

Borders NHS Board



Meeting Date: 27 June 2019

Approved by:	Ralph Roberts, 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 • Joint Director of Public Health • Director of Nursing, Midwifery and Acute Services • Medical Director • Director of Finance, Procurement, Estates & Facilities • Director of Strategic Change & Performance <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
22.03.19	PCS(AFC)2019 3	Appraisal and Incremental Progression
27.03.19	PCS (MD) 2019 1	Medical Directors – Pay & Condition of Service 18-19
28.03.19	SGHD CMO (2019) 4	National Guidance for Monitoring Lithium
29.03.19	PCA (M)(2019) 4	GP Pensions
01.04.19	PCA (M)(2019) 5	GP Partner Minimum Earnings Expectation
04.04.19	PCA (M)(2019) 6	The primary Medical Services Directed Enhanced Services (Scotland) 2019 palliative care scheme
04.04.19	PCA(D)(2019) 6	Dental Nurses Survey
17.04.19	SGHD CMO (2019) 5	Exceptional Referral Protocol
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22.04.19	CCD 1 2019	The Community Care (Personal Care and Nursing Care) (Scotland) Amendment Regulations 2019 and the Extension of Free Personal Care for adults under the age of 65
22.04.19	CCD 2 2019	Revised Guidance on charging for residential accommodation
24.04.19	PCA (P) (2019) 7	Pharmaceutical services: amendments to the drug tariff
26.04.19	PCA(M)(2019) 7	Application Form To Register Permanently With A General Medical Practice
26.04.19	PCS (AFC) 2019 4	Time off in lieu (TOIL)
30.04.19	PCA (P) (2019) 8	Pharmaceutical services amendments to the drug tariff part 11 discount clawback scale
01.05.19	PCA(D)(2019) 7	Revised Scottish Dental Access Initiative
07.05.19	DL (2019) 6	Medical Specialty Training Intake Numbers for 2020
10.05.19	PCA (P) (2019) 9	Community pharmacy access to medicines complete package and the british national formulary (bnf)
10.05.19	SGHD CMO (2019) 6	Fraudulent Medical Registration: Ms Zholia Alemi
14.05.19	PCA (P) (2019) 10	Prescription stationery and addition of paramedics as nhs independent prescribers
14.05.19	PCS (AFC) 2019-5	Organisational Change Pay Protection
20.05.19	PCA (D) (2019) 8	Pay Award - Annual Expenses Exercise
28.05.19	PCA (P) (2019) 11	Community pharmacist supplementary and independent prescribing clinics: funding arrangements for 2019-20

Chief Executive

Scottish Parliament Health & Sport Committee – Scrutiny of NHS Boards: Following the appearance of the previous Chief Executive, previous Chair and members of the Board Executive Team before the Health & Sport Committee on 12 March 2019 a series of correspondence to clarify specific points has been exchanged. All correspondence is available via the Health & Sport Committee website and has been shared with the Board for information and formally recorded at meetings of the Board.

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

Induction: The Chief Executive, Ralph Roberts, came into post on 22 April and during his first few weeks he has familiarised himself with the organisation and its staff and some stakeholders including attending an evening Reception with the Lord Lieutenant of Roxburgh on 24 April; attending the Nursing and Midwifery Conference on 10 May; meeting with the organisations' external Auditors, Gillian Woolman and Asif Haseeb from Audit Scotland on 7 June; and attending the Celebration Event of Senior Charge Nurse Leadership Development Programme on 14 June.

Walkrounds: The Chief Executive and Chair have been out and about visiting various sites including, Huntlyburn on 25 April, the Knoll at Duns on 27 May and Haylodge at Peebles on 25 June.

Political Parties: Both the Chief Executive and Chair met with South of Scotland political parties on 10 May for an open round table discussion and it is expected that a further session will be undertaken later in the year.

National and Regional Commitments: The Chief Executive brought with him several national commitments including Chairing the Scottish Rural Medicine Collaborative (SRMC) and being a member of the national Short life working group on the implementation of the new GP Contract in Remote and Rural Scotland. In terms of regional commitments he attended the East Region Oversight and Scrutiny Board meeting along with the Chair on 20 May and also the East Region Programme Board on 24 May.

Inspections: Healthcare Improvement Scotland (HIS) undertook an announced inspection of the Community Hospitals from 21-23 May and the feedback received at the end of the 3 days had been fairly positive. A draft report will be sent to NHS Borders by 3 July for factual accuracy checking with the final report being published on the HIS website on 31 July 2019.

