

Borders NHS Board



Meeting Date: 7 March 2019

Approved by:	Jane Davidson, Chief Executive
Author:	Board Executive Team members
BOARD EXECUTIVE TEAM REPORT	
Purpose of Report:	
The purpose of this report is to update the Board on areas of activity within the Board Executive Team's Directors portfolios.	
Recommendations:	
The Board is asked to note this report.	
Approval Pathways:	
This report has been prepared and reviewed by the Board Executive Team.	
Executive Summary:	
<p>This report identifies areas of activity undertaken by the following Directors:-</p> <ul style="list-style-type: none"> • Chief Executive • Director of Finance, Procurement, Estates & Facilities • Director of Workforce • Joint Director of Public Health • Director of Nursing, Midwifery & Acute Services • Director of Strategic Change & Performance • Medical Director • Chief Officer Health & Social Care <p>The report also identifies the Scottish Government Circulars received by the organisation since the previous report.</p>	
Impact of item/issues on:	
Strategic Context	Policy and strategy implications will be addressed in the management of any actions resulting from these events, activities and issues.
Patient Safety/Clinical Impact	Patient safety and quality improvement implications will be addressed in the management of any actions resulting from these events, activities and issues.
Staffing/Workforce	Staffing and workforce implications will be addressed in the management of any actions resulting from these

	events, activities and issues.
Finance/Resources	Finance and resources implications will be addressed in the management of any actions resulting from these events, activities and issues.
Risk Implications	Risk assessment will be addressed in the management of any actions resulting from these events, activities and issues.
Equality and Diversity	Complaint with Board policy requirements.
Consultation	Board Executive Team
Glossary	

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
10.01.19	PCA (P) (2019) 1	Community pharmacist practitioner champions – community pharmacy workforce survey 2019
14.01.19	CMO (2019) 1	Seasonal influenza: use of antivirals 2018 - 19
17.01.19	PCA (D) (2019) 1	AEDS in Independent Dental Practices - Revised Arrangements for the First Responder Service
18.01.19	DL (2019) 1	NHS Directors Letter - SACDA Annual Report 2017
23.01.19	PCA (P)(2019) 2	Improving the Quality of OTC Consultations for Simple Analgesics
25.01.19	PCA (P) (2019) 3	Drug Tariff prt 7 prt 11 Discount Clawback 2018 - 19
25.01.19	PCA (D) (2019) 2	Amendment No 140 to the Statement of Dental Remuneration
01.02.19	DL (2019) 2	NHS Scotland Health Boards And Special Health Boards - Blueprint For Good Governance
04.02.19	PCA(M)(2019) 1	Funding for Dispensing General Practices
12.02.19	PCS(DD)(2019) 1	Recruitment allowance payable to public Dental service (pds) dentists employed in designated or non-designated areas
19.02.19	PCA(P)(2019) 4	Pharmaceutical services - supporting quality improvement
19.02.19	PCA (D) (2019) 3	Oral Health Improvement Plan - Implementation Summary
22.02.19	PCA(M)(2019) 2	OOH, Direct and Contract Direction
22.02.19	PCA(O)(2019) 1	Primary Care Announcement - General Ophthalmic Services: amendments to the Optical voucher regulations and to General Ophthalmic Services
25.02.19	PCA (D) (2019) 4	Electronic Submission of Payment Claims and Prior Approval Requests: Update Report
28.02.19	PCA(P)(2019) 5	Metoprolol Shortage of Supply

Chief Executive

National Commitments: The Chief Executive provided input to the Public Health Reform Oversight Board and NHS National Services Scotland Board meetings that were held in January and February.

Scottish Parliament Health & Sport Committee – Scrutiny of NHS Boards: The Chief Executive has been heavily involved in the preparation of the written submission to the Committee that was made on 6 February. Rehearsals are underway to ensure colleagues are fully prepared ahead of their scheduled appearance before the Committee on 12 March.

NHS Borders Annual Review 19 March 2019: Mr Joe Fitzpatrick MSP has confirmed his intention to attend our public Annual Review session on 19 March at the Tryst, Chaplaincy Centre.

Scottish Government: The Chief Executive and Director of Finance have continued to keep in dialogue with Scottish Government colleagues in regard to the financial position and our recovery arrangements.

