

Borders NHS Board



Meeting Date: 5 September 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 • Director of Finance, Procurement, Estates & Facilities • Director of Nursing, Midwifery & Acute Services • Director of Strategy Change & Performance • Medical Director • Director of Workforce <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
11.06.19	DL (2019) 7	The Patient Rights (Treatment Time Guarantee) (Scotland) Directions 2019
12.06.19	PCA (P)(2019)12	Community Pharmacist Practitioner Champions
13.06.19	CMO (2019) 7	Identification and Management of Lyme Disease – Educational Resources
18.06.19	DL (2019) 8	Human Resource Aspects of Foundation and Speciality Training Programmes: Changeover Dates for 2019-20
19.06.19	DL (2019) 9	Induction and Shadowing Arrangements
20.06.19	PCA(M)(2019) 8	National Scottish GP Cluster Guidance
25.06.19	STAC(TCS01)2019	Maternity Pay
27.06.19	STAC(TCS02)2019	Health Visitors – Annex 21
08.07.19	PCA (P) (2019) 13	Drug Tariff Amendments in respect of Remuneration Arrangements
08.07.19	PCA (P) (2019) 14	Community Pharmacy Quality Improvement Activities 2019/20
11.07.19	DL(2019)10	Fixed Annual Leave for Junior Doctors
12.7.19	PCA (D) (2019) 9	Dentists with Enhanced Skills in Domiciliary Care
12.07.19	PCA (D) (2019) 10	Quality Improvement Activities – Future Arrangements for General Data Practitioners
12.07.19	CCD 3/2019	Revised Guidance on Charging for Residential Accommodation
12.07.19	PCS(AFC) 2019-6	Pay During Annual Leave
18.07.19	PCS(AFC) 2-2019	Corrigendum and Addendum to PCS(AFC)2019/2 - Policy on Management of Sickness Absence (Promoting Attendance)
05.08.19	DL (2019) 12	Income Maximisation Funding for 2019/20
06.08.19	PCS (P)(2019) 15	Pharmaceutical Services Amendments to the Drug Tariff Part 11 Discount Claw Back Scale
12.08.19	PCA(O)(2019) 2	Community Eye Care Update
14.08.19	CMO (2019) 8	Immunisation Programmes - HPV for Boys
21.08.19	PCA (P) (2019) 16	Pharmaceutical Services Amendments to the Drug Tariff Part 11 Discount Clawback Scale
26.08.19	CMO (2019) 9	Details of the Shingles (Herpes Zoster) Vaccination Programme 2019/20
26.08.19	CMO (2019) 10	Scottish Childhood Flu Vaccination

		Programme 2019/20
26.08.19	CMO (2019) 11	Seasonal Flu Vaccination Programme 2019/20
27.08.19	PCA(P)(2019) 18	Hormone Replacement Therapy (HRT) Supply 2019

Chief Executive

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 has continued to host a range of introductory meetings with senior management team members of Scottish Borders Council, SB Cares, NHS National Services Scotland and other agencies throughout July and August.

Blether with the Board: The Chief Executive and Chair attended a “Blether with the Board” session at Kelso Hospital on 12 July, followed by a tour of the hospital. They met with a range of staff and heard at first hand their thoughts on working for NHS Borders.

Joint Digital Transformation Strategy: The Chief Executive participated in the Executive Management Team (EMT) IT Development session on 5 July. The joint session with Scottish Borders Council was an interactive session to formulate a vision for integrated digital services for the future for both Scottish Borders Council and NHS Borders.

In December 2016, the EMT had broadly agreed a joint IT delivery roadmap based around 4 key principles:-

- Collaborative Technologies e.g. shared outlook functionality (Calendars, emails, collaboration tools)
- Single view of the patient / person e.g. single view of information from TrakCare, EmisWeb and Mosaic
- Workflow - referrals and information sharing across multiple organisations
- Technology enabled care i.e. how technology can enable people to live and manage their conditions at home in a safe and sustainable setting

A range of in-flight and planned technology projects across Health and Social Care was presented to EMT on the 8 February 2019. Ensuing conversation resulted in the requirement for a joint IT development session to understand the IT landscape required to support the delivery of integrated services.

