

Borders NHS Board



Meeting Date: 7 May 2020

Approved by:	Ralph Roberts, Chief Executive
Author:	Iris Bishop, Board Secretary
NHS BOARD PERFORMANCE ESCALATION FRAMEWORK	
Purpose of Report:	
The purpose of this report is to advise the Board of receipt of notification that NHS Borders remains at Level 4 of the NHS Board Performance Escalation Framework.	
Recommendations:	
The Board is asked to note the report.	
Approval Pathways:	
This report has been prepared specifically for the Board and was reviewed by the Board Executive Team (28 April 2020).	
Executive Summary:	
<p>Attached at Annex 1 is a letter dated 1 April 2020 from the Director General Health and Social Care.</p> <p>Attached at Annex 2 is a letter dated 8 April 2020 from the Chief Executive, NHS Borders in response to the Director General's letter.</p> <p>The Director General has confirmed that NHS Borders will remain at Stage 4 of the escalation process and he recognised that the Board would be focused on the current COVID 19 pandemic.</p> <p>The Chief Executive and Board Executive Team colleagues will continue to work with the Scottish Government to address matters as the impact of the pandemic reduces.</p>	
Impact of item/issues on:	
Strategic Context	Policy and strategy implications will be addressed in the management of any actions resulting from this escalation.
Patient Safety/Clinical Impact	Patient safety and clinical impact implications will be addressed in the management of any actions resulting from this escalation.
Staffing/Workforce	Staffing and workforce implications will be addressed in the management of any actions resulting from this escalation.

Finance/Resources	Finance and resources implications will be addressed in the management of any actions resulting from this escalation.
Risk Implications	Risk implications will be addressed in the management of any actions resulting from this escalation.
Equality and Diversity	Compliant with Board policy requirements.
Consultation	Board Executive Team
Glossary	HSCMB – Health and Social Care Management Board ARs – Annual Reviews MYRs – Mid Year Reviews SG – Scottish Government CEO – Chief Executive Officer DG – Director General

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Chief Executive
NHS Borders

1 April 2020

Dear Ralph,

I refer to previous correspondence in relation to the escalation of NHS Borders on the NHS Scotland Performance Escalation Framework.

I am writing to confirm that I recognise and fully support the fact that the key focus of NHS Borders at this time is, and for the foreseeable future will be, on responding to the current Covid-19 pandemic and on enacting your Local Mobilisation Plan in conjunction with the National Mobilisation Plan.

Whilst performance and finance issues will continue to be addressed via the NHS Scotland Performance Escalation Framework, and I expect performance to be maintained in all areas as far as possible, clearly, and quite correctly, during this time priorities will shift and the approach of Scottish Government to performance issues will adapt accordingly.


For this reason, although NHS Borders' escalation status (Stage 4 Escalation) will remain in place, other than as noted below I do not expect your recovery process to continue in its current form. This process will be picked up in due course, when possible.

Another issue which is absolutely fundamental to the national response to Covid-19 is Delayed Discharges, and I will be grateful for your support in ensuring that ongoing commitments to reduce numbers in this area to an absolute minimum by the end of this month continue.

Finally, due to the exceptional circumstances arising from COVID-19, we are pausing work on AOP financial planning and will return to this as soon as possible in 2020-21. At this time, I expect Boards to continue to ensure robust financial management and governance, recognising that we will need to revisit assumptions included in financial plans.

SG Health Finance team will continue to engage with you in respect of the financial implications of COVID-19, and as we receive clarity on the additional funding announced by the UK Government as part of the UK Budget 2020.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Malcolm Wright', enclosed in a thin black rectangular border.

Malcolm Wright
Director-General Health and Social Care

NHS Borders

Chair & Chief Executive's Office

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Malcolm Wright
Director-General Health and Social Care

Date 08 April 2020
Your Ref
Our Ref RR/KM

By email : DGHSC@gov.scot

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Dear Malcolm

NHS Borders – Performance Escalation Framework

Thank you for your letter of 1st April in relation to the above.

It is helpful to have clarification on this and I have shared this with our Board members.

I would like to take this opportunity to assure you that NHS Borders, the Board and my management team are fully focussed on our response to the current challenges in relation to the COVID Pandemic.

However, we are also aware of the importance of maintaining good governance across a range of issues including performance and financial control. Where we can continue to make progress with our financial recovery plan and this is consistent with our pandemic plan we will certainly do so.

In your letter you specifically refer to Delayed Discharges and I am pleased to advise that we have made positive progress, particularly in the last 10 days and we recognise the importance of continuing to address this and to sustain this in the long term. For the record our DD position at the start of the Pandemic was 42 patients (including 8 in the Acute hospital and 27 in our Community Hospitals). Yesterday we were reporting 15 in total (including 1 in the Acute hospital and 10 in the Community Hospitals).

We do, of course, look forward to the point at which we can begin to work on a longer term recovery plan and I can advise that we have now identified a senior member of our Executive team to lead our recovery planning from now.

With best wishes

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ralph Roberts', written over a light blue circular stamp.

Ralph Roberts
Chief Executive