NHS Scotland Event: The Chief Executive and Chair, along with other colleagues from across the service, attended the NHS Scotland Event 2019, which was held on 30-31 May at the Scottish Event Campus (SEC), Glasgow. The theme of the event was 'Working Together, Improving Outcomes' and it provided an opportunity for those working in and with the NHS in Scotland to come together to consider the challenges, to share best practice and the most innovative approaches to delivering the highest quality of care, and to take away tools and techniques that would support them in their various roles.

Joint Director of Public Health

Director of Public Health Report 2018: The aim of the 2018 report is to provide information on the new Scottish Government public health priorities that have now been adopted by NHS Borders and Scottish Borders Council as the Scottish Borders Public Health Priorities. These public health priorities are an important milestone and represent agreement between the Scottish Government, the NHS, local government and other key stakeholders about the importance of focusing our efforts to improve the health of the population.

This 2018 report sets out how we will work in partnership within the Borders to achieve change. It is intended to be a foundation for the whole system, for public services, third sector, community organisations and others, to work better together to improve Borders health. It is a starting point for new preventative approaches, and a new awareness around wellbeing, that will develop and strengthen in the coming years. However, to address our public health priorities, we also need individuals, families and communities to play their part, and do all they can to lead more active, healthy lives. Scottish Borders Council has developed a '#yourpart' campaign to support its new Corporate Plan, and partners in the Scottish Borders have endorsed this approach. Suggestions are therefore given throughout this 2018 report on how members of the public can '#yourpart' in improving health in the Borders. Key challenges for the Borders community are also highlighted at the end of each chapter.

The production of this report has very much been a team effort and 'distils' the experience and expertise of members of the Borders Public Health Team as well as the public health expertise in other departments of the Council, NHS Borders and other Community Planning Partnership organisations.

Scottish Borders Child Poverty Action Plan in response to the Child Poverty (Scotland) Act 2017: This is the first such Local Action Plan for Scottish Borders. It outlines the challenges faced, how this plan links to existing activity, what we have delivered in the reporting period 2018 /19 and what we are committed to delivering over the 2019/20 financial year. This will form the basis for identifying areas that we would like to develop further in the future. It is recognised that partnership is key to the achievement of the outcomes we want for our children, young people and families in Scottish Borders, and this will mean working collaboratively to tackle the drivers of child poverty. The Plan was prepared by Allyson McCollam, Associate Director of Public Health, in consultation with the key members of the Borders Community Planning Partnership Reducing Inequalities Delivery Group.

Health Promoting Health Service (HPHS): In May Public Health submitted the HPHS Baseline Self-Assessment and associated Action Plan for 2019-20. Attendance is planned at the Clinical Governance Committees for Mental Health and BGH.

Mental Health Awareness Week: In May 2019 Public Health helped facilitate and co-ordinate a Borders Mental Health Arts Festival to coincide with Mental Health Awareness Week. Events included writing for wellbeing, Queer Connections (an exhibition from LGBT artists) and a high profile event to pay tribute to the local artist Scott Hutchison. The Song Wave social media event where local choirs were invited to upload performances of a specially commissioned song, informed by experience of bereavement by suicide.

Early Years: Health Improvement has an active role in planning and supporting the delivery of early years work across partners in the Scottish Borders. An annual report for 2018 – 19 was submitted to the Children and Young People’s Leadership group in May, showing examples of current achievements by partners, as below.

Early Years Group

Annual Report 2018 - 19

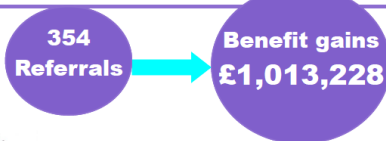
This report describes key areas of work undertaken by partners in the Borders in 2018-19 to support families with babies and small children from pregnancy onwards. The report highlights activities that rely heavily on effective partnership working among agencies and reviews what has been achieved in improving outcomes for children. Partners continue to be committed to supporting families so that our children get the best possible start in life, recognising that this is so important for health, social and educational outcomes through childhood into adulthood.



Welfare Benefits Advice Service

welfare aware borders

In 2018 – 19, the Scottish Borders Council Early Years Welfare Benefits Advisers work for young families in the Borders was able to secure substantial benefit gains. Over this last year, the Advisers have been raising awareness to alert new and expectant mothers to their benefit entitlements at each stage of their journey from pregnancy to parenthood.



