows for Mental Health.

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

**Financial Year 2016/17:** The Board has been advised that NHS Borders' accounts were laid before Parliament on the 9<sup>th</sup> October 2017. The accounts are now in the public domain and available on the NHS Borders website. The Cost Accounts for 2016/17 were submitted for inclusion in the Scottish Health Services Cost Book which is planned to be published on the 21<sup>st</sup> November 2017.

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

- **Revenue:** The regular finance report provides an update to the Board on the ongoing pressures the organisation is facing both in operational services and the challenges in delivering the required level of savings. The finance team remain focused in working with services to ensure agreed year end positions are delivered and to finalise further opportunities to achieve financial balance. The Deputy Director of Finance (Financial Management) continues to be based in the Borders General Hospital to support the management team from a financial perspective. This arrangement has been welcomed and over the coming months consideration will be given to how the structure of the Finance Department can adapt to work more closely with services across the organisation on a permanent basis.
- **Capital:** Following the allocation of £2m from Scottish Government to support the development of the IM&T infrastructure detailed plans have been finalised on the priority spend areas for 2017/18. It will be challenging to complete this work in the remaining 5 months of the financial year and the newly formed Project Programme Board, chaired by the Director of Finance, will closely monitor progress against the plan.
- **Efficiency:** As key part of delivering financial balance work is continuing to implement the 2017/8 programme. Significant progress has been made to date but a number of schemes particularly linked to a review of the balance sheet will only be finalised in the last quarter of the financial year.

Critical to the longer term financial sustainability of the organisation is the work of the Better Borders Programme. Over the coming weeks the financial impact of the projects identified to date will be quantified. This will support the Board in its planning for 2018/19 onwards.

**Property and Asset Management Strategy (PAMS) 2017:** A draft document was submitted to the Scottish Government in June with a review meeting taking place on 26<sup>th</sup> September 2017. Taking on board comments and feedback from the Clinical Executive Strategy Group the PAMS document will be presented to the Board in October for approval.

**Estates Update:** The Clinical Executive Strategy Group recently agreed to set up a BGH Campus Development Board with a draft terms of reference to take forward the development of a business case for the future of the site. The first meeting of the group will take place in October where the group will consider an outline Strategic Assessment, the first step in this process, for submission to the Scottish Government.

Interviews will take place on the 10<sup>th</sup> November 2017 for the Head of Estates and Facilities, who is retiring at the end of the calendar year.

**Facilities:** The quarter 1 cleanliness scores indicate that the Borders General Hospital is rated as third out of the 22 acute hospitals across Scotland. This is an excellent result and an improvement for the BGH from previous quarters.

**Laundry:** The newly appointed Director of Facilities (NSS Health Facilities Scotland) recently visited NHS Borders laundry to see it in action. He was interested to hear about our unique business model and the opportunities this could provide for other laundries across Scotland.

**Finance:** The Deputy Director of Finance (Financial Accounting), on the 1<sup>st</sup> October 2017, took on the role of Chief Finance Officer for the Integration Joint Board. Backfill arrangements are currently out to advert.

**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.

- NHS Workforce Planning (**Clinical Executive Operational Group have taken on board the actions detailed within the report / Audit Committee and Staff Governance Committees for information**)

### **Head of Delivery Support**

The first Scottish Borders Diversity Week (as reported to the Board in the Mainstreaming report) was held last week with a great range of events. Most were well attended and successful in engaging a wide range of staff, statutory and third sector organisations and we will de-brief partner organisations and compile a lessons learned report for next years event.

## **Medical Director**

**Joint Older People's Services Inspection Report:** Dr Sharp undertook a round of interviews in local and national media to respond to the report, highlighting our acceptance of the report and describing the progress made since the inspection commenced in October 2016. There is much further work to be done and an action plan has been devised to address the outstanding issues raised, in partnership with SBC and implemented via the Integrated Joint Board.

**Healthcare Improvement Scotland (HIS) Food Fluid and Nutrition Report:** another round of media interviews was undertaken in response to the report following the unannounced inspection in June 2017. The report highlighted the quality of food and choices on offer in the BGH and commended the catering department accordingly. NHS Borders accepts the report's recommendations, particularly the need to improve the quality of documentation and recording of accurate information.

**HIS Standards for Healthcare and Forensic Services for People who have Experienced Rape, Sexual Assault or Child Sexual Abuse:** Dr Sharp chaired the project group developing these standards which will be published in December 2017.

**Norwegian International Site Visit:** Dr Sharp welcomed a group of doctors and nurses from Kristiansand, Norway, to learn about the Scottish Patient Safety Programme in Mental Health (SPSP-MH) on 14<sup>th</sup> September 2017. The visitors were keen to learn from the programmes' significant reduction in episodes of aggressive or violent behaviour in mental health units, particularly the engagement and leadership of Ward Charge Nurses in improving the quality of care and communications, without recourse to physical interventions.

**Regional Medical Staff Bank:** considerable work has been undertaken, with HR colleagues and others, to reduce expenditure and reliance on locum doctors, and particularly Agency locums. A significant reduction in costs is expected in 2017/18 and further discussions have taken place with regional partners re a Medical Staff Bank, emphasising the need to maintain the delicate equilibrium of costs versus benefits.

**Retirement Celebrations:** With the Chair and others, Dr Sharp attended the ceremony and afternoon tea to recognise the long and dedicated service of staff who have recently retired from NHS Borders on 26<sup>th</sup> September.

**Job Planning:** assisted and implemented by the Associate Medical Directors in the BGH and Mental Health, the job planning process is well underway and a new framework, harmonised with Lothian, will bring additional clarity to the process. The change from Heads of Service to Clinical Directors, with well-defined management responsibilities, will be undertaken over the next few months.

## **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.
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<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**

<b>Name</b>	<b>Designation</b>	<b>Name</b>	<b>Designation</b>
Jane Davidson	Chief Executive		

**Author(s)**

<b>Name</b>	<b>Designation</b>	<b>Name</b>	<b>Designation</b>
Board Executive Team			