



BOARD EXECUTIVE TEAM REPORT

Aim

The aim of this report is to update the Board on areas of activity within the Board Executive Team Director's portfolios.

1. Chief Executive

I have undertaken a range of visits and meetings at both a regional and national level on behalf of NHS Lanarkshire during the period 26 October 2017 to 29 January 2018, principal amongst which have been:

Meetings attended:

- 26.10.2017. Scottish Resilience Partnership
- 26.10. & 23.11.2017. North Lanarkshire H&SCP IJB
- 27.10. & 15.12.2017. West of Scotland Health and Social Care Delivery Group
- 30.10. & 5.12.2017. South Lanarkshire H&SCP IJB
- 7 & 8 November, 6 December 2017. NHS Scotland CE Meetings
- 15.11.2017. Member of the Ministers Cancer Performance Task & Delivery Group
- 28.11.2017. STAC Secretariat Meeting
- 7.12.2017. STAC Meeting as Co-Chair
- 8.12.2017. GIRFEC National Implementation Strategy Group, Chair
- 13.12.2017. South Lanarkshire Partnership Board
- 17.1.2018. NHS Scotland CE Meeting
- 18.1.2018. Joint Inspection Feedback

West of Scotland Regional Planning – Urgent & Emergency Care Workstream – Reference Group:

As Joint Chair, we established the above work stream.

The work stream will provide a regional plan for Urgent and Emergency Care, seeking to optimize clinical outcomes, and provide services that are sustainable in terms of workforce and finance. The work stream will not be a decision making body, but will make evidence-based, affordable recommendations to the Clinical Board, the Finance Group and the Programme Board.

The work stream met on 13th November and 18th December 2017.

National Implementation Board – National Pharmacy Aseptic Dispensing Programme:

Invited and accepted role as Chair of the National Pharmacy Aseptic Dispensing Programme as a member of the NHS Scotland Chief Executives Group. The first meeting of the Board will take place on the 8th March 2018.

Scrutiny Panel Meetings:

Monthly meetings are held to assess the risk profile of the savings and inform the final submission of the LDP. Meetings are used to consider and fast track any new ideas / schemes or consider any new or emerging pressures:

- Acute Services
- Director of Medicine
- North Lanarkshire Health and Social Care Partnership
- Prescribing
- South Lanarkshire Health and Social Care Partnership
- Oversight Scrutiny Panel with Chair and Vice Chair Lanarkshire NHS Board

Chief Executive Performance Review:

Undertook Chief Executive Performance Reviews:

- 17.11.2017. – (Q2 - 2017/18) North Lanarkshire Health & Social Care Partnership
- 30.11.2017. – (Q2 - 2017/18) South Lanarkshire Health & Social Care Partnership
- 11.12.2017. – (Q2 - 2017/18) Acute Services

NHS Lanarkshire Board and CMT Development Sessions:

- 9.11.2017. Participated in the CMT Development session reflecting on the Aston Team Performance Report and the Board level iMatter results.
- 29.11.2017 Participated in the Board Development Day.
- 14.12.2017. Participated in the CMT Development session on Resilience and reflecting on the 2017 sessions.

Presentations:

- 8.12.2017. Keynote speaker presenting on 'Project Management' to the 12 participants on Leading Excellence in Lanarkshire.

Events:

- 7.11.2017. Attended the National Unscheduled Care COPD Learning Workshop. The event focused on national and local initiatives to reduce; unnecessary emergency attendances, unnecessary admissions and inpatient length of stay.
- 8.11.2017. Attended the Justice Leaders/Health Leaders Collaboration Network providing the opportunity for networking between Senior Health and Justice Leaders to consider how they can create capacity in the system to collaborate – informed by evidence, examples of collaboration in practice and the experience of service users.
- 14.11.2017. Attended the programme for the West of Scotland Health and Social Care Delivery Plan Engagement Event at the Golden Jubilee Conference Hotel.
- 15.11.2017. Attended the "Showcasing the Future" Leadership event. The event set out the vision for our transformational approach to leadership development and talent management in NHS Scotland.
- 16.11.2017. Attended the NHS Lanarkshire Quality Event promoting the Lanarkshire Quality Approach and celebrate quality in Lanarkshire.
- 7.12.2017. Attended the Medical Leadership Forum. Speaker Tim Davison, Chief Executive NHS Lothian and former Chair of the Scottish Institute of Health Management, and also previously Chief Executive of NHS Lanarkshire.
- 23.1.2018. Attended the feedback session from the Sharing Intelligence for Health and Care Group (SIHCG) meeting which was held on 4 December 2017. The Sharing Intelligence for Health & Care Group's overall aim is to drive improvement in the quality of health and social care, by making good use of existing data/information. Their focus is on the use of intelligence for the purpose of learning and improvement. The Group provides an opportunity for the triangulation of available intelligence and a co-ordinated engagement with service providers.

University Hospital Strategic Partnership Agreement between NHS Lanarkshire, Glasgow Caledonian University (GCU) and West of Scotland (UWS):

All three NHS Lanarkshire Acute Hospitals have been renamed to reflect their new university status. A photo-shoot took place on 17.11.2017. at each of the three Acute Hospitals to mark the erection of the new university hospital signage. Thanks to a ground breaking partnership between NHS Lanarkshire, Glasgow Caledonian University (GCU) and the University of West of Scotland (UWS); the hospitals are now University Hospital Hairmyres, University Hospital Monklands and University Hospital Wishaw. In addition five senior medical staff within NHS Lanarkshire have been awarded honorary chairs at Glasgow Caledonian University (further details attached Appendix A).