Holiday Programmes

Children and parents/carers registered at summer holiday programmes in 2018 in Langlee, Burnfoot and Eyemouth.

Impacts for families

- Families accessed healthy and nutritious food (low/no cost)
- Improved family relationships (family learning programmes)
- Families developed skills e.g. healthy, budget cooking
- Families in need of additional support took part, maintaining social connections
- Parents/carers progressed into other learning and community opportunities as a result of taking part

Impact for communities

- Volunteers actively involved and contributing to their communities
- Improved working relationships between local partner organisations

2018/19 Childsmile

Core Toothbrushing Programme within NHS Borders
All 75 of the pre school establishments in Scottish Borders take part in the Childsmile core toothbrushing programme. This programme provides oral health advice for children and parents/carers in support of home toothbrushing, healthy diet and dental registration at additional drop in activities within the early years setting. Every child receives a dental pack (toothbrush and toothpaste) to support home toothbrushing on at least 4 occasions while in an early years setting.



Early Years Improvement Network

The Child and Family Poverty workshop was run by the Eildon East Network in March 2018. Partners increased their awareness of local and national services that can maximise income and increase financial capabilities of families. Information for parents and professionals about financial support has improved locally as a result. One year on a review indicated that workshop participation supported referral and access to other services and ultimately benefited service users.



Breastfeeding in the Borders support
BiBS Supports breastfeeding women in the hospital and community. Currently there are 25 active volunteers, all trained and supported by the BiBS coordinator.

Volunteers are active on the BGH maternity ward, support breastfeeding groups and attend antenatal feeding sessions across the Borders.

In 2018 – 19, of the 915 babies born in Borders 60% were breastfed at discharge from hospital. 485 women were referred to a BiBS Volunteer for telephone/home support.



27- 30 Month Child Health Review

Health Visitors assess children using the ASQ tool in the following domains:

- Speech, language and communication
- Gross motor
- Fine motor
- Problem solving
- Personal/social
- Emotional/behavioural
- Vision and hearing

It is important to identify problems with early child development as they are strongly associated with long-term health, educational and social issues. Early detection gives the best opportunity to support children and families to improve outcomes.

This is a great achievement for Health Visitors across NHS Borders and we will continue to improve on this figure.





Psychology of Parenting Project (PoPP)

Incredible Years (IY) and Triple P parenting programmes are aimed at parents / carers of children aged 3 – 6 years with elevated levels of behaviour problems. These tend to be children who have much more difficulty than their peers regulating emotions, forming positive social relationships and behaving in a way that is acceptable to the adults and children around them.

Both IY and Triple P Parenting Groups aim to strengthen parent-child interactions and attachment and help parents develop strategies and skills for improving and managing behaviour and supporting their child's development.

The programme in the Borders has demonstrated that it is effective in targeting those who most need it and referrals are made from a broad base of community services including Health Visiting. In 2018 four Triple P groups and five Incredible Years groups were delivered across the Borders.

- Over half of children participating showed considerable improvement in behavioural problems
- There was a marked reduction in the proportion of children with more severe problems by the end of the programme
- Parents and carers report improved skills and confidence in raising their children and better relationships with their children and within their families
- A number of parents also now feel confident enough to participate in different groups and learning opportunities, including college courses

68 families

(79 caregivers) were enrolled in these groups, involving 68 children

89%

of the children assessed pre and post participation showed an improved score – a higher proportion than the national average



59 parents/carers have taken part in Peep Learning Together Through Play programmes, with 9 achieving SQA accreditation (April 2018-Mar 2019). Peep programmes ran in seven communities across the Borders, with many families being referred by agencies such as Health Visiting, Family Nurse Partnership, Schools and Early Years Centre staff.

"It's nice to do something guided, an activity for children and mums to do together"

"Child smile was helpful and good to know that it's not always easy brushing teeth!"

"It's nice to get ideas, reinforce what I'm doing at home and to meet other mums"

UNDERSTANDING YOUR CHILD



SOLIHULL APPROACH

Aims to increase emotional health and well-being through both practitioners and parents and is the foundation of for the development of our children and family's workforce. The majority of health visitors in NHS Borders are trained and we are now offering the sessions to all Borders early years workforce.



