

Borders NHS Board



Meeting Date: 17 January 2019

Approved by:	John Raine, Chairman & Jane Davidson, Chief Executive
Author:	Iris Bishop, Board Secretary
NHS BOARD PERFORMANCE ESCALATION FRAMEWORK	
Purpose of Report:	
The purpose of this report is to advise the Board of receipt of notification that NHS Borders has been escalated to Level 4 of the NHS Board Performance Escalation Framework.	
Recommendations:	
The Board is asked to note the report.	
Approval Pathways:	
This report has been reviewed by the Board Executive Team.	
Executive Summary:	
The Chief Executive received the attached letter on 23 November 2018 (Annex 1).	
The Chief Executive and Board Executive Team colleagues are working with Scottish Government colleagues to tailor appropriate support to address the challenges we face with a continuing focus on safe, high-quality patient care.	
Impact of item/issues on:	
Strategic Context	Policy and strategy implications will be addressed in the management of any actions resulting from this escalation.
Patient Safety/Clinical Impact	Patient safety and clinical impact implications will be addressed in the management of any actions resulting from this escalation.
Staffing/Workforce	Staffing and workforce implications will be addressed in the management of any actions resulting from this escalation.
Finance/Resources	Finance and resources implications will be addressed in the management of any actions resulting from this escalation.
Risk Implications	Risk implications will be addressed in the management of any actions resulting from this escalation.
Equality and Diversity	Compliant with Board policy requirements.
Consultation	Board Executive Team

Glossary	HSCMB – Health and Social Care Management Board ARs – Annual Reviews MYRs – Mid Year Reviews SG – Scottish Government CEO – Chief Executive Officer DG – Director General
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Jane Davidson
Chief Executive
NHS Borders

(by email)

23 November 2018

Dear Jane

Thank you for submitting your recovery planning documentation, in response to the letter of 31 July from Christine McLaughlin. The Health and Social Care Management Board (HSCMB) has now had the opportunity to consider the Board's plans and the progress made by NHS Borders at the mid-year stage of 2018-19.

We welcome the progress made in reducing the projected end-year deficit. However, the changes in leadership which are planned, the scale of the remaining financial challenges facing the Board, and the the need for pace in delivering of longer term sustainability, present key risks. These have led me to conclude, on HSCMB's advice, that NHS Borders should now be moved to Stage 4 of the NHS Board Performance Escalation Framework (see Annex A).

The development and delivery of a robust and credible recovery plan to return the Board to a sustainable position will be a key focus of this process. The responsibility to develop and implement a recovery plan remains clearly with the Board, and external support will assist that.

The specific approach will be tailored to the Board's individual circumstances. Mark Wilde, as Scottish Government's Head of Board Recovery, will be in touch to arrange a meeting to develop a tailored support package. I am also happy to meet Board members.

In the meantime, if you have any questions, please contact Mark Wilde (Mark.Wilde@gov.scot) or Yvonne Summers (Yvonne.Summers@gov.scot), who will be happy to assist. I am copying this letter to John Raine.

Yours sincerely

Paul Gray

NHS Board Performance Escalation Framework

Stage	Description	Response
Stage 1	Steady state “on-plan” and normal reporting	Surveillance through published statistics and scheduled engagement of ARs/MYRs
Stage 2	Some variation from plan; possible delivery risk if no action	Local Recovery Plan – advice and support tailored if necessary. Increased surveillance and monitoring Scottish Government. SG Directors aware.
Stage 3	Significant variation from plan; risks materialising; tailored support required	Formal Recovery Plan agreed with Scottish Government. Milestones and responsibilities clear. External expert support. Relevant SG Directors engaged with CEO and top team. DG aware.
Stage 4	Significant risks to delivery, quality, financial performance or safety; senior level external support required	Transformation team reporting to Director General and CEO NHS Scotland.
Stage 5	Organisational structure / configuration unable to deliver effective care.	Ministerial powers of Intervention.

At any level of escalation, where the Board Chief Executive is either not in post or is no longer designated as Accountable Officer by the Director General, the Director General on behalf of Ministers will appoint another Accountable Officer on an interim basis until such time as a substantive appointment is made.