Patient Safety Leadership Walkround:

- 28.11.2017. Ward 10 Acute Assessment and Rehabilitation, University Hospital Wishaw.

Back to the Floor:

- 3.11.2017. Attended the Patient Safety Briefing followed by a walk round of the Decontamination Unit in Day Surgery at University Hospital Wishaw.
- 1.12.2017. Attended the Patient Safety Briefing followed by a walk round the Maternity Unit at University Hospital Wishaw.

GMS2018 Contract:

- Meetings have taken place between NHS Lanarkshire and North Lanarkshire Health & Social Care Partnership and South Lanarkshire Health & Social Care Partnership to agree a programme plan for the implementation of the new GMS2018 Contract. A copy of a paper being discussed at the Corporate Management Team meeting on 29 January 2018 is attached by way of an update (Appendix B).

Visits/Meetings attended with the Chair:

Visits to NHS Lanarkshire services with Chair, Lanarkshire NHS Board with tour of sites and facilities, to discuss service delivery and met with staff:

- 1.11.2017 - Tour of Theatres, University Hospital Hairmyres by Mr James Saldanha, Consultant Surgeon followed by a visit to the Emergency Department by Senior Nurse Lise Axford.
- 10.1.2018. Visit to the University Hospital Monklands. Attended the Capacity Meeting followed by a meeting with the Site Director and Management Team and visit to:
 - ED
 - Medical Assessment Unit
 - Same Day Admissions
 - Ward 11 (Transitional Care)
 - Ward 12 (COE Rehab)
 - Ward 7 (Surgical)
 - Ward 9 (ENT)
- 10.1.2018. - Visit to the University Hospital Hairmyres
Met with the Site Director and Management Team followed by a visit to:
 - Emergency Department
 - Intensive Care Unit
 - Ward 4 (Acute Surgical)
 - Ward 12 (Respiratory)
 - Assessment Unit
 - Ward 18 (Winter Beds)
- 10.1.2018. - Visit to the University Hospital Wishaw
- Met with the Site Director and Management Team followed by a visit to:
 - Ambulatory
 - ED
 - Theatres

2. Director of Nursing, Midwifery, & AHPs

27 Oct 17	Attendance at SEND meeting – influencing national policy for NMAHPs
30 Oct 17	Attendance UWS/NHSL Collaborative meeting- shaping NMAHP education
3 Nov 17	NMAHP Symposium – developing Lanarkshire’s NMAHP leaders
9 Nov 17	Representation at Scottish NMAHPs Research Awards – celebrating success
14 Nov 17	IJB Nurse Directors Meeting
14 Nov 17	Attendance at WoS Health & Social Care Delivery Plan Engagement
15 Nov 17	Participated in ‘Showcasing the future Event’ at The Royal College of Surgeons
16 Nov 17	Attendance at N&M Student Nurse Intake Mtg – National Group
17 Nov 17	North Lan H&SCP CE Review – overview of performance and quality
21 Nov 17	Attendance at CNO Scotland Summit – Stepping into the future: Tomorrows Workforce Today – influencing succession planning to create the workforce of the future
22 Nov 17	GMHFA Planning Day
23 Nov 17	SG Mental Health Lead Nurse Meeting
24 Nov 17	Attendance at SEND Meeting – influencing the national agenda
28 Nov 17	SG Health Board Visit
29 Nov 17	PPRC & Board Development Day
6 Dec 17	Participated in Scottish Improvement Leaders Annual Celebration and Networking Day
8 Dec 17	NMAHP Senior Leaders Event – developing our Senior NMAHP Leaders
11 Dec 17	Attendance at WoS Clinical Board Meeting
14 Dec 17	CMT Development Event
19 Dec 17	Participated in Medical Director Assessment
20 Dec 17	WoS Nurse Divisional Meeting – influence regional planning and development
12 Jan 18	Attendance at WoS Clinical Board Meeting

NMAHP Practice Development

Maggie Hogg, Practice Development Practitioner (Monklands) graduated from Queen Margaret University with an MSc in Professional Education

Angela King, Practice Education facilitator has successfully completed her Masters dissertation at University of West of Scotland and will graduate in 2018. Her topic was:

The lived experience of nurse mentors working with student nurses in an acute hospital environment.

Marion Malone has successfully been appointed as the Senior Nurse for Practice Education, replacing Dr Kathleen Duffy who has since moved to NHS Education Scotland.

Donna Richardson, Tissue Viability Nurse has been successful in gaining a promotion to the tissue viability service in NHS Greater Glasgow & Clyde. We wish her every success in her new role.

Through the combined work of the Tissue Viability service, pharmacy and community nursing teams the community wound formulary has been revised. This has realised, to date, £162,911. An additional £70,034 has been realised through the implementation of a revised Acute wound formulary.

Marina Shannon, Practice Development Practitioner for Role Development was successful in gaining the bid to revise the NHS Education Scotland Advanced Practice website.

Many of the Practice Development team, like many others, have supported areas clinically during the pressures of the past few weeks in community and acute settings.

Allied Health Professions

Spiritual Care

Paul Graham, Head of Spiritual Care, had a meeting with Bishop Toal, the Bishop of Motherwell and the Diocesan Chancellor, Father James Grant to discuss partnership working between the Spiritual Care Service and the Diocese.

