

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

NHS Scotland Global Citizenship Programme: The Chief Executive attended the first meeting of the NHS Global Citizenship Programme Board on 24 January. The session focused on the role and remit of the Programme Board, programme briefs and workstreams, and scrutinised the rural health global citizenship fellowship proposal.

Public Health Reform Oversight Board: The Chief Executive attended the Public Health Reform Oversight Board on 25 January, where the main items of discussion were progress towards developing public health priorities for Scotland and key considerations in establishing a new public health body for Scotland.

Bill Gates Foundation: The Chief Executive was part of the Bill Gates Foundation visit to Edinburgh on 26 January. The session provided background on global health in Scotland; highlighted some case studies from existing NHS Scotland global health work; highlighted the future direction of travel and plans to better support staff through the NHS Global Citizenship Programme and establishment of a new Scottish Global Health Co-ordination Unit (which would have as one of its purposes, supporting and centralising NHS Scotland overseas work).

East Region: The Chief Executive continues to be fully engaged in the various different East Region meetings.

Alan Nabarro Medal Ceremony: On 26 March the Chief Executive attended the Alan Nabarro medal award ceremony. The medal was presented to 2 individuals in Scottish Borders who have lived with diabetes for at least 50 years. Alan Nabarro was one of the first main survivors of living with diabetes for 50 years and waged a lifelong battle against discrimination against people with diabetes. In 1968 he was awarded the OBE for his work with young people in London.

National Osteoporosis Society (NOS) Peer Review Visit: 27 March – The visit looked in to all aspects of how the service is delivered and how it might be improved. We await the final NOS report to NHS Borders which we hope will contain some recommendations on what we can do to further enhance delivery of the service; what aspects are going well and what could be improved.

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
22.01.18	PCA(D)(2018)1	1. Amendment No 137 to the Statement of Dental Remuneration 2. Dental Working Patterns Survey
23.01.18	PCA(P)(2018)1	Community Pharmacy Contract: Infrastructure Support – Staff Training
24.01.18	PCA(D)(2018)2	A Scottish Government Publication on the Oral Health Improvement Plan
02.02.18	PCA(D)(2018)3	General Dental Services - Revised Scottish Dental Access Initiative
07.02.18	MSG(2018)4	MSG Guidance - Medical Bank Pay Rates February 2018
09.02.18	STC(TSC01)2018	Reimbursement of Employee NHS Business Travel Costs – Communication Schedule and Approach to Electric Cars
16.02.18	PCA(D)(2018)4	1. Reimbursement of Practice Rental Costs – Submission of Form Gp234 2. Error in Amendment No 137 to the Statement of Dental Remuneration
21.02.18	DL(2018)1	Structural Design of Cladding Systems
21.02.18	PCA(D)(2018)5	Public Appointment of a Dental Member – NHS Tribunal for Scotland
06.03.18	PCA(P)(2018)2	Pharmaceutical Services Supporting Quality Improvement: 2018 Activities
23.03.18	STAC(TCS02)2018	Pay Settlement for Agenda for Change Staff 2018
28.03.18	DL(2018)04	National uniform policy, dress code and laundering policy
28.03.18	CMO(2018)1	Scotland's New National Health and Social Care Standards
28.03.18	CMO(2018)2	Healthcare Improvement Scotland (HIS) has reviewed and reported on data on appraisals and medical revalidation for all Designated Bodies in Scotland

Joint Director of Public Health

Ministerial visit to Langlee Early Years Centre: Langlee Early Years Centre had a visit from Maree Todd, Minister for Early Learning and Childcare on 30th January. The minister was interested to hear about the ongoing improvement work and the work with families in the early years centre. One of the Community Food Workers from the Joint Health Improvement Team was part of staff group who spent time with the minister, along with the Centre managers, welfare benefits adviser and community learning staff. The minister was able to talk with children and parents taking part in a range of activities including a food preparation session with nursery children.

Healthy Hawick: A new project has been launched to improve health and wellbeing in the Hawick area by getting people to consider their lifestyles and learn what they can do for themselves to nurture their health. Healthy Hawick is a joint initiative between the schools in Hawick, Scottish Borders Council (SBC), the Health Improvement team, LASS, Live Borders and other local organisations and charities. It aims to improve the health and wellbeing of people who live in the area. The project is part of the work of the Teviot and

Liddesdale Learning Community Partnership and will promote the learning opportunities that people in Hawick can access that can help them to look after their own health and wellbeing and those around them. Healthy Hawick brings the work of local organisations under one umbrella and will focus on different themes. The first theme is 'Nurture' and a newsletter is being published to promote local activity and encourage people to nurture themselves and those they care for.