Director of Finance, Procurement, Estates & Facilities**Financial Year 2018/19**

Revenue: Based on current information the Board remains on course to deliver the forecast year end position of a £10.1m requirement for brokerage. Members of NHS Scotland Board recovery team are working with the organisation to provide support, scrutiny and assist the delivery and achievement of a balanced financial plan going forward.

Capital: Following ongoing discussion with SGHSCD initiated by the Chief Executive and led by the Deputy Director of Finance NHS Borders has received confirmation that it will be allocated £1m of additional funding for a MRI scanner and a further £550k to support the Road to Digital this financial year. These are key capital priorities.

Financial Year 2019/20: Work is ongoing to finalise NHS Borders' financial plan for 2019/20. Funding uplifts for 2019/20 have been confirmed at 2.6% which is to cover all demographic and inflationary pressures. This is lower than anticipated. Dialogue is ongoing with the Director of Delivery and Performance on how NHS Borders can access additional funds which have been earmarked for achieving waiting times targets, considering NHS Borders performance is relatively good compared with other Boards. With support from the NHS Scotland Board recovery team the level of savings that will be delivered during 2019/20 is being robustly scrutinised and confirmed. In addition savings opportunities linked to financial grip and control are being progressed. A detailed update on the 2019/20 financial outlook was provided to the Finance and Resources Committee on the 1st March 2019.

Finance Department: The Finance Restructure Steering Group has been set up to review the department's structure. This includes staff reps, HR rep and Partnership rep. While this process is ongoing two temporary Finance Business Partners have been appointed to support the business units.

Internal Audit: The Audit Committee has agreed to enter into a contract for Internal Audit services with Grant Thornton/NHS Lothian for a 12 month period to 31st March 2020. This is an opportunity to trial a joint Lothian and Borders Internal Audit model during 2019/20.

External Audit: The Audit Committee will receive a report at its next meeting on 20th March 2019 from Audit Scotland, the Board's External Auditors, which will detail their findings following the Interim Audit in February.

Borders Macmillan Centre Charitable Funds Scheme: A tender exercise is currently being taken forward.

Clinical Waste: The new national framework agreement for healthcare waste management services was formally awarded to Tradebe Healthcare National Ltd on 1st February 2019. The implementation period, which is expected to last a number of months, commenced immediately. During this period contingency arrangements will continue to be put in place.

Laundry: In line with other territorial Boards across NHS Scotland early in 2019/20 NHS Borders will cease the in-house laundering of uniforms except those worn by staff in infectious areas. An implementation plan on this new arrangement has been agreed in partnership.

NHS Lothian Catering Initial Agreement: NHS Lothian is progressing the option of an in-house catering production unit. NHS Borders has been participating in discussions and the Board will be asked to consider if this type of facility is part of its strategic direction in the future.

Audit Scotland Reports: The following Audit Scotland reports were circulated to the Clinical Executive Operational Group for noting and the agreed action is detailed against this:

- Scotland's New Financial Powers (**Finance & Resources Committee for information**)
- Withdrawal from the European Union (**Staff Governance Committee for information**)
- Health & Social Care Integration – Progress Update (**Chief Office to take a report to the IJB and NHS Borders' Audit Committees**)

Director of Workforce

Area Partnership Forum: The Area Partnership Forum meeting on 29 January 2019 was scheduled as a development session, with the external reviewers who carried out the partnership review last year in attendance. The external reviewers are a former employee director from NHS Ayrshire and Arran (John Callaghan) and the former Director of HR from NHS Greater Glasgow and Clyde (Ian Reid). John McLaren opened the session with a presentation on the progress with partnership working over the last year; and the discussions involving management and staff side colleagues flowed from that. In addition APF members heard from Mark Wilde and June Smyth on the financial turnaround programme and there was discussion on appropriate staff engagement and involvement.

John Cowie, Director of Workforce has recently been appointed to the Scottish Partnership Forum as an employer representative. The SPF exists to provide the Scottish

Government, NHSScotland employers and trade unions/professional organisations with an opportunity to work together and coordinate with Health Board APFs to ensure that local NHS systems are sighted on discussions at a National Level.