There was an agreement reached that both parties would work together on:

- Discussions will take place with each of the site RC Chaplains to set up meetings with each of the teams covering the on-call rota. These sessions will also include the access protocols, escalation processes and also explore any additional support required/needed for RC Chaplains.
- The Diocese have asked if it would be possible for training to be offered to Clergy and Lay volunteers relating to Hospital Ministry with particular focus on person centre care. A training package is being developed with dates being worked up for 2018-19.
- The Diocese agreed that Father Grant would include a short briefing in the Diocese 'ad clerum' (a letter or announcement primarily addressed to ordained ministers, from the Bishop) to inform them of the closer partnership working arrangements.

Discharge Simulation Training

A simulation in discharge training to educate, support, and build confidence in AHP and Nurses in involvement in discharge has been developed by senior AHPs in-conjunction with the Medical Education Centre at Kirklands. The first full training of simulation (weather and winter pressures permitting) will take place on Thursday 18th January 2018

Winter Pressures

A substantial number of AHPs staff met the challenge of the winter pressures and the demand for, in particular, additional Occupational Therapy and Physiotherapy services. Moreover, significant numbers of AHP staff drawn from across the AHP cohort volunteered their services to assist in any way possible.

Many staff worked more than their contracted hours with many undertaking clinical duties in unfamiliar clinical areas and enabling additional AHP cover for weekends until the end of January 2017

Podiatry

Robert Peat, Head of Podiatry Services has recently been elected to serve on the Council of the Society of Chiropodists and Podiatrists. Council members are elected to serve a three-year term by the Society membership.

Maternity staff and Neonatal nurses have been nominated for staff award (9 Jan)

H&SCP has been shortlisted for iHub Interview on 24 Jan for Practice Administrative Staff Collaborative.

3. Medical Director

Dr Evelyn Ferguson, Consultant O&G, Wishaw General Hospital, was awarded Highly Commended Runner Up in the 2017 RCOG Trainer of the Year Awards on 16.11.17

30 October- 1 November 2017 – attended the BMJ/FMLM *Leaders in Healthcare* conference in Liverpool. I was a panel member in a session looking at developing the evidence-base for clinical leadership. I also chaired a session on ‘Patient decision making, which profession leads and who really calls the shots?’.

3 November 2017 – I lead a session on medical leadership and management for 4th year medical students at the University of Glasgow. Co-presenters were Miss Juliette Murray, Deputy Director of Medical Education and Consultant Surgeon, NHS Lanarkshire and Mr Mohammad Abdul, final year medical student who had previously undertaken a Student Selected Component in medical leadership in NHS Lanarkshire.

14 November 2017 – attended a West of Scotland Health and Social Care Delivery Plan Engagement Event at the GJNH.

15 November 2017 – attended a showcasing leadership event run by Scottish Government Health and Social Care Directorates at the Royal College of Surgeons of Edinburgh.

16 November 2017 – introduced the NHS Lanarkshire Quality Improvement Event. This was a very well attended conference showcasing successful examples of quality improvement taking place across a range of NHSL services. Special thanks to Mr Tommy Whitelaw Project Engagement Lead, The Health & Social Care Alliance for giving a very moving and inspirational talk about the importance of caring and spreading joy in work. The afternoon was run as a World Cafe event (fuller details in the Quality Assurance and Improvement report). Thanks to Lesley Anne Smith and the Quality Directorate staff for organising the conference which will be an annual event in the Board’s diary.

20 November 2017 – shadowed by Dr Lesley Curry, Scottish Clinical Leadership Fellow.

21 November 2017 – spoke at a workshop of the NHS Scotland leadership programme ‘Playing to your Strengths’ sharing my journey as a medical leader and insights I had into the challenges facing health and social care now and in the future.

22 November 2017 – chaired the West of Scotland Regional Uro-gynaecology Working Group.

23 November 2017 – chaired the MSC CYPC Board meeting.

23 November 2017 – attended BMA meeting for Lanarkshire GPs on GMS 2018.

24 November 2017 – attended Managed Service Network for Children and Young People with Cancer (MSN CYPC) Morbidity and Mortality meeting.

28 November 2017 – walkround with Dr Rory MacKenzie, Chief of Medical Services, Monklands Hospital.

30 November 2017 – attended FMLM Board and Council meeting.

5 December 2017 – attended Responsible Officer development day.

11 December 2017 – attended West of Scotland Clinical Board.

13 December 2017 – chaired the MSN CYPC development day.

14 December 2017 – shadowed by Dr Natalie Smee, Scottish Clinical Leadership Fellow.

18 December 2017 – shadowed by Dr Anna Horne, Scottish Clinical Leadership Fellow.

21 December 2017 – chaired a West of Scotland Urology services workshop involving around 60 clinicians and managers.

8 January 2018 – attended Scottish Clinical Leadership Fellow Programme Board.

10 January 2018 – chaired the CEPAS (chemotherapy prescribing and administration system) programme board. This group is developing a revised business case covering children in the first instance.

10 January 2018 – attended a joint NES/GMC visit to University Hospital Hairmyres reviewing training in general internal medicine. A report will be provided by the Director of Medical Education in due course.

11 January 2018 – shadowed by Daniel McKay, medical student, who is undertaking a SSC in medical leadership.

16 January 2018 – chaired the first meeting of the Single National Formulary Governance Board.

18 January 2018 – chaired the MSN CYPC Executive Group.

19 January 2018 – Co-chaired and presented at a meeting of the Taskforce for Improving the Quality of Medical Education. Dr Jane Burns also presented at this meeting.