Family Nurse Partnership (FNP) in Borders

FNP is an evidenced based preventative early intervention programme. Specially trained Family Nurses deliver an intensive, structured home visiting service on a voluntary basis to first time mothers 19 yrs and under from early pregnancy until the child is two years old. The programme aims to improve pregnancy outcomes and maternal health, child health and development, future school readiness/achievement and the mother's economic self-sufficiency.

Clients are very positive about the FNP approach, don't feel stigmatised, enjoy the strength based approach and like the involvement of partners and other family members.

Since 2015

113

Clients have been recruited. **94%** of those eligible take up the programme

42

clients have graduated from the programme to the Health Visiting service

In 2018, there was a **23%** reduction in smoking in pregnancy among FNP clients

Breastfeeding initiation rate for the Borders was **66%** compared to 46% in all Family Nurse Partnership sites in Scotland

Need to contact us

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Director of Nursing, Midwifery & Acute Services

Person Centred Care | Nursing & Midwifery Conference May 2019: This was held at the Waverley Castle Hotel in Melrose. This year's conference was packed full of sessions and presentations from staff and external speakers around this year's theme of 'Person Centred Care'. Professor Brendan McCormack delivered an in depth presentation about the importance of emotional connection, what we can do as care givers to enhance a culture of person centeredness and what it means to flourish. Following their participation in a one year leadership course delivered in partnership with Queen Margaret University, our Senior Charge Nurses showcased their learning and played a very powerful video pledging their mission statement and promise to staff about what they will bring to their teams as leaders. Their video which has since been posted on social media aims to encourage fellow colleagues across NHS Borders to join them in being active leaders within the organisation.

Overriding messages centred on the concept that person centeredness starts with ourselves; provoking thought and questions about how we treat ourselves and exploring what we can do in our busy lives and careers to simply take some time for ourselves because at the end of the day 'How can we look after patients if we don't look after ourselves first?' High engagement from the participants in the day resulted in ideas being collated in support of the national 'What Matters to Me' campaign by recording what matters to Staff about patient care in NHS Borders and our local campaign seeking ideas to support NHS Borders deliver more safe, affordable services.

Announced HEI Inspection of Community Hospitals: At the end of May, all four of our community hospitals were subject to an announced inspection by Healthcare Improvement Scotland. The focus of the inspection was Safety and Cleanliness with particular reference to the following national HAI Standards (Healthcare Improvement Scotland, [Healthcare Associated Infection \(HAI\) standards:2015](#)):

- Standard 2: Education to support the prevention and control of infection
- Standard 6: Infection prevention and control policies, procedures and guidance
- Standard 8: Decontamination

Overall the inspector's feedback was extremely positive about each of the hospitals including:

- The standard of environmental cleaning was generally good in all the hospitals inspected.
- The majority of equipment was clean in the ward areas.
- Staff had good knowledge of standard infection prevention and control precautions in a variety of scenarios including blood and body fluid spills, linen and waste management and needle stick injuries.
- Staff were observed using personal protective equipment and performing appropriate hand hygiene.

The inspectors did note some estates issues at each of the hospitals and sought assurance that any future major refurbishment would be used as an opportunity become compliant with current practice – particularly with regards to the specification and availability of hand wash sinks. The inspectors also requested information about the timescale for the Estates Department to address issues when they are identified.

Across sites, patients were also very positive and complimentary about the standard of care being provided by nursing staff.

Cancer Management Review: During May NHS Borders had a visit from Margaret Kelly, who works as a Cancer Framework Consultant with Scottish Government, to review NHS Borders implementation of the Effective Cancer Management Framework. Margaret identified some areas of positive practice within NHS Borders, including highlighting the priority that is given to the treatment of patients with Cancer from senior management and the access that GPs have to refer patients directly for diagnostic tests.

However, Margaret also made a number of recommendations where she felt that there is room for improvement, and particularly highlighted that she feels that there is a requirement to have a dedicated Cancer Manager post to take forward some of the issues, and provide a link between different aspects of the service.

Margaret provided a very detailed report, highlighting some of the current issues around Cancer Waiting Times, in particular Colonoscopy waits, with recommendations including how and which information should be distributed within the organisation, and suggestions around how to develop the Cancer Tracking function. NHS Borders will respond to Margaret with an Action Plan to implement these by 21st June.

SEND: One of the topics at SEND last month was Focus on Dementia. SEND agreed in principle to focus on these five key areas with a design day on the 19th July.