HR / Workforce – Financial Turnaround: The HR Team is reviewing priorities to ensure support for the financial turnaround programme and its resulting projects. The two Associate Directors of Workforce have been allocated to support the Project Management Office (PMO) and the financial grip and control workstream respectively. The HR Lead for Workforce Planning has been instrumental in developing the business case for supporting the workforce transformation challenge. A key priority will be addressing the PMO infrastructure on data analytics and information ensuring the reliability and availability of workforce reports.

iMatter: At time of writing we are gearing up the preparation for the next round of iMatter – the NHSiS *staff experience continuous improvement tool* designed in partnership for NHS Scotland to help support better patient experience through better staff engagement. We hope to improve the response rate from last year when 53% of our staff responded to the survey, all leaders (BET members, senior staff, staff side partnership leads) are committed to working with teams to improve engagement.

The national iMatter Health and Social Care staff experience report 2018, was released on 1 February 2019. The report reveals the national response rate for health and social care staff was 59% and that NHS Borders fell below the national average response rate. There were significant variations in response rate by Board area and a commitment has been made to review why some staff have chosen not to participate. A full independent academic evaluation of the iMatter model has been commissioned, is being undertaken by Strathclyde University and this is due to report in April 2019 and may present findings on the response rate.

The full report can be viewed at:

<https://www.gov.scot/publications/health-social-care-staff-experience-report/pages/1/>

Once for Scotland Workforce Policy Work: National policy Workshops were held in early January 2019 to engage with Staff Governance Committee members, Line Managers, Staff Side Partnership Leads, and HR & OD staff. NHS Borders was represented at the events which gave an opportunity for the Service to influence the national review of workforce policies. .

A further series of workshops has been arranged for March 2019 for presentation of the initial versions of first tranche of 5 workforce policies (employee grievance, employee conduct, employee capability, prevention of workplace bullying & harassment and whistleblowing). Thereafter following a month long national consultation period, the SWAG Programme Board (which includes representation from the Service including Janice Butler, Director of HR, NHS Lothian and the East Region Lead for Workforce) will approve the final version of these initial 5 workforce policies for an implementation in autumn 2019. Under NES leadership, a Digital Development Group is developing a digital platform for the on-line availability and distribution of policy documents, resources and guidance materials.

A second tranche of national workforce policies will commence the process in the Autumn of 2019 with a view to implementation in mid-2020.

The terminology of Partnership Information Policies (PIN) will be replaced with the term national workforce policies when these are launched.

Staff Governance Monitoring: The Staff Governance Working Group is preparing the NHS Borders Staff Governance monitoring return for 2018-2019, with a view to an initial draft being considered by the Staff Governance Committee and APF in March 2019. The final version is to be approved by the SGC Chair, Chief Executive and Employee Director and returned to the Scottish Government by the deadline of 31 May 2019.

Whistleblowing: New model standards for Whistleblowing are under development, creating a new role of the Independent National Whistleblowing Officer (INWO). Progress is dependent on the Scottish Parliamentary timetable but the present intended timescale is to issue a draft order in April 2019, with thereafter, the draft new model standards issued for independent consultation through the Scottish Public Ombudsman's Office.

A national Working Group to advise the Cabinet Secretary is reviewing options for the additional role on Health Boards of a dedicated Whistleblowing Champion. This follows commitments made by the Cabinet Secretary in September 2018 and an announcement is expected in the spring 2019.

EU Withdrawal (BREXIT): Following the staff nationality survey we have identified 57 EU 27 nationals within the NHS Borders workforce. The UK Government has issued a technical notice to confirm that if there is "no deal", EU and EEA citizens who are resident in the UK by the time the UK leaves the EU [would continue to be able to apply for leave to remain status in the UK](#) through a Settlement Scheme. In the same technical notice EU and EEA citizens will not require a visa and may continue to enter the UK using a valid passport or identity card for an interim period up to 31 December 2020.

A recent pilot of the Home Office settlement scheme for staff in the health and social care sector was applicable from 29 November 2018 – 21 December 2018 to test the application process before it launches to the general public. NHS Borders had agreed to reimburse the £65 fee to our employees who were participants in the pilot; subsequently the Prime Minister has announced the fee will be waived when the settlement scheme goes live on 29 March 2019. There were four NHS Borders employees who participated in the pilot and all of them successfully obtained unlimited leave to remain and work in the United Kingdom.

In a further development a Home Office technical notice on provision of services deals with Mutual Recognition of Professional Qualifications MRPQ (Doctors, Nurses, Dental Practitioners, Midwives and Pharmacists) in the event of a "No Deal Brexit". In short EU/EEA professionals already established in the UK will not be affected and their qualifications/registration will remain valid. There is no clarification on new applicants from the European Union post Brexit and how their qualifications would be assessed.