Since then, a national initiative has been launched to review the digital maturity of all Local Authority Social Care services and NHS Trusts across Scotland. Increasingly there is an expectation that there are coherent joint IT strategies that support the delivery of IJB partnerships’ strategic objectives and that such a strategy would encompass and guide joint IT activity across Health and Social Care services.

During January and February, over various conversations involving both Chief Executives, it was agreed that there was a need for a shared vision and an agreed and visible joint IT strategy, owned by EMT, that would guide the work in the future and support enhanced partnership working and collaboration across the region.

This development day was the first step in the development of a Joint Digital Transformation strategy that will support improved wellbeing and outcomes for our population, as well as improved efficiency and operational effectiveness.

National and Regional Commitments: The Chief Executive continued to Chair and attend a range of national and regional meetings throughout July and August.

Director of Finance, Procurement, Estates & Facilities

Financial Year 2018/19: The Cost Accounts for 2018/19 are currently being prepared for inclusion in the Scottish Health Service Cost book which will be released later this calendar year.

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

The 3 year financial plan continues to be developed and it is proposed that this will be presented to the Board on the 3rd October 2019 before being submitted to Scottish Government.

Finance Department: To support financial turnaround further resource has been provided from the Finance Department to support the PMO and there are currently vacancies being recruited to, to ensure core services are provided. With the support of our financial turnaround experts the Finance Department undertook a deconstruction session. An action plan has been developed and is being progressed.

Internal Audit: The Audit Committee will receive an updated 2019/20 Internal Audit Plan for approval at its next meeting on 16th September 2019.

Capital Planning: The team are working on progressing a number of priority area projects for the Board including those funded by charitable funds and from national ring fenced funding. Many of the priority projects are currently in design phase with tenders and contract awards expected during the third quarter of this financial year.

A key focus continues to be around capacity and space in our properties to deal with a number of service changes. An audit of the space owned by NHS Borders will be completed during September with this information being used to inform proposals for a number of schemes as well as giving good oversight to how we use our space. There are also space implications and requirements relating to the financial turnaround, mainly relating to property disposal which the team are working on.

Estates: The Associate Head of Estates & Facilities commenced on a bank contract during June 2019 with the primary focus being on the financial turnaround in the department.

The Fire Safety Policy was out for consultation until the 16th August 2019. The policy has now been issued to members of the Occupational Health & Safety Forum for comment and approval by the 5th September 2019. In support of this the Occupational Health & Safety Forum also received the following updated documents for approval:

- NHS Borders Management of Fire Safety Standard Operating Procedure
- NHS Borders Fire Procedures Standard Operating Procedure
- NHS Borders Emergency evacuation Equipment Standard Operating Procedure

Facilities: The Borders General Hospital is the cleanest hospital in Scotland for compliance monitoring for the quarter one period.

Several members of staff have achieved their SVQ qualifications, these include domestics, porters, supervisors and admin staff.

Property and Assessment Management Strategy (PAMS) 2019: An update presentation on the 2018/19 submission to Scottish Government will be given at the Board Development Session on 3rd October 2019.

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 them:

- General Medical Services Contract in Scotland (**Chief Officer to take forward**)
- Drug & Alcohol Services Update (**Joint Director of Public Health to take forward**)
- Planning for Outcomes (**Audit Committee for information**)
- Public Health Reform in Scotland (**Bring to attention of Joint Director of Public Health**)
- Mainstreaming Equality & Equality Outcomes (**Bring to attention of Joint Director of Public Health**)

Director of Nursing, Midwifery & Acute Services

Developing Person-Centred Facilitators to Enhance a Culture of Person-centred Care: 17 SCNs / Team Leaders from all 3 Clinical Boards started an internationally approved practice development programme in August; in collaboration with Queen Margaret University. The programme has commenced with a 3 day workshop, followed by 6 weeks of activity with a further 2 days planned for September. Thereafter there will be 12 days over 12 months. This programme aims to build on the 2017/18 SCN Leadership development.