There is already a great deal taking place in Hawick to support people's health and wellbeing but Healthy Hawick is an opportunity for everyone to work together and make sure that people can access the wide range of advice and support that is available. A particular focus of Healthy Hawick is working with Hawick High to support our young people to make positive choices about their lifestyles as those choices can have a real impact on their health and wellbeing in the future.

Borders Diabetes Prevention Partnership: The Borders Diabetes Prevention Partnership is through to the final stage of a National Lottery bid to seek funding to support a systems approach to type 2 diabetes prevention in Borders. The bid is for a total of £750,000 over 5 years and is matched by partners to the sum of £600,000. The final stage is a presentation and Q&A session with Lottery on 6 March.

Director of Strategic Change & Performance

Planning & Performance: Annual Operational Plan: NHS Borders has submitted a Draft Annual Operational Plan which replaces the Local Delivery Plan. Work has also been ongoing with partners in Health and Social Care to develop the Integration Joint Board (IJB) Annual Performance Report.

Celebrating Excellence: NHS Borders 2018 Celebrating Excellence Awards will take place on Saturday 28th April. The working group is busy with the final preparations for the event which is currently at capacity with over 400 staff, guests and volunteers attending. Voting was open to NHS employees for 16 days when they were giving the chance to vote for the winner of the one off Platinum Award for Outstanding Contribution and Dedication to NHS Borders to mark the 70th Anniversary of the NHS. The winner of Platinum, and all other awards, will be announced at Springwood Park on 28th April.

NHSScotland Communications Awards 2018: The NHSScotland Communications Awards 2018 took place last Wednesday 21 March. Now in their third year the awards are an opportunity to recognise the talent and achievements of communications staff across NHSScotland.

The Communications Team from NHS Borders submitted 4 entries, 3 of which were finalists in their respective categories:

- **Best In-house campaign** for the internal and external promotion of Care Opinion which has been widely adopted by staff and patients across the Borders
- **Best Crisis Communications** for the public health incident in December 2017 where the team led on multi agency communications relating to a cluster of drug related admissions to the BGH
- **Team of the Year;** where they were up against stiff competition from NHS Health Scotland, NHS Lanarkshire, NHS Ayrshire and Arran and NHS Fife (the winners).

Although they didn't come away with a trophy, Clare and her team are still delighted to have achieved recognition at this level.

IM&T: Road to Digital: The Programme team are now completing the planning phase which will give a granule overview of activities for the team and our technology partners. This will give a clearer overview for senior management and the user community around timescales and durations of activities and deliveries. The team have been carrying out delivery behind the scenes which includes installation of multiple devices making up the main infrastructure for the new technologies, new network devices and configuration and Server & Application assessment. A trip to D&G has been organised for Thursday 15th of March. D&G went through a very similar IT Transformation programme in 2017 and it will be beneficial for the group and organisation to understand any learnings around delivery. Work is also being carried out to assess the 2018/19 investment requirements which will be presented to the Programme Board.

Clinical Productivity: There has been some improvement in operational delivery due to the work undertaken as part of the programme. Operational workload had reduced in some areas with queues reducing due to better management of calls and communications throughout the teams. We continue to move this into other areas to try and introduce the same efficiencies although other groups have more scheduled work rather than responsive so the challenge is slightly different and maybe less conducive to this approach.

Service Desk: Phase 2 of Topdesk continues with focus around Change Management, Resource Management and Support & Maintenance Contracts. With the introduction of these modules we should be able to highlight some efficiency potentials to be found in the way we work. A Service Desk Kiosk will be setup in the Canteen for one morning every month to promote Topdesk but also to assist with any technology queries anyone has.

EMIS Web: will be fully deployed in the BGH & Community by 31st March 2018. During April, the project team will focus on Super User Training for all departments, finalising the MH act, SMR's and other reporting.

GP & Primary Care: desktop transformation project will commence Mid April and will conclude by the end of July. This will deliver windows 7 desktops to all primary care sites. The RTD programme will pick up the BGH & Newstead areas.

Director of Workforce

Human Resources: Staff Governance: The iMatter National Report has been published in early March, 2018. This report details the Boards performance against the Staff Governance Standard. A full analysis of this will be carried out for consideration by the Staff Governance Committee. This will also influence the development of the Staff Governance Action Plan for 2018/19. Board level results from a separate Dignity at Work Survey undertaken in the autumn of 201 were also received and the findings will be considered by the Executive Team to agree actions.