4. Director of Strategic Planning and Performance

<ul style="list-style-type: none"> • Telecomms Dispute 	26/10/17 03/11/17 06/11/17
<ul style="list-style-type: none"> • E Health Executive Action Group 	21/11/17
<ul style="list-style-type: none"> • Site Visits WOS Laundry Kilsyth Health Centre Hairmyres Back to Floor Hairmyres – DGH Site Meeting Wishaw – DGH Site Meeting Lanarkshire Beatson Monklands DGH Site Visit 	26/10/17 07/11/17 03/11/17 06/11/17 08/11/17 23/11/17 23/11/17
<ul style="list-style-type: none"> • Achieving Excellence SLWG Infrastructure 	27/10/17, 13/11/17
<ul style="list-style-type: none"> • NHS Board Development Day 	29/11/17
<ul style="list-style-type: none"> • National and Regional Work National Directors of Planning National Planning Forum SG Digital Health and Care Strategy Board Chief Executive Meeting West of Scotland Health & Social Care Delivery Group SALT Group Bed Modelling Group Regional Delivery Plan Event WOS Specialist Services Group GG&C SACT Delivery Plan Ayrshire & Arran SACT Forth Valley SACT Delivery Plan NHS Lothian 	16/11/17 16/11/17 28/11/17 05/12/17 27/10/17 01/11 01/11/17 & 08/11/17 14/11/17 01/12/17 05/12/17 09/01/17 22/12/17 19/12/17

ITEM 6

WOS Regional Planning Work	17/01/17 & 19/01/17
• Managing PFI Contracts – Meeting with Funders	27/10/17, 31/10/17
• Malware Attach SAER Action Planning	08/11/17
• APF	30/10/17 & 15/01/18
• Infrastructure Security Management System	22/11/17
• GP Sub – Digital Health Strategy	30/11/17
• Managing Team Mid Year Reviews CRES & Financial Management Heads of Department Meeting eHealth Budget Setting Healthcare Space Planning Meeting PSSD Finance Meeting Finance Meeting – Planning & Performance Finance Meeting - IT	18/10/17, 26/10/17, 24/10/17, 31/10/17 02/11/17 08/11/17 20/11/17 31/10/17, 24/11/17, 21/12/17 18/12/17 24/10/17, 23/11/17, 19/12/17
• Scrutiny Panels South Lanarkshire Health & Social Care Partnership North Lanarkshire Health & Social Care Partnership Oversight Scrutiny Panel Oversight Scrutiny Panel Acute Division	31/10/17 27/11/17 20/11/17 21/11/17 24/11/17
• CIG	03/11/17, 01/12/17
• Hub Review Meeting	14/11/17
• Property Strategy Group	08/12/17
• CMT CMT Development Session Planning Board Development event Planning Board Development event	06/11, 13/11, 20/11, 27/11, 04/12, 18/12 09/11 09/11/17, 20/11/17
• Staff Interviews MRRP Project Director	07/11/17 20/12/17
• MRRP Programme Board	08/12/17, 18/12/17
• MRRP Clinical Advisory Group	01/12/17
• PFI Contracts Review	30/11/17
• T&O Project Plan	10/11/17, 08/12/17
• Quarterly Performance Reviews • North Lanarkshire Health & Social Care Partnership • Acute Division	17/11/17 11/12/17

5. Director of Human Resources

West of Scotland Regional Delivery Plan: The Director of Human Resources is fully engaged in HR, Workforce and OD work at a West of Scotland Regional Level. This includes making an effective contribution to development of the West of Scotland delivery Plan (initial draft to be completed by 28th February 2018).

West of Scotland Directors of Human Resources now meet on a monthly basis to consider the strategic and operational Regional HR agenda. Human Resource Directors have each aligned themselves to one of the 5 Strategic Workstreams – Urgent and Emergency Care (Calum Campbell), Local Care (Cathy Cowan), Planned Care (Jane Grant), Population Health (tbc) and Shared Services (Jeff Ace).

Good progress has been made developing the NHS Lanarkshire initial “Scoping the Workforce” contribution to inform the West of Scotland Workforce Plan and scoping work is also underway across OD colleagues.

The State Hospital: The Board was previously made aware that arrangements had been established from 1st April 2017 for a Service Level Agreement for NHS Lanarkshire to provide Human Resource Director and HR support so The State Hospital (THS) during the temporary secondment of TSH Human Resources Director to NHS Fife.

TSH's Human Resources Director has now been permanently appointed as Human Resource Director in NHS Fife.

Discussion have therefore commenced between the Chair and Chief Executive, TSH and the Human Resource Director and Divisional Human Resource Director (Acute), NHS Lanarkshire to build on the success of the current SLA seeking a more substantive arrangement.

The Director of Human Resources will keep the Board fully briefed as these discussions develop.

eESS (HR/Workforce Information Systems): Kay Sandilands, Head of workforce Modernisation is leading on the Programme to implement the eESS System in NHS Lanarkshire as the large exemplar NHS Board (testing implementation, reliability and effectiveness of the system).

Necessary Governance arrangements have been established and much preparatory work is ongoing communicating and engaging with Managers and Staff, delivery training and system implementation support to Managers and staff and working through preparatory systems implementation and testing pending the planned go-live date for NHS Lanarkshire of 26th February 2018.

A number of risks/concerns have been flagged and noted by the NHS Lanarkshire Programme Board for consideration. The main areas of concern include challenges with the effectiveness of automated, continuous updating of employment data, technical issues flagged through User Acceptance Testing and a number of payroll interface concerns arising from NHS Forth Valley's experience over the past few months.

Discussions on these concerns have taken place with the National eESS Programme Manager and the Chair of the National eESS programme Board and plans to mitigate risks/maintain the anticipated go-live date for NHS Lanarkshire are under urgent active consideration.

Criminal Case: Board members were previously briefed on a serious Criminal Case involving a former (dismissed) senior clinician. The Police investigation involved interviews with several current and former colleagues within NHS Lanarkshire.