The NHS Borders Brexit Working Group will be meeting more frequently over the next few weeks and will be expected to provide the Government and others with increased assurances around our readiness for Brexit. One area that will have to be prioritised is the review of our Business Continuity Plans to ensure that they can accommodate Brexit contingency planning assumptions. Priorities include the availability of drugs, procurement, medical equipment and catering supplies.

Workforce Conference: The NHS Borders Workforce Conference will take place on the morning of Friday 8 March 2019. The event aimed at all staff across NHS Borders regardless of role and seeks to help our people to mould the future of NHS Borders. A key note speaker will be Dr David Ceaser an Emergency Physician who has been recently appointed within the Scottish Government Health Workforce Unit as Head of Leadership and Transformation. His key note address will be on the topic of compassionate leadership. The event is sponsored by the Area Partnership Forum.

Organisational Development - Project Rise: Last year NHS Borders commissioned an external development specialist (Hazel McKenzie) to undertake an initial diagnostic phase for a comprehensive Organisational Development Project. This was conducted between October and December 2018. The aim of the project is to support the Senior Leadership Group, (the cohort of managers who report to Executive Directors).

Phase 2 of the OD Project, called *Project Rise*, will shortly launch with interventions on supporting the Senior Leadership Group on three levels

- Their personal leadership
- Leadership of their teams
- Collective leadership as the Senior Leadership Group in the system and beyond

The design of Project Rise is also shaped to align with national leadership policy (Project Lift) and best practice in leadership and organisational development.

Work and Wellbeing: Processes: The roll out of Online management referrals throughout the organisation is now complete and feedback from managers is very positive. There have been efficiency savings for both managers and the Work and Wellbeing team, quicker turnaround of referrals and reports plus savings in printing and administrative time. A trial is underway of online self-referral to physiotherapy where initial feedback is positive with similar benefits to above. Documentation within the department is also being reviewed to update and move online where appropriate.

Training:

- Significant increase at attendance of **Managing Mental Wellbeing** for managers in last couple of months
- Good uptake at last **Working Health Matters** course recently completed
- **Skin Health** and **BBV/Needlestick** training now online to assist employees to complete

Joint Director of Public Health

New Self-harm Guidance: New guidance has recently been produced on self harm and suicide prevention for those in Scottish Borders working with young people. The guidance aims to provide a shared multiagency understanding of self harm and suicide in order to facilitate a consistent approach to support young people at risk. The focus is on prevention and harm reduction, based on an understanding of children and young people's rights, confidentiality, consent, child protection and information sharing in relation to self harm and suicide. The guidance recommends a pathway based on best practice to support young people, as well as tools and resources for staff and for young people and significant others.

Multi agency training is being offered through Health Improvement for staff to accompany the guidance, following the development of a cohort of local trainers with the skills and competencies to deliver the training sustainably.

Although the initial focus is on young people, the guidance and training are also applicable to adults and the training will be available for staff working with adult populations.

Older People's Seminar: Living it Up Not Giving it Up – 14th March 2019, Galashiels Transport Interchange, 12.30pm to 4.00pm: Health Improvement have been planning in partnership with Borders Care Voice, The Community Capacity Building Team and a representative for Older People for this year's Older People's Seminar. This seminar will build on the success and feedback from previous events, we have opened this up to both older people and practitioners. The seminar will include a combination of presentations and workshops, focusing on preventing Type 2 Diabetes, to provide a learning and development opportunity that promotes self-management and wellbeing. The seminar has been influenced by the Early Intervention & Prevention Strategic Planning Group and is on the agenda of the Borders Older People's Planning Partnership and Public Health Strategic Management. Councillor Elaine Thornton Nichol will open the seminar with a keynote speech in her role as the portfolio holder for Older People, this will be followed by presentations from Public Health, Diabetes Scotland and LIVE Borders/HLN/Dietetics (joint presentation). The event flyer is attached for further information.



Older People's Seminar - 'Living It Up, Not Giving It Up'
Thursday 14th March 2019, 12.30pm – 4.00pm in
Galashiels Transport Interchange

We would like to invite you to join us for this year's Older People's Seminar '**Living It Up, Not Giving It Up**'. Building on the success and feedback from previous events we have opened this up to both **older people** and **practitioners**.