Recruitment to Senior Posts: The resourcing team will shortly be supporting multi faceted assessment centres for the recruitment of senior staff including the Head of Estates and Facilities, Dementia Nurse Consultant, Senior Infection Control Nurse, Consultant Trauma and Orthopaedic Surgeon and Chief Finance Office H&SC.

Workforce Conference, Friday 27th April 2018, Lecture Theatre, Education Centre: All staff have been invited to the annual Local Workforce Conference which will be opened by Mr Raine as Chair of the Health Board. A keynote speaker is billed to celebrate the first 70 years of the NHS and tell us about the how we can make the next 70 years amazing. Presentations will feature key workforce developments such as Health and Social Care

Integration and Regional Working. Delegates will then attend interactive workshops which include discussing the results of the recent iMatter survey, dignity at work survey and progressing the staff governance action plan. This is a key event in our employee engagement strategy and all are welcome to attend and participate.

Regional Recruitment Shared Service and Process Project: A project has been initiated in relation to shared services recruitment in the East region. There have been three main areas of activity:

- The Recruitment Shared Service Development Group (RSSDG) has been developing proposals for a recruitment shared service in the East region, at present with the HR teams and reporting to the Directors of Workforce and Employee Directors in the three health boards.
- The RSSDG has been working on standardised recruitment procedures for a future shared service based on high level process maps for each Health Board in the East region.
- There has been Scotland wide project to support the identification, assessment, and procurement of a new national recruitment IT system. A preferred supplier for an electronic recruitment IT system has been identified from this national procurement exercise. HR staff from NHS Borders will attend a stakeholder engagement event on 20 March 2018 to explore the next steps in the implementation of the new system.

NCAS Investigator Training for the East Region: This month, the National Clinical Advisory Service (NCAS) held a regional workshop for clinicians and HR staff involved as case investigators in investigations about medical practitioners. The NCAS training focussed on core skills for investigators to equip participants for the role. Standard approaches to investigation and a cohort of trained investigation officers across the region will be particularly welcome with the introduction of a regional single employer for training grade doctors from August 2018.

East Region Workforce Plan: The first East Region NHS Workforce Plan is due to be published by 31 March 2018. The health and social care workforce is one of the largest in the East region, employing over 84,000 people. Our regional NHS workforce is growing and ageing, is increasingly diverse, is coping with changing work patterns and is adopting rapid technological change and digital developments. The three NHS Boards in the East Region along with partner organisations will set out plans for our future workforce.

Personal & Physical Safety Team: Portfolio reconfiguration has provided an opportunity to establish a sustainable Personal & Physical Safety team. From 1st April 2018 Moving & Handling will be managed by Sue Kean, Personal & Physical Safety Lead for NHS Borders and will be based within the P&PS Training Unit, Huntlyburn, BGH site.

Moving & Handling, Personal Safety, Lone Working and Prevention & Management of Aggression and Violence training will now be available from one team based within the Borders General Hospital site with access to training at Kelso Hospital.

Mandatory Statutory Training: An internal audit of mandatory statutory staff training found that training compliance is variable, new approaches are being introduced to support and encourage staff to complete their required mandatory and statutory training. To make it quicker and easier for Staff to meet their mandatory statutory needs we have;

- Developed a list of core training available in publications on the intranet – so all staff know what they need to do;
- Added Core Training to new Learning Plans in Learnpro;
- Given Line Managers a dashboard to see the progress of their team;
- Commissioned a new user interface so staff can see their own progress – available May;
- Started work on a passport with NHS Lothian & Fife so staff who transfer; between Boards don't have to repeat Core Training.

The first passport item is Public Protection eLearning which replaced Adult Support & Protection and Child Protection eLearning from the 1 March, 2018. This is NHS Borders' first 'Course of The Month'. Due to the bad weather the deadline for completing Public Protection eLearning has been extended to the 30th April.

eKSF and TURAS: eKSF was switched off as planned at the end of January 2018 and data is being transferred to the new system TURAS. Line managers were asked to complete as many appraisals as possible by the end of January 2018 to support NHS Borders in meeting the target of 80% of employees having appraisals/PDP's agreed and signed off on eKSF. Outstanding appraisals are being completed on paper, or on Turas once available from April 2018. Awareness/Demonstration sessions have been set up for April to support the implementation of Turas.

