

Borders NHS Board



Meeting Date: 4 April 2019

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| 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 • Joint Director of Public Health • Director of Strategic Change & Performance • Medical Director <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 |

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| | 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 |
|----------------------|------------------------|---|
| 11.03.19 | PCS (ESM) 2019 1 | Executive and Senior Management Performance Appraisal Arrangements |
| 13.03.19 | SGHD CMO (2019) 2 | CMO letter Hospitalisation and Deaths Linked to Consumption of 2-4 Dinitrphenol (DNP) in Foodstuffs |
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| 14.03.19 | SGHD CMO (2019) 3 | Breast and Cosmetic Implant Registry |
| 15.03.19 | PCS (AFC) 2019 1 | Pay for Agenda for Change Staff |
| 15.03.19 | PCS (SDIA) 2019 1 | Scottish Distant Islands Allowance |
| 18.03.19 | DL (2019) 3 | Approved Medical Practitioner (AMP) training requirements |
| 20.03.19 | PCA(M)(2019) 3 | Transferred Services Residuals |
| 20.03.19 | PCA (P)(2019) 6 | Gluten free food prescribable product list 2019 |
| 20.03.19 | DL (2019) 4 | Partnership Agreement Between Health Boards and NHS Counter Fraud Services |
| 22.03.19 | PCA (D) (2019) 5 | Revised Scottish Dental Access Initiative |
| 22.03.19 | PCS(AFC)2019 2 | Policy on Management of Sickness Absence (Promoting Attendance) |
| 22.03.19 | PCS(AFC)2019 3 | Appraisal and Incremental Progression |

Chief Executive

Scottish Parliament Health & Sport Committee – Scrutiny of NHS Boards: The Chief Executive, Chair and members of the Board Executive Team appeared before the Health & Sport Committee on 12 March. The session mainly focused on the financial position, succession planning and primary care and can be viewed at the following link: www.scottishparliament.tv/meeting/health-and-sport-committee-march-12-2019

NHS Borders Annual Review 19 March 2019: Mr Joe Fitzpatrick MSP attended the public Annual Review session that was held at the Transport Interchange in Galashiels.

The event was well attended with a lively and welcome exchange of views and varied questions.

Turnaround Team: The Turnaround Team are now on site providing support to the Board Executive Team in regard to the financial position.

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 and the Turnaround Team are working with the organisation to provide support, scrutiny and assist in the delivery and achievement of a balanced financial plan going forward.

Capital: As in previous years the capital plan is phased towards the latter part of the financial year and work has been ongoing during March to ensure the Capital Resource Level is achieved. A key part of that was securing the MRI scanner which will be installed in the new financial year.

Annual Accounts 2018/19: Work has begun on the preparation for the 2018/19 Annual Accounts. The Audit Committee received the planned timetable at its meeting on 20th March 2019 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 2019/20

Routine tasks undertaken by the Finance Department have been reviewed with a view to reprioritising some of these to allow focus on the Financial Turnaround Programme. Examples of tasks being stood down for a period of time include the cycle to work scheme, monthly pay statements, year end forecasting, Endowments focus only on annual accounts and withdrawing from east region workstreams for Payroll and Procurement. The audit follow-up process will also be trialled by the new Internal Audit service rather than being undertaken in house. The Board Executive Team have reviewed the suggestions put forward and have noted their support.

Internal Audit: The contract for Internal Audit services with Grant Thornton/NHS Lothian commenced on 1st April 2019 and is in place for a 12 month period to 31st March 2020. The Audit Committee will receive a draft Internal Audit Plan for 2019/20 which will be formally approved at its meeting on 17th June 2019.

External Audit: Audit Scotland, the Board's External Auditors were on site for two weeks in February 2019. The Audit Committee received a report detailing their findings at its meeting on 20th March 2019 with no significant issues being raised.

Capital Planning: As well as completing the capital plan for 2018/19 and progressing the 2019/20 plan the team has been working on a number of priority areas for the Board including those funded by charitable funds and from national ring fenced funding. A key issue during the last few months has been the capacity and space in our properties to deal with a number of service changes.

Estates: The team are continuing to consider, and if appropriate, address the impact of a number of property related issues which have come to light in other Boards across NHS Scotland. This is significantly impacting on the workload and the priorities for the department.

Facilities: A day shift has recently been introduced within the Emergency Department in place of a night shift with a view to enhancing the cleanliness of this busy department.

The mortuary porter, the only Scottish finalist, was named as winner in the Everyday Hero (Ancillary) category at the Unsung Hero Awards. The accolade was received at the awards presentation dinner in Manchester.

The Facilities Manager has been listed as a finalist for supportive employment for people with learning disabilities. The nomination was put forward by a Project Search intern who has been employed as a domestic within the BGH for more than 12 months. The awards ceremony will be held on 17th May 2019.

The Deputy Facilities Manager has been successful in achieving her PDA in Operational Management at SCQF level 8.

Joint Director of Public Health

Count 14: With the help of the Communications Team Public Health staff have supported the Scottish Government/NHS Health Scotland campaign to raise awareness of the CMO lower-risk guidelines of 14 units per week. A website is available (www.count14.scot) with interactive resources including a drinks/unit calculator and a 14 unit generator as well as information on risks.

Alcohol in Public Places Consultation: Scottish Borders Council is launching an alcohol in public places consultation in the near future. Public Health staff will support consultation briefings at Area Partnerships.

Director of Strategic Change & Performance

NHS Borders Financial Turnaround Programme

A Turnaround Director and Team have commenced work within NHS Borders since 11th March. The overall purpose of the Turnaround Director and their team is to provide additional leadership and advisory services to drive the cost savings and financial grip for the Turnaround Programme. The overall objective is for the Turnaround Director and their team to work with NHS Borders management to deliver a Turnaround Programme to deliver sustainable financial balance.