The Criminal Trial has been scheduled at Glasgow High Court from 26th February 2018.

Arrangements have been set in place to provide professional support to all colleagues likely to be involved as witnesses in the case and in relation to the impact of the outcome.

Recent discussions have also taken place with Paul Gray, Director General NHS Scotland and Shirley Rogers, Director of Workforce and Strategic Change at Scottish Government.

6. Director of Finance

The Finance paper sets out the main issues and areas of activity since the last Board meeting.

I have also been participating in the National Procurement Transformation Programme Board representing Directors of Finance, to engage with Regional Planning colleagues in the establishment of a Regional Planning framework.

In addition, I have also meet the Fraud Liaison Officer, along with the Counter Fraud Service, for our annual review of counter fraud activities in NHS Lanarkshire, and this work will presented to the Audit Committee in June 2018.

7. Interim Director of Public Health

HEPA - The outbreak was formally closed in October 17. Work on the final incident report of HEP A OUTBREAK is ongoing and it is anticipated that the report will be concluded by end of March 2018.

WoS Regional Work - Comments from Board Members on the proposed obligate network for Regional Public Health have been received and these are being worked through with DPH colleagues from other boards.

AAA - The checking of images has been completed. All patients have been followed up. No patient has been harmed. A report went to HQAIC. HIS published their Review of AAA Screening in Scotland in December 2017. A number of recommendations were made, 11 of which are relevant to NHS Lanarkshire. The majority of recommendations relate to actions already carried out by NHS Lanarkshire. Outstanding actions include having public representation on the local AAA Screening Steering Group and carrying out a risk assessment of single-practitioner clinics, both of which are now in progress. A formal response to HIS will be made within 3 months of the report's publication, as requested.

Resilience - The terms of reference for NHSL Resilience Group have now been reviewed and a draft action plan is under consideration. The action plan will be discussed and finalised at the next meeting of the group on 1 February 18. Interviews for NHSL Resilience Manager took place on 16 January 2018; an offer has been made to the successful candidate.

Inequalities - An update on the actions agreed at the Inequalities Seminar in March 2017 has been prepared and will be taken to the new Population Health and Primary and Community Services Governance Committee for consideration.

National Work - I continue to lead on the work on Public Health Advocacy and Community Empowerment on behalf of Scottish Directors of Public Health. It is proposed that the advocacy work will respond to the priorities being identified nationally.

8. Director of Acute Services

University Hospital Wishaw

Emergency & Medical Directorate

Wishaw Emergency Department successfully recruited a new Emergency Consultant with a start date of Monday 8th January 2018. A further advert for Consultant recruitment has been taken forward and the interviews take place on Wednesday 10th January 2018.

In recent months there has been a sustained significant reduction in over 8 and 12 hour waits within the ED. However December 2017 has been a significantly challenging month with a decreased overall performance and an increase in over 8 and 12 hours waits. Winter initiatives have been initiated to support patient safety across the directorate.

The Wishaw Site Improvement Plan has been developed which identifies key areas for improvement to support patient safety as well as the 4 hour Unscheduled Care performance target. A range of actions are being progressed as part of this improvement work.

In December 2017, the Medical Directorate had the resignation of one Diabetes Consultant and this has been filled with an agency Locum Doctor. This post is currently out to advert with interview dates set for early February 2018.

In December 2017, 12 beds within the Medical Directorate were transferred to Transitional Care Beds. These beds remain under the management of the Medical Consultants and an appropriate communication plan has been put in place to ensure effective transfer of appropriate patients to these beds.

The team at Wishaw continue to work in collaboration with key partners to improve the social work delays on site and reduce any current delays in the system.

Older People's Services

The Delayed Discharge forum continues to meet fortnightly. Patient Delay and Referral data has been analysed and reviewed, this has contributed to improvement strategic thinking and delays are now evidently lower on site. (Average delays reducing from 50 in summer 2017 to consistently below 25 in winter 2017, with only 12 reported over peak Christmas period). Communication and joint working with Health and Social Care Partnerships (H&SCPs) has and continues to improve, with strategic decisions, actions, and problem solving all implemented and taking effect. Referrals to discharge hub continue to increase, with over 50% of these being dealt with by Discharge Facilitators and needing no Social work input prior to Discharge.

Since Nov 2017, the Care of the Elderly (CoE) Consultants have amended their job plans to include Geriatrician presence within ECU. This 'in-reach' service has proved successful in discharging from front door and avoiding admission, as well as providing useful feedback on barriers to immediate discharge, and also transferring CoE patients correctly and quickly to relevant wards. The Geriatricians are also working in 2 teams of 3 across the CoE wards and this is proving effective in patient care and flow. Data is being analysed to determine improvements in average length of stay, Patient turnover within 24 hours, and the numbers of CoE patients out of specialty.

ACE Nurses and Discharge Facilitators have also had more front door presence in an attempt to avoid admissions. Initial feedback is that this has been successful, however trajectories have still to be measured, and a shortfall of resource has made this difficult to implement fully. ACE Nurses have also been involved in identifying potential boarding patients to improve flow. A Business case to increase this type of resource and fully expand the service is being developed.

Stroke Nurses are now visiting ED/ECU & Ambulatory Care every 3 hours in an attempt to improve swallow screening and identify potential stroke patients quicker. The 'demonstration' project for the relocation of the Community Assessment Rehabilitation service is underway. The Site team are represented at both Programme Board and Operational group level. It is anticipated that a full roll out will be planned for 2018.