Director of Finance, Procurement, Estates & Facilities

Financial Year 2017/18

- **Revenue:** In order to ensure delivery of financial targets as well as the regular monitoring of budgets additional controls are in place across the organisation including:
 - Close operational management of the use of bank, agency and locum staff.
 - Review of supplies costs to ensure the use of the most cost effective products.
 - Additional vacancy scrutiny of certain posts and areas of the organisation.
 - Increased control and monitoring of discretionary spend areas.
- **Capital:** The Board has received a significant level of additional capital funding this financial year, some of which was allocated recently linked to slippage on the national capital programme. This funding will be utilised to bring forward spend which was previously planned for 2018/19 as well as progress the delivery of the IM&T Road to Digital project. The Board will receive a detailed capital update at the meeting on the 5th April 2018.
- **Efficiency:** During March a number of efficiency schemes will be actioned as planned and the Board remains on course to deliver £8.3m of savings in 2018/19 however the majority of which will be non recurring and leaving a recurring deficit of £8.8m.. This will increase the size of the financial challenge in future years.
- **Annual Accounts 2016/17:** Work has begun on the preparation for the 2017/18 Annual Accounts. The Audit Committee received the planned timetable at its meeting on 21st March 2018 which includes a review session for Board Members to discuss in detail the draft accounts. The date for this session has yet to be confirmed.

Financial Year 2018/19: The budget was agreed by the Scottish Parliament during February and allocations were notified on 22nd February 2018. The budget detailed the public sector settlement and the Scottish Government's policy on pay for 2018/19. Led by the Director of Finance and Director of Strategic Change & Performance there has been significant dialogue with services over the last two months on how they can support the financial challenge the organisation faces. Work has been underway to update and develop NHS Borders' financial plan for 2018/19 onwards based on the announcement and the allocation letter. A draft financial plan was submitted to Scottish Government on 12 March 2018 and a teleconference also took place on this date. Formal feedback is awaited. A number of sessions have been held with the Board and the Financial Performance Group and a financial plan for 2018/19 will be considered by the Board at its meeting on the 5th April 2018.

Borders Macmillan Centre Charitable Funds Scheme: The project to extend and refurbish the Borders MacMillan Centre (BMC) continues to move forward. Contractors, who are now on site, will be working with NHS Borders until approximately October 2018.

External Audit: Audit Scotland, the Board's External Auditors have been on site for their Interim Audit during weeks commencing 5th and 12th February 2018. The Audit Committee received a report detailing their findings at their meeting on 21st March 2018.

Estates Update: Interviews for the Head of Estates and Facilities post took place on 23rd March 2018.

Facilities: The BGH cleanliness compliance score for October to December 2017 placed NHS Borders as the second out of 22 acute hospitals across Scotland.

The Facilities Staff Bank will be increasing over coming months to include a group of porters and drivers. The aim is to avoid the use of contractors for removals or courier cover. Work will also be undertaken to ascertain if bank staff could provide unplanned transport support to clinical services.

Medical Director

Finance: encouraging indications that the agency medical locum spend has come down significantly over the past year, thanks to the hard work of Medical HR colleagues and success in making permanent appointments to NHS posts.

Medical Training: notice has been given that two GP training posts will be withdrawn (one in surgery which has not been filled in recent years, and one in medicine) and hopefully the funding attached to these posts will be returned and used to support medical staffing.

East Region H&SC Delivery: Dr Sharp attended the event for senior regional leaders and non-executive directors in Edinburgh on 19th January, where areas of shared interest and common understanding were discussed, with a view to collaborating more closely across the region on improving services. The Borders presentations were well received, especially in relation to diabetes interventions.

Scottish Association of Medical Directors: attended on 24th January. The PACS (Peer Approved Clinical System) Tier 2 guidance for certain medicines was discussed and the implementation date has now been postponed until the beginning of June due to concerns raised about the potential financial implications. The new GP contract was also discussed

further, with rural GPs expressing a perception that it is not generally helpful in their particular circumstances.

Integration Joint Board: development session on Jan 29th discussed and debated the financial and demographic challenges facing the IJB and the strategic commissioning plan which would hopefully address some of the pressures in the medium term.

Eildon Medical Practice: further discussion with the partners took place on 30th January clarifying their intentions and subsequent visit to the premises in question in Newtown St Boswells. A subsequent meeting with Councillor Elaine Thornton-Nicol was held to address the concerns expressed by her constituents and assure her that NHS Borders had no intention of removing primary care medical services from Newtown and the GP's intention to dispose of the practice building offered opportunities to future-proof service provision for the coming years.