The Programme Management Office (PMO) have been working with the team on the following:

- Assessing and advising on the current framework for delivering the cost savings and financial improvement by demonstrating grip and control within the Board
- Establishing the development of the new Cash Release Efficiency Savings ideas that will be supported with clear implementation plans
- Reviewing the current governance arrangements in terms of objectives and targets, structure, membership and method of operation in order to ensure it is fit for purpose to ensure delivery
- Assessing the current list of potential projects

- Working with senior management on a communication plan around Cash Releasing Efficiency Savings and the Programme
- Leading on a series of familiarisation events across the organisation

Mrs Smyth has also attended a number of meetings during March 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 Programme and to facilitate the required visibility, accountability and pace of this work, these have included:

- Clinical Executive Strategy Group meeting
- Senior Medical Staff Committee
- Area Partnership Forum

Planning & Performance

NHS Borders Annual Review: The public session of NHS Borders' annual review for 17/18 took place on Tuesday 19 March. In attendance was Joe Fitzpatrick, Minister for Public Health, Sport and Wellbeing and Shirley Rogers, NHS Scotland Chief People Officer & Director of Workforce, Leadership & Service Reform. The event was held at the Galashiels Interchange and was attended by more than 50 people made up of public and staff. The first part of the meeting consisted of presentations on performance from outgoing Chair of the Board John Raine, winter 2018 by General Manager Gareth Clinkscale and CAMHs by Chief Officer Rob McCulloch-Graham. There followed an engaging question and answer session where questions from staff and Partnership colleagues included sickness absence, staff retention & planning and relationships with management. Questions raised by members of the public included the replacement of the MRI scanner, how voluntary services can support transport to and from hospital and attendance at day centres. The session closed with Shirley Rogers putting on record her thanks on behalf of the Scottish Government for the work that the Chair and outgoing Chief Executive Jane Davidson have done for NHS Borders, which Shirley described as a "fine and caring organisation."

Prioritisation Process: The Board Executive Team are collectively reviewing and prioritising activities and efforts within their teams to enable focus and priority of the Financial Turnaround activities over the next 6-12 months. They have asked their teams to revisit what might be stopped or slowed down in order to free up their existing resources and capacity. Once full requirements are known a formal proposal will be prepared.

Option Appraisal Workshops: The Planning & Performance Team have been working with the Mental Health team and also the Pharmacy department to develop service options and redesign areas for consideration over the last few months. This has included supporting the establishment of appropriate Steering Groups and the planning and facilitation of large scale option appraisal events during March.

Information Management & Technology

TRAK performance issues – Usage on this main patient system has increased through the years and more demands are being put on the system through reports and volumes of data. A Business Case is being prepared and will be presented to the Board in April 2019 to recommend a move to a newer version of TRAK.

Customer Drop In – A successful customer drop in clinic was held in the canteen in March where there were lots of discussion and feedback on TopDesk, IT Services and general IT delivery. The team are putting together an action plan to try to further improve the service on the back of this clinic.

Change Advisory Board (CAB) & Design Authority Group (DAG) – These groups are now established with robust processes which allows the technology group to manage change and technical solutions in line with organisational requirements with limited or no impact. All technical and system change impacting any part of the service or systems should follow these processes.

Road to Digital – Work continues on the VDI roll-out with a proof of concept (POC) being carried out across the BGH. Decommissioning of older unsupported servers has continued with only 11 servers left to be moved over in accordance with supplier and software availability. New laptops have been rolled out to the laptop user community to move from XP to Windows 7/10. 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.

eCasenote Business Case - The short business case for eCasenote has now been completed and is currently being reviewed and will proceed through the organisations decision making process.

GP Data Sharing- Emis PCS-Emis Web - This is still on Track for completion by the end of March. Currently working with Practices (Peebles, West Linton & Eyemouth) for signed agreements.

Medical Director

On 8th March Dr Sharp delivered a teaching session for senior trainee psychiatrists in Edinburgh on the many fascinating aspects and challenges of medical management in the NHS.

On 19th March Dr Sharp participated in the Annual Ministerial Review visit and answered questions from staff and the public about team working, engagement, Occupational Health support for staff and the challenges facing NHS Borders services. He noted the very positive feedback from Shirley Rogers, Director of Workforce, Leadership and Service Transformation, and Mr Joe FitzPatrick, the Minister for Public Health, sport and Wellbeing, notwithstanding the issues raised and the difficult financial context for the Board.

On 21st March as part of the ongoing mentoring and skill enhancement programme for senior medical staff with management responsibilities in NHS Borders, he contributed to a half-day Action Learning set and subsequent evaluation.

On 21st March he also participated in the interview process for a new Dental Practice Adviser (DPA) following the departure of Alice Miller, whom he thanks for her excellent contribution and hard work in this role for the previous 8 years. The new appointment is Adele McElrath, a dental practitioner in Kelso who is currently also working as a DPA in Glasgow and who will be an excellent addition to the team.

On 22nd March he was External Adviser on a Consultant Psychiatrist appointments committee in Lochgilphead, with an appointment made to an experienced consultant leaving NHS Tayside. It was observed that the challenges facing NHS Borders are very similar to those in Tayside and Highland: namely financial controls, recruitment and retention of staff and the delivery of services in sparsely-populated rural settings.

On 25th March he attended the SEAT Regional Workforce Group where shared issues concerning recruitment and retention, especially with respect to surgical elective treatment centres and psychological therapies were discussed, recognizing the impact of an ageing workforce and the problems associated with tax/pension regulations, BREXIT, international recruitment and funding.

On 1st April he also participated in the East Regional Realistic Medicine Group with Medical Director counterparts in Lothina and Fife to progress the work on prescribing and end-of-life care.