Maternity & Neonatal

We have appointed Leah Noble as Senior Midwife this will help the team with the Implementation of Best Start. NHS Lanarkshire Midwifery Service is one of 4 shortlisted in the RCM national awards. The ceremony is in March to reveal the winners. Maternity and Neonatal have had a number of nominations for the staff awards. Clinical Supervision went live on 8/1/18 a "Meet your Clinical Supervisor" which was well attended. We have 15 clinical supervisors in post who will take forward weekly group clinical supervision sessions for midwives.

Surgical & Critical Care

The band 4 scrub assistants training is progressing quicker than anticipated and we are aiming for staff to complete the programme by 1st week in March. They will formally graduate in September however we will be able to use them to staff the Department from March.

Trauma and Orthopaedic Improvement Group commenced for deteriorating patient in preparation for the next phase of Trauma & Orthopaedic (T & O) and are progressing well.

Staff rotation to enhance knowledge and skills for T&O including level 1 care has commenced between wards 15/16/18. A large number of newly qualified registered nurses started at the end of October and have settled well into their new roles. New colorectal surgeons commence next month.

University Hospital Monklands

Medical Outpatients: We have seen significantly improved 12 week outpatient performance in dermatology. In August 2017 there were 1871 patients waiting beyond 12 weeks. This figure has reduced to 67 at beginning of January owing to a combination of reconfiguration of job plans, additional sessions

from core staff and increased use of Medinet. There is however an increasing waiting times challenge in nephrology owing to a 27% increase in referrals in 2017 compared to the previous year.

Ward services: The impact of changes to junior doctors working patterns (i.e. junior doctors unable to work 7 consecutive days) is having an impact on quality of service in medical wards and flow. The site is looking to recruit ANPs to provide increased stability / capacity.

Care of the Elderly (CoE): Dr Mark Barber was recently recruited to the role of chair of the Scottish Stroke Care audit and Dr Graham Ellis increased the number of sessions he provides in his role as National Clinical Lead for Older People and Frailty (NHS HIS). Both of these roles bring an ability to bring shared learning and experiences back to Monklands Hospital / NHS Lanarkshire. Monklands Hospital has been selected as one of three test sites for a national HIS commissioned "Frailty at Front Door" pilot.

Performance has been challenging during Nov (95%), Dec (88%) and into Jan. There have been an exceptionally high number of ED attendances and an increase in admissions. The acuity also increased from an average of 51% in November to 61% at the peak of the busy period. This led to a higher volume of patients being admitted into enhanced / critical care beds from the Emergency Department.

Ward 11 Transitional Care ward is now open with capacity for 12 patients, this has been jointly staffed by Acute and Health & Social Care Partnership staff.

Daily Dynamic Discharge being rolled out on the site, following the event on 8th December, currently piloting in three acute medical wards, and one CoE ward. The ENT Department has been nominated for a Staff Award. Mr Ian Smillie, Head/Neck Surgeon, took up post in August 2017.

New Appointments:

Joanna Reid has taken up the post of Lung Cancer Consultant and Johanna Foley has taken up post as MacMillan Urology Cancer Clinical Nurse Specialist. Cancer services welcome the new staff to these posts, which will continue to support improvements in quality care that emphasises a safe, effective and person centred approach within the Lung and Urology pathway.

NHS Tayside recently visited Cancer Services at Monklands to learn more about practices, processes and organisation structure within Cancer that help sustain Cancer waiting times. The visit was extremely productive and covered areas as below:

- NHS Lanarkshire Structure and Discussion on how we work
- NHSL Cancer Database
- LIVE PTL – Urology and Lymphoma
- Escalation and reports

Cancer Strategy – How we made further improvements and sustained them. Cancer Research UK Community Health Engagement team recently brought the Health Hub to Monklands Hospital. This was initially a trial to test the venue of utilising an Acute Care site with the aim of building into the wider cancer prevention work particularly around obesity.

The Health Hub will hopefully become a valuable asset in not only supporting our patients around improving your lifestyle, but also our NHS staff who may find the Hub of value. The sessions were well attended with initially good feedback.

University Hospital Hairmyres

Hairmyres continues to be busy, with a high level of activity on site over the last few months. In October we welcomed 47 newly qualified nurses and supported them with a full induction program for the first week and going forward, with mentors in their local clinical areas. Hairmyres also celebrated a wide program of events for NHS Lanarkshire Quality Week – this included Quality Skills Lab sessions on sepsis, launch of the new End of Life Care record and rolling out our Respond trigger document which supports early structured escalation to identify and manage clinical deterioration. We also used the week to hold a very successful 'Allergy Awareness' week which engaged with staff to raise awareness of the potential harm that can be caused to patients who are allergic to penicillin based antibiotics and to recognise the range of antibiotics which contain penicillin. We also used the Quality Week to look at our use of urinary catheters – this included training on products used, an audit of catheters in use and review of compliance with the catheter bundles.

We welcomed Professor Robin Taylor, who has been providing one to one coaching sessions with both consultants and with our Senior Charge Nurses to support them to feel confident in having earlier conversations with patients about their wishes for treatment and care in the last year of their life. This work is supported by the use of the Hospital Anticipatory Care Plan. We considered the quality of end of life care provided when we carried out our 3 x 2 mortality review.

In October we had our first PVC related SAB in 470 days. It was a massive achievement for an acute hospital to have gone so long without one and this success was acknowledged at a national level. We have not had any further PVC related SABs since (over 80 days and counting). We welcomed our Infection Control Team colleagues to Hairmyres in November as they brought the Winter Roadshow to the site. This tied in with our local flu campaign; aimed at encouraging our staff to get vaccinated.