We have organised a combination of presentations and workshops, focusing on preventing Type 2 Diabetes, to provide a learning and development opportunity that promotes self-management and wellbeing.

Aim:

Participants will increase their knowledge and skills to enable them to better manage their own health, maintain active lives, and translate this to the people they support.

Objectives:

- Participants will learn about recent developments in supporting key health conditions, in particular preventing Type 2 Diabetes
- Learn from shared experiences
- Find out more about what's available to support older people locally

To book a place please either

Email – health.improvement@borders.scot.nhs.uk

or

Phone – Joint Health Improvement Team 01835 825970

Places are limited and we will forward a full programme in advance of the event.

Light refreshments will be provided

Research on families affected by alcohol and drugs: The ADP has commissioned Scottish Families Affected by Alcohol and Drugs to understand more about the experiences of individuals, families and the wider community in relation to drug & alcohol use.

We know that many people are concerned about someone else's drug or alcohol use. However we also know that people can feel too embarrassed, ashamed or afraid to talk to anyone else about this.

Working together, we want to identify and reach families who are affected by alcohol and drugs, in particular those who are not already in touch with services.

The ADP will use the findings of this Project to inform its future work across the region. We are gathering the findings through a community survey. If you are affected by another's alcohol or drug use you can also share your views, experiences and help influence future support for families - <https://www.surveymonkey.co.uk/r/B5VBSDG>

Risk & Safety Team: The Risk Management Policy has been through its consultation and review stages and is now progressing through the approval process starting with CE-Ops Group. The Policy includes the organisational risk appetite, this requires to be agreed by the Health Board; the Policy will be presented to the Health Board at the first opportunity to gain agreement.

Changes were agreed by the OH&S Forum/CE-Ops Group to the Clinical Board/Directorate OH&S Action Plans with the inclusion of an assurance statement for the end of year OH&S Action Plans and the naming of a single managerial lead for each plan. This was as a direct result of the issues reported in the 2017/18 H&S Annual Report.

Director of Nursing, Midwifery & Acute Services

Healthcare Improvement Scotland (HIS) – Unannounced Inspection: Between the 6th and 8th of November an unannounced inspection took place at the Borders General Hospital in Wards 4, 9, 12 and the Borders Stroke Unit. A walk round of our Emergency Department was also completed. During the inspection HIS observed positive patient interactions and good visibility of nurses on the wards. There are improvements to be made with documentation, skin bundles and interventions. However colleagues from HIS did agree that there is evidence of progress being made since the last inspection.

The report was published on the 30th of January. Progress against our action plan will be reported back to HIS in April 2019.

Student Nurses: The Director of Nursing will meet all student nurses in NHS Borders over the year. The DoN is keen to ensure there is engagement.

Recruitment: A recruitment event for all registered nurses and newly qualified nurses will take place on the 22nd of February in the Lecture Theatre, Education Centre.

Scottish Executive Nurse Directors (SEND): The DoN has attended one SEND meeting since starting in post. Amongst the topics that have recently been discussed are; the new Health visiting contract, Advanced Practice in nursing and Best Start, the 5 year plan for maternity services.

Director of Strategic Change & Performance

Financial Turnaround Programme: During January the Director of Strategic Change & Performance took on the role of the Programme Management Office Director which is overseeing NHS Borders Financial Turnaround Programme.

Mrs Smyth has attended a number of meetings during January and February to present and take part in discussions to inform the development and delivery of the Turnaround Programme. The main purpose of these meetings has been to engage and update senior managers, clinicians and wider staff groups on the proposed revised governance arrangements to facilitate the required visibility, accountability and pace of the programme, whilst promoting whole system buy in and engagement and to support the development of a balanced financial plan. These meetings are listed below:

- Clinical Executive Strategy Group meetings
- AMD / GM Meetings
- Senior Medical Staff Committee
- BGH Clinical Director Meetings
- Clinical Executive Operational Meeting
- Area Staff Side meetings
- Area Partnership Forum Development Day
- Senior Finance Team

Planning & Performance: Staff Awards: NHS Borders Planning & Performance Department (which incorporates the Communications and Fundraising teams) has been responsible for organising the Celebrating Excellence Staff Awards since the event commenced in 2014.

Since the first event there have been a number of enhancements which have required more planning, preparation and time for the small team who contribute to and organise this event (including those volunteers for whom this is an addition to their general workload).