- Compliance with adults with incapacity act
- Minimising stress and distress through dementia friendly redesign
- Improving pathways of care, managing transitions
- Improving person centred care planning
- Strategies to prevent and effectively manage stress and distress reducing reliance on enhanced observation

Student Nurses: Nicky continues to meet with every student nurse in NHS Borders. Over the past month, she has met with 1st, 2nd and 3rd year students. All feedback from these sessions is shared with the senior nursing team.

Medical Director

Since the last Board meeting, Dr Sharp's main focus has been on work relating to the Financial Improvement and Turnaround Programme, as Executive Lead for three workstreams: Medical Workforce, Prescribing and Demand Management. Extensive work has begun with significant savings identified in the prescribing budget, a plan underway to improve the quality of medical job plans, and a deep dive into how better to align demand and current capacity: all focused on opportunities to improve the Board's financial position. On 15th April appointments were made to the role of Clinical Lead for Transformation in mental health, completing the medical leadership team (alongside the appointments in Primary Care – Rachel Mollart; and the BGH – Lynn McCallum) for the Transformation Programme Management Office.

Throughout April and May he continued to lead the local work to implement the government's expectations to improve Forensic examination and support services for victims of rape and sexual assault, supporting the Options Appraisal on 17th May to identify the most suitable location for a Forensic Examination suite within the BGH.

On 17th April Dr sharp had his regular meeting with the GMC's Scottish Employee Liaison Adviser, Willie Paxton, to discuss doctors who are currently under GMC scrutiny.

On 25th April he attended the CMO Specialty Adviser's meeting at the Royal College of Physicians in Edinburgh for the launch of the Personalising Realistic Medicine.

On 26th April he met with the Deanery inspection team visiting and reviewing the local Psychiatry training experience, with very positive verbal feedback with regard to consultant engagement, supportive culture, flattened hierarchy and good teaching.

On 30th April and 1st May he acted as External Adviser and chaired International Recruitment panel for Consultant Psychiatrist posts, of which there are currently thirty vacancies across the Scottish health boards; several appointments were made.

On 13th May he represented the regional Medical Directors on the Foundation Programme Committee for Southeast Scotland, tasked with oversight of all of the training posts and quality of training experience in the first two years after graduation from medical school.

On 15th May he attended the local Regional Medicine event organized and led by Dr Annabel Howell at the Waverley Castle Hotel, which was well attended and highly appreciated by the broad range of clinicians and managerial colleagues.

On 16th May he participated in the appointments process for the Associate Medical Director with Fife Health and Social Care Partnership.

On 20th May he met with Ms Jess Campbell to record a contribution to the oral history of Dingleton Hospital which she is compiling for a PhD in the history of the therapeutic community.

On 22nd may he co-chaired a Short-Life Working Group with Dr Jacques Kerr to lead the national work on the unscheduled care of people presenting with mental health issues, which has been reconfigured into the national Distress Action Group reviewing services and pathways for people experiencing significant distress with associated risks.

On 24th May he attended the annual Scottish Association of Medical Directors' meeting at Dunkeld where the principal speaker was Professor Stephen Powis, National Medical Director for NHS England, who hosted a discussion about the professional and political challenges in the ten-year NHS England Plan and its relevance in the NHS Scotland context.

On 30th May he attended the annual Organ Donation Committee Chairs Day in Stirling highlighting the forthcoming change in Scottish legislation to an opt-out organ donation system which is likely to increase transplant rates, if the Welsh experience is repeated.

On 31st May he attended the NHS Scotland annual event in Glasgow, and was fascinated by the insights obtained in the interview of the Cabinet Secretary for Health by Jason Leitch, National Clinical Director.

Director of Finance, Procurement, Estates & Facilities

Financial Year 2018/19: The External Audit Team concluded work on the 2018/19 Annual Accounts and the final clearance session was held on the 31st May 2019 where it was confirmed the Board had achieved its financial targets and would receive an unqualified audit opinion. In preparation for the Board meeting a detailed session to review the Annuals Accounts with Executive/Non Executive Directors took place on the 27th May 2019.

The External Audit Annual Report to Members was presented to the Audit Committee at its meeting on the 17th June 2019. The Audit Committee will recommend to the Board to formally approve the 2018/19 Annual Accounts at its meeting on the 27th June 2019.