The interactive workshops and active learning processes will support participants develop questions and actions plans relevant to their workplace for action with others to enable personal and professional effectiveness.

Initial feedback from participants is that is an overall positive and inspiring experience.

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. Positive feedback received regarding feeling valued and part of a team. Any issues are shared with the Senior Nursing Team.

Newly Qualified Practitioners (NQP): We have our NQPs starting in the BGH, Mental Health and Community Hospitals over the coming months. They have all been assigned ward areas following previous recruitment events.

We are expecting approx 15 NQPs to start over the next 4 weeks across acute wards in the BGH; some are already in post and have commenced the induction programme. The NQPs are working in a supernumerary status for the initial 2 weeks in the ward areas. If an individual requires additional support beyond the 2 weeks supervisory period then this can be continued with a clear plan of the needs and how these can be achieved.

We have secured a senior band 5 to support the new starts over the next month; her role is to act as a buddy both to them and their named mentor, to ensure that the SCN and mentor are aware of the induction programme and that the NQP is supported to attend. She also will smooth any issues and escalate to the SCN or CNM if required. They are meeting with the ADON next week to meet and greet, and have all had direct contact with the CNM for their areas. A welcome gift from the senior management team is being arranged to support the values of the organisation that they are joining and also as a personal wellbeing reminder.

Within Mental Health the NQP's will have an identified mentor on each ward and will complete the 3 month local induction programme with the SCNs. The 7 that are starting have been given jobs in different wards so they are not all together to ensure skill mix.

There is planned review with Lisa Clark, Clinical Nurse Manager and Peter Lerpiniere half way through inductions to ensure adequate support. The NQPs will work with experience band 5's and will not do any night shift during induction.

Director of Nursing Visits: Over the past month Nicky has gone out and about to shadow and work with colleagues in all of the Clinical Boards.

On the 24th July Nicky went along to Theatres to shadow Lisa Love who is the Senior Charge Nurse. During this visit she met both medical and nursing staff, reviewed the cleaning charts and was shown the improvement work that is ongoing.

On the 25th July Nicky met with Karen Little, Senior Charge Nurse in the Eye Centre along with colleagues to discuss the new nurse vetting process that will be coming mid September following learning from NHS Fife. This should reduce waiting lists for the Eye Centre by 20-30%.

In August Nicky shadowed Julie Seymour, Forensic Charge Nurse for the Learning Disability Team. During this visit Nicky was able to meet the service users who live locally with support from our LD team as well as registered nurses and carers from arms length organisations.

Nicky also went out with the Hospital to Home Team on the 15th August. During this time she visited a patient alongside one of our Physiotherapists and seen first-hand the rehabilitation this lady is receiving. Hospital to Home is supporting patients discharge from hospital and has been collecting data on prevention of admission, reductions in care packages and satisfaction of service.

Director of Strategic Change & Performance

Financial Turnaround: Wider NHS Scotland is showing an interest in the infrastructure introduced in NHS Borders to support Turnaround. Three separate visits are planned during September by other Boards to find out more about the Programme Management Office (PMO) and the approach being followed.

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. A total of 105 nominations were received highlighting the fantastic work taking place across the health board. Each nomination was judged independently, and those shortlisted were put forward to a second stage of judging in order to determine the finalists. The judges all commented on the high quality of the nominations and the breadth of excellent work demonstrated within them.

The finalists in each category were announced earlier this month and the ballot for staff to request places at the event is open now, this will close at the end of this week with staff being notified next week. Five sponsors have been secured for this year's awards ceremony generating £2500 towards the cost of the event.