In discussing the plans for the 2019 event, the Board Executive Team considered whether, after five years of the same format, a new approach should be considered. At the same time as this discussion, the Head of Planning & Performance highlighted a number of capacity constraints within the team which would impact on the availability of staff to organise such a large scale event.

A number of different options were considered by the Board Executive team and then the Endowment Fund Board of Trustees - Celebrating Excellence Staff Awards are funded from endowments - the outcome of which was a decision that the awards will take place on Saturday 21 September at Springwood Park in Kelso. An external events management company will take on the organisation of the event due to the capacity constraints of the P&P team and initial scoping work is now underway to progress this piece of work.

Annual Operational Plan 2019/20: NHS Borders received a letter from Mr John Connaghan and Mr Richard McCallum of NHS Scotland on the 25th February 2019 setting out the requirements for an Annual Operational Plan (AOP) for 2019/20 for each Health Board. The AOP was introduced last year and represents the agreement setting out how NHS Boards will deliver expected levels of operational performance to provide the foundations for delivering the Cabinet Secretary's priorities on waiting times improvement; investment in mental health; and greater progress and pace in the integration of Health

and Social Care. The AOP for 2019/20 will also require NHS Boards to lay out their plans to meet the standards for Healthcare Associated Infection (HAI).

Clinicians and managers will complete the narrative for the AOP during March. NHS Borders will engage with Scottish Government regarding the narrative throughout February, March and into early April. AOPs are to be submitted to Scottish Government by the end of March and agreed by the end of April 2019.

IM&T: Mrs Smyth has also overseen various developments within IM&T and these are summarised below:

TRAK Patient information System – A number of upgrades have taken place on this system to improve performance. Unfortunately TRAK is an older application running on older hardware and is also NHS Borders main patient system. Usage has increased through the years and more demands are being put on the system through reports and volumes of data so it may be gradually coming to a natural slowdown due to the demands placed on it. There is a Business Case being developed to move to a newer version of TRAK with new hardware and this will be put forward for consideration within the next quarter.

Road to Digital – Work continues on the Virtual Desktop Interface roll-out with a proof of concept (POC) being carried out across the BGH. New laptops are being rolled out to the laptop user community to move from XP to Windows 7/10 and is now nearly complete and the follow me printing solution has been deployed where appropriate at this time. Work is being scoped for community networks and WiFi delivery and a road to digital delivery and financial plan is being finalised for 2019/20.

Medical Director

On 16th January NHS Borders hosted an inspection re-visit by the South East of Scotland Deanery of NHS Education for Scotland, which oversees medical training in Borders, Fife and Lothian. We were pleased to note a very positive inspection report, recognising the hard work and progress made within the BGH to enhance the training experience for both medical and GP trainees. There are some remaining issues to be addressed, including the systematic freeing up of trainees to attend educational meetings, and the impact of rota commitments, which are more fully described in the report from our Director of Medical Education, Dr Jane Montgomery.

On 22nd January Dr Sharp attended the regular monthly national meeting of the Scottish Association of Medical Directors, where common issues with regard to recruitment, retention, Brexit and the need for service transformation were discussed as challenges common to all Scottish Boards.

On 1st February, as part of the ongoing work to deliver better clinical engagement and leadership in NHS Borders' change programme, interviews were held to appoint senior clinicians to specific dedicated roles as Clinical Directors for Transformational Change. The successful candidates were Selkirk GP Dr Rachel Mollart, and Consultant Physician Dr Lynn McCallum. They will be a crucial element of the Programme Management Office, tasked with leading the work to develop new models of care in community and hospital settings, with an initial focus on the frail elderly. Similarly, in Mental Health an appointments process will take place to identify a senior mental health clinician to support the transformation work in those services.

On 6th February, Dr Sharp participated in a Realistic Prescribing Visioning Workshop for NHS Borders, aimed at clarification of the value to patients in rational, evidence-based and value-for-money prescribing which avoids futile and burdensome interventions which may cause harm. Senior Clinical Engagement was impressive and the workshop generated several important workstreams, particularly with regard to polypharmacy.

Further work in this respect was agreed at the East Region (NHS Borders, Lothian and Fife) Realistic Medicine Project Team on 8th February, confirming the need to focus on polypharmacy and end-of-life prescribing for metastatic malignancy.