We are continuing to build our links with the local community and have welcomed children from 2 local nurseries who continue to visit our older people, from local primary schools who sang to us in the atrium at Christmas and from a local Beavers Pack who also visited our Older Peoples wards. We also had a visit from children at our local school for the deaf. They sang and signed Christmas Carols in our trauma ward. Primary 6/7 children from East Neuk Primary School kindly made individual Christmas cards which were delivered to every one of our clinical areas thanking the clinical staff for working on Christmas Day and looking after all our patients – our staff were very touched about this gesture. Various community organisations attended the stall set up as part of our annual Christmas Fayre to highlight the services available to patients in our community. Other activities as part of the Fayre included a visit from the Musical Memories Choir and a number of Therapet dogs – the atrium was a busy place!

We would like to add our specific thanks to Dr Helen Mackie who stepped down as Chief of Medicine and we are pleased to welcome our new Chief of Medical Services, Dr John Keaney. Dr Andrew Palombo and Dr Brian McGurn have been appointed as joint Clinical Directors for Medicine. We are also pleased to highlight that Dr Babu Mukhopadhyay, Consultant Diabetologist, has had a paper accepted for a prestigious American research-based journal, flying the flag for both Hairmyres Hospital and for NHS Lanarkshire.

It is also of note that Hairmyres Hospital has been awarded University status.

9. **Head of Communications**

National and Regional Meetings

The Head of Communications has participated in the following national and regional meetings:

27.10.17	West of Scotland Communications Group
1.11.17	West of Scotland SACT Future Service Delivery Short Life Working Group
1.12.17	West of Scotland Communications Group
15.12.17	West of Scotland Health and Social Care Delivery Plan Programme Board
20.12.17	NHSScotland Health and Social Care Delivery Plan Engagement Workshop
3.1.18	West of Scotland Health and Social Care Delivery Plan Project Meeting
9.1.18	National and Regional Communications Planning Meeting

Website redevelopment

A new test (beta) version of the NHS Lanarkshire public website goes live on 31 January 2018 at www.nhslanarkshire.scot. The new site will run in parallel to and refer to the existing corporate website for several months while both the design and content of the new site fully developed. The new site has been optimised for use on mobile devices. The refreshed content and design are primarily aimed at directing website users to information that directs them to the appropriate health service or self-care advice. The new site is being developed in-house by the Communications Department with support from NHS SHOW (Scotland's Health On the Web). A new website for South Lanarkshire Health and Social Care Partnership was launched in November 2017 at www.slhscp.org.uk.

Freedom of Information Review

The Communications Department has completed a review of Freedom of Information (FOI) in response to the increase in demand and complexity of enquiries being received by NHS Lanarkshire. An organisation wide action plan was agreed in December 2017 and is currently being implemented. It includes the

introduction of Freedom of Information champions within services and departments to improve the handling of requests.

West of Scotland Health and Social Care Regional Delivery Plan

In December 2017, the Head of Communications took on the on the lead role for stakeholder engagement in relation to the West of Scotland Health and Social Care Regional Delivery Plan. This includes the development of a stakeholder engagement plan in support of the regional delivery plan.

Campaign Updates

Seasonal Flu Vaccination (October 2017 to February 2018)

- A staff flu vaccination campaign was developed and promoted through desktop wallpaper, email and a video featuring the Chief Executive
- At the conclusion of the campaign on 15 December, 42 per cent of staff had received the flu vaccine.
- Additional staff flu clinics have been promoted in early January with 44 per cent of staff vaccinated as at 22 January. The final percentage for the previous year was 36 per cent.

Winter Health (Winter 2017/18)

- The NHS Lanarkshire Meet The Experts campaign was launched in December 2017 to direct people to local community health services and self-care in order to reducing the pressure on Emergency Departments and GPs. Six videos were produced featuring self-care, pharmacist, dentist, community optician, physiotherapy and minor injuries. These were promoted in the media and on social media and through 400 posters throughout Lanarkshire. There were between 35,000 and 68,000 views per video and the campaign has now been adapted by NHS Greater Glasgow and Clyde and shared by NHS24.
- A Night Before Christmas animated video was developed and promoted on social media to link with the Meet The Experts campaign
- Additional GP opening over the festive period was promoted through the media in December. Saturday opening in January received media coverage including national newspapers and interviews with BBC and STV.
- Proactive communications support was provided with winter pressures at the start of the year including a media release and video on 2 January to encourage people to use alternatives to Emergency Departments. A media release was issued on 3 January on office staff volunteers which received extensive UK wide positive coverage in print and broadcast media. Regular messages were issued with advice on flu, hospital visiting and adverse weather.

Infection Prevention and Control hand hygiene videos (October-December 2017)

- Three “soap opera” videos were produced featuring staff with the aim of encourage people to challenge colleagues about hand hygiene.
- The associated communications campaign, including social media and media coverage, launched in October.
- The first video received more than 17,000 views and all three videos combined have received around 33,000 views with a high level of social media engagement.

GP recruitment and retention (2017/18)

- ‘This is Lanarkshire’ GP recruitment campaign has been developed and launched.
- Campaign materials produced so far include pull-up banners, posters, staff booklet, a web pages at www.thisislanarkshire.org and intranet (FirstPort) pages.
- The campaign has been covered in the local and national media and The Pulse.