Service Desk: Desktop Support: Due to the introduction of new technology the call volumes for the desktop team are reducing which is allowing the resource to assist the service desk with "shift left" and also carry out a process refresh. We will be reviewing gaps in the service following the introduction of new technology as part of the Road to Digital programme and as we develop a new Target Operating Model. This model will incorporate desktop support and service desk as well as asset management, support & maintenance contracts, cyber security and service management.

Senior Infrastructure / Road to Digital: The programme continues to deliver with the current focus being around removal of all XP devices through VDI and desktop replacement, Office 365 including Exchange risk mitigation and Windows 10 preparation.

The continued lack of a preferred option to deliver a second facility for resilience purposes causes concern taking much longer than expected target. Increased focus between IM&T and Capital Planning team will reach a preferred option during August. Time to deliver is dependent on the solution.

Medical Director

National Commitments: The Medical Director has attended various national meetings over July and August. In July, he attended the SEAT Regional Workforce Group meeting which provided updates and discussions on various topics including Waiting Times Improvement Plans and Elective Treatment Centre, Pensions Tax and Regulations and TCAT Workforce Planning Tool for Nursing and Pharmacy.

He also attended the Distress Intervention Group which has recently been created. It's aim is working towards a collaborative multi-agency response to improving the management of the individuals in distress. The purpose of the group was discussed and other areas of what the group's purpose is and how it will be developed.

Regional Commitments: In August, the Medical Director attended the Regional Cancer Advisory Group (RCAG) and East Region Programme Board (ERPB) meetings. In RCAG various issues were discussed including the National Aseptic Review and Cancer Waiting Times. In ERPB various matters were discussed and updates presented.

Director of Workforce

Regional Recruitment Transformation. The three territorial health boards in the East Region plus three Special Boards (HIS, NES, SAS) are working towards an operational model to transform recruitment activity. Line managers and HR staff from Borders contributed to a workshop on 28 June which has identified three models to be taken forward to the next phase of appraisal including financial impact. The variations between the models relate to the management structure, locations and employer status of the recruitment teams.

Jobtrain is an Applicant Tracking Software system which has recently been chosen as the national e-recruitment system for the NHS in Scotland. It is a key foundation of modernisation of recruitment systems within the Scottish NHS, with a focus on a better experience for job applicants. Claire Smith, our Workforce Planning Lead, has recently been designated as the part-time project lead for the Jobtrain work stream in the East Region. Claire's new role, which she will undertake alongside her duties for NHS Borders, is a key to the successful the delivery of the whole recruitment transformation programme.

Occupational Health. The service has been facing peak levels of demand from staff and teams requiring support with change management. Services are being streamlined with documentation and processes online. Following on from the success of the online management referral process introduced in December 2018 we are trialing telephone triage process for management referrals to allow for quicker access and turnaround of referrals with staff/management having timely support and advice. So far feedback from service users is very positive.

Staff Flu program for 2019/20: The programme is being planned with the focus on significantly improving uptake within high risk areas and nursing/medical workforce. It has been identified that uptake rates are highest when OH staff visit departments onsite and not from drop in clinics. Therefore OH staff will provide mainly roving sessions in conjunction with utilising Peer vaccinators. The Flu Bee Game (Government initiative) will return this year. It is an online game and website designed to improve uptake by engaging, educating and encouraging staff to get vaccinated.

Once for Scotland' Workforce Policies. A one month formal consultation on the first phase 'core' workforce policies ended on 25 July 2019. SWAG accepted the process undertaken to refresh the 'core' workforce policies and develop the digital solution but requested more detail be made available to members prior to approval of the draft workforce policies in Phase 1. The draft workforce policies will now be reviewed at the SWAG Committee meeting on 23 October 2019. It is now anticipated that the Phase 1 policies will be implemented by the end of the financial year. The revised timetable has resulted in some parties having to step down from the national group; this in turn has provided an opportunity for Geraldine Bouglas, NHS Borders HR Manager to become more directly involved in the national work. It is anticipated that this arrangement will continue for the next phase of the programme.