Financial Year 2019/20: The focus continues to be on the delivery of the 2019/20 financial plan and financial turnaround. A quarter one review of the 2019/20 financial position will be undertaken during July with an update and year end forecast provided to the Board on the 5th September 2019.

The Finance & Resources Committee received details of the approach and timeline plan on how the 3 year financial plan will be developed over the coming months. It is proposed that the plan will be presented to the Board on the 3rd October 2019 before being submitted to Scottish Government.

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 year end forecasting, endowments support and development. The audit follow-up process will also be trialled by the new Internal Audit service rather than being undertaken in house.

Internal Audit: Grant Thornton have commenced as Internal Auditors for NHS Borders and an Audit Plan for 2019/20 was submitted to the Audit Committee on the 17th June 2019 for approval.

Capital Planning: As well as completing the capital plan for 2018/19 and progressing the 2019/20 plan the team have 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 focus during the last few months has been the capacity and space in our properties to deal with a number of service changes. To support financial turnaround a number of staff from the capital planning team have been seconded to the Programme Management Office and are supporting the development of a number of savings projects. This will result in a delay in a number of schemes planned for 2019/20. A detailed capital report will be presented to the Board on the 27th June 2019.

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 continuing to significantly impact on the workload and the priorities for the department. An Associate Head of Estates & Facilities will commence on 24th June 2019 on a bank contract to focus on the Financial Turnaround within the Estates & Facilities Department. This will allow the Head of Estates & Facilities to continue to work on the local and national issues.

Facilities: The Borders General Hospital scored second out of 22 hospitals for cleanliness in quarter 4 with NHS Borders coming out top of the mainland Boards. The recent HEI inspection also gave an excellent report for Community Hospitals linked to cleanliness standards.

The poster entered by the Facilities Manager was listed as a finalist at the NHS Scotland event in May 2019.

Five members of staff under 25 from General Services will be undertaking a Healthcare Support (HCSW) Non Clinical SVQ course at Borders College. This is free of charge to NHS Borders.

Catering: NHS Borders' Catering Department received a long term achievement award for holding the Healthy Living Plus award. The Catering Manager and two members of the Catering staff attended the awards ceremony in Glasgow.

Property and Assessment Management Strategy (PAMS) 2019: The proformas and PAMS light document was submitted to Scottish Government during June. Feedback is awaited. The content and key issues were shared with the Finance and Resources Committee on the 19th June 2019.

Director of Strategic Change & Performance

Planning & Performance: PMO: The Planning & Performance department continue to reprioritise current activities and workload to free up core staff to work within the PMO to support the Financial Turnaround Programme.

Celebrating Excellence Staff Awards: The 2019 Celebrating Excellence Staff Awards will take place on Saturday 21st September 2019 at Springwood Park, Kelso and this year a team from NSS are supporting NHS Borders to deliver this event. Nominations are currently being accepted to 9 separate categories and this year nominations are being made online with the ability to save and edit entries prior to submission. To date there have been over 90 nominations have started and over a third of those have already been submitted with the "Behind the Scenes", "Person Centred Care" and "Inspiration" categories proving the most popular.

Following the success of last year the judging process will be split into two stages. Stage 1 sees a cross section of representatives independently scoring each nomination against set criteria with the 4 highest scoring nominations progressing to stage 2. During Stage 2 a further set of representative score the nominations independently before coming together to agree the overall winner. Nominees are expected to be announced the week commencing 22 July 2019. Sponsorship is again being sought this year therefore a sponsorship prospectus has been developed which is due to be sent out to a list of prospects this week.

IM&T: Server Room: The BGH server room was impacted through a fault in a water pump, leading to extensive flooding which impacted on equipment. The IM&T team responded by removing the water affected equipment, decanting it and then going through a drying process. One piece of equipment appears to have been impacted and a 3rd party has been engaged to diagnose more fully. This has reemphasised the requirement for a second resilient facility, for which work is progressing.

Customer Drop In: IM&T held a second customer drop in clinic in the canteen in May where there was lots of further discussion and feedback on TopDesk, IT Services and general IT delivery. We are progressing with our Continual Service Improvement initiative putting together action plans to further improve the service as a result of feedback from the clinic.

ServiceNow: Workshops have been held within the South East of Scotland region to explore the introduction of a new regional IT Service Management Service Desk tool. This would enable the IM&T departments in the region the potential to share data, processes, resources & expertise.