Regional Realistic Medicine: a working group of the three regional Board Medical Directors, supported by planning, has been convened to develop three common workstreams: Medicines and Tests; Unwarranted Variation; and Decision Support tools. Dr Sharp will lead the Medicines and Tests stream for the region.

Duty of Candour: The duty of candour provisions in the Health (Tobacco, Nicotine etc. and Care) (Scotland) Bill were given Royal Assent on April 6, 2016, with an implementation date of April 1, 2018 agreed. The purpose of these new provisions is to support the implementation of consistent responses across health and social care providers when there has been an unexpected event or incident that has resulted in death or harm that is not related to the course of the condition for which the person is receiving care. The principles of candour already inform the approach that is taken in many organisations. The professional duty currently applies to many health and social care professionals across Scotland as this is a part of the requirements of their practice by their professional regulators. Dr Sharp attended a conference on the 20th February and further central guidance is awaited.

Chief Officer Health & Social Care

GP Saturday Openings: Seven GP Surgeries were open for four weeks on a Saturday to help with pressures on the BGH due to the increase in attendances over the winter period. We are still collecting data on usage and impact on attendances and admissions to acute services. We will be undertaking a full review of all the work undertaken to meet the challenges of this winter. This will be shared with the GP Sub Committee and the NHS Borders Board.

Hospital to Home Update: The Hospital to Home project started in the Berwickshire area mid-January and is expanding into Hawick and Central localities. Healthcare Support Workers are supporting the provision of care, led by District Nursing Team Leaders. The work has focused on a mix of prevention of admission, discharge from Community Hospital and end of life care. More will be done directly with the BGH discharges this month.

Craw Wood: This is still operating with 15 beds and the average turnaround is 9 days. This has been an overwhelming success. Funding is secured until the end of April.

Finance: The advert for the Chief Financial Officer is now live and we are interviewing at the end of April.

IJB Leadership Team: The team continue to meet weekly which has proven successful and valuable for all. A new Integrated Performance Group has also been convened to discuss performance and finance, which feeds directly back to the leadership group and then through to the Executive Management Team and the IJB.

SBC Strategic Plan: This was presented to the Public Partnership Forum at the start of February. The Strategic Planning Group (SPG) are now in the process of reviewing the Strategic Plan, the next SPG is being held on the 16th of March.

National IJB's: IJB's collectively, have agreed a national campaign to promote individuals to make forward plans for their care when they reach such a time. This will also include a major drive to encourage people to agree Power of Attorney arrangements now, to support them in the future.

Care Providers: A meeting was held recently with the private care providers in the Scottish Borders and we agreed to regular sessions going forward to support future commissioning plans.

Director of Nursing, Midwifery & Acute Services

Senior Mental Health Nurses: Claire Pearce was invited to meet with this group. There was much discussion and a commitment to have further dialogue around potential advanced nursing roles in the future.

Coldstream Practice & Burtzorg Project: Claire Pearce visited Delia Howlett and her team. Claire was impressed by the commitment of this team to ensure their local population are cared for. The DN team work very closely with council colleagues to provide seamless care.

Supplementary Staffing: Ruth Thomson who is leading on supplementary staffing for Scottish Government visited NHS Borders, key senior nursing and finance colleagues supported this visit.

High School Nursing & Midwifery Taster Day: Claire closed this event which was run in collaboration with local schools & NHS Borders. There were several school pupils interested in a career in nursing or midwifery. There were talks throughout the day by nurses and midwives as well as time spent in the clinical simulation area where the pupils practiced clinical tasks. ITV Borders covered this event on 6pm news

HCSW Careers opportunities: Unfortunately the event planned on 17 January for HCSW career options was cancelled due to bad weather. This event is rescheduled for 21st February.

Back to Basics Collaborative: On January 31st we held our first collaborative event on falls, which brought together 18 nurses and allied health professionals from across acute, community and mental health.

The aim of the day - which was supported by our colleagues from Healthcare Improvement Scotland - was to gain a basic understanding of Improvement Science and to learn how it can be applied to the Back to Basics programme and make a huge impact on reducing falls.

In a hands on session, those present started working on a small project using the principles of improvement, to create plans on what they are going to take forward in their ward/department in the next week and month to contribute to the wider Falls improvement work across NHS Borders.

We committed to supporting this process using follow up sessions through the Falls Link nurses network monthly meetings and Quality Improvement (QI) support from staff in NHS Borders to assist the delegates through their QI journey.

The feedback received from the evaluation of the session was really positive

Food Fluid & Nutrition Action Plan: The final update will go to the Clinical Governance Committee at the end of March and will be presented to the Board in April

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)

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