On 20th February NHS Borders hosted the Peer Support Review for Trauma and Orthopaedics, which highlighted the good work and significant service changes which have been undertaken by the department, freeing up nearly a quarter of outpatient followup appointment slots by increasing capacity in MSK Physiotherapy services.

On 21st February attended a further national meeting regarding actions being taken by the GMC, Health Boards, the Mental Welfare Commission and other bodies in the wake of the case of Ms Zholia Alemi, who worked for over twenty years as a psychiatrist despite not having qualified as a doctor.

On 26th February a teleconference with Medical Director and HR colleagues in Lothian and Fife confirmed the desire for the East Region Boards to collaborate on the work required to identify shortage medical specialties - eg Ophthalmology, Respiratory medicine, ENT - where regional appointments, perhaps along the model currently operating in Learning Disability services, would be of mutual benefit.

Local work continues in pursuit of the objectives of the CMO Rape and Sexual Assault Taskforce to develop and improve better services, including a Forensic Examination suite in the BGH, to avoid the need for victims to travel to Livingston. Revenue and capital funding have been awarded accordingly.

On 6th March interviews took place to appoint a Consultant Paediatrician in anticipation of the retirement in June of Dr John Stephen, who has worked for NHS Borders for 20 years, since March 1999.

Chief Officer Health & Social Care

System Pressures: Over the last couple of weeks, we have experienced significant system pressures across our hospitals. This was at a time when we have opened our elective surgery programme which required the loss of 15 surge beds.

Health and social care colleagues have really pulled out all the stops to get us back in line with our Winter Plan, holding daily teleconferences to monitor and agree immediate actions to maintain patient flow.

At the time of writing this report, we have pulled through without the need to postpone any procedures. Our internal hospital processes from admission through to discharge have worked extremely hard, as have our Home Care and Care Home providers, and a huge thank you to SBCares for their continued flexibility and responsiveness. Our new initiatives from the START team, Matching Unit, Waverley Intermediate Care, Garden View step down facility, and our Hospital to Home service have all come to the fore, and are working

at or near capacity. In fact at one stage H2H had 11 patients above their estimated capacity of 60.

So whilst we are not yet out of the woods yet, the plan is working, and congratulations are due to the whole team.

Locality Working Groups: A summit with Locality Working group representatives was held on 29 January 2019, which was well attended by around 30 local representatives. The broad themes which emerged from the meeting included governance, resource/support, and involvement, planning and participation. Feedback will be provided to Strategic Planning Group members at the March meeting.

We did agree the work of the groups should continue and that they should have administrative support to update current plans and offer wider support for both the Community Plan as well as the IJB Strategic plan.

The Strategic Planning Group will be requested to agree priorities and agendas for the 2019/20 work plans for the groups.

Meridian Clinical Productivity: A project to review the whole Community Pathway across SBCares, and NHS Borders Treatment Rooms and Community Nursing, initially started in January looking at SBCares. This is an opportunity to review our processes and pathways whereby we can ensure we have the right resources in the right place at the right time, delivering the best service possible to our patients.

Early discussions have been underway with Nurse Managers to now bring in the Treatment Rooms element of the project, and a Clinical Reference Group met for the first time last week to start the project for Treatment Rooms.

The project will run for 35 weeks until end August 2019, with the Community Nursing element of the project starting at the beginning of May.

Over the coming weeks and months, members of the Meridian Team will be working with teams as part of the project to ensure everything is designed with the needs of the services in mind. As above, this will firstly be with Treatment Room staff, followed by Community Nursing staff from May.

The early work with SBCares has been warmly accepted by the staff and management teams and some early lessons have been gained and will be used in supporting better transitions of patients to home care from acute services.

Primary Care: On the ongoing development of the Primary Care Improvement Plan, the last Primary Care Strategy Group meeting received updates from each of the work streams. Four of the streams are up and running, with two just beginning. There is an evident need to provide more project support to each of the streams and the overall strategy. We are looking at how we can provide this and further reports will be brought to a later IJB.

IJB Development Session – March: A “Look Back, Look Forward” development session has been arranged for 4 March 2019, at Dryburgh Abbey Hotel in Melrose. The intention of the event is to ensure the partnership has a clear understanding of its responsibility, accountability and ability to affect change.

The session will aim to detail the areas of influence that the IJB has and will set and indication of the priorities for the next 5 to 15 years. This meeting will be important for the Board as it will set the antecedents for forthcoming "Directions" as we continue to implement the IJB's Strategic Plan.