Realistic Medicine (2017/18)

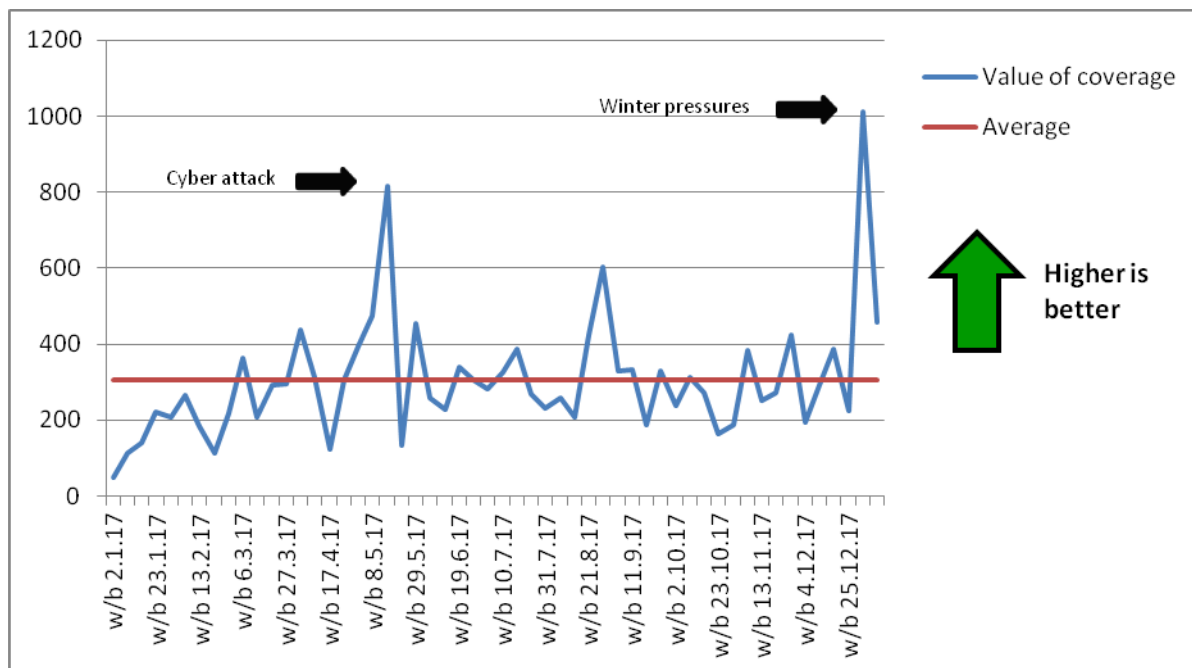
- Animation video produced about tonsil toilet for patients to improve self care and reduce people asking for tonsillectomies. This will be launched in February 2018.
- A further video is planned on second eye cataract
- The Realistic Medicine five questions initiative is being piloted and promoted in NHS Lanarkshire.

Prescribing campaign (February 2017)

- NHS Lanarkshire is launching two campaigns to promote effective prescribing – one for the public and one aimed at staff.

Media Monitoring

All media articles mentioning NHS Lanarkshire are assigned a score on the basis of publication, prominence and tone (very positive, positive, neutral, negative, very negative) against set criteria. This is used to calculate an overall value of coverage score for each week. The graph below shows the weekly overall value of media coverage for 2017.



Top media stories

- National Heroes Service (Daily Record, Friday 5 January 2018, p8&9 lead – very positive)** – Double page spread: ‘Meet some of the staff who went beyond the call of duty for us’. Article includes photos of staff at University Hospital Monklands, Airdrie long-term conditions nurses and Udston Community Hospital. Article includes a quote from Ciaran Bennett (17) who volunteered to help clinical staff on the wards at University Hospital Monklands.
- Operation mopping up (Daily Record, Thursday 4 January 2018, p6 - lead – very positive)** – NHS office workers volunteer to help out in hospitals and GP practices with cleaning roles over the next five days. Comment from chief executive Calum Campbell. (Also in Evening Times, Scottish Daily Mail, The Sun, The I, The Telegraph, The Herald, The Scotsman, local newspapers and interviews on BBC, ITN and Global Radio.)
- GPs to open 6 days (The Sun, Saturday 6 January 2018, p2 – very positive)** – Dozens of GP surgeries are to be open on Saturday mornings to cope with patient demand. Statement provided by Dr Iain Wallace, medical director. (Also in The Herald, The National, Evening Times, The Daily Record, Daily Mail, local newspapers and interviews on BBC and STV.)
- Health board woos GPs (Herald, Thursday 21 December 2017, p5 - very positive)** – One of Scotland’s biggest health boards has launched a UK-wide campaign to attract new GPs. NHS Lanarkshire has launched a website to highlight the benefits for GPs of living and working in the area. Comment from Dr Chris Mackintosh, medical director for SLH&SCP.
- Pulling together under pressure (Hamilton Advertiser, Thursday 18 January 2018, p4 – lead, very positive)** – Dr Iain Wallace, medical director, answers questions on the crisis currently affecting the county’s three acute hospitals. Dr Wallace reflects on events of the past few weeks and looks at what lessons can be learned for the future. (Also in East Kilbride News, Airdrie & Coatbridge Advertiser, Wishaw Press)
- Bone breaks treble as ice takes its toll (Daily Record, Friday 29 December 2017, p14 – very positive)** – The number of patients treated for broken or dislocated wrists, ankles and hips

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nearly trebled in NHS Lanarkshire area after icy conditions took their toll. There were so many trauma cases due to falls before Christmas that NHS Lanarkshire staff did the equivalent of a week and a half's work in three days. Statements provided by Stephen Peebles, trauma and orthopaedics service manager and David Howie, orthopaedic consultant. (Also in Daily Mail, Evening Times and local newspapers)

Top Facebook posts - 1 October to 31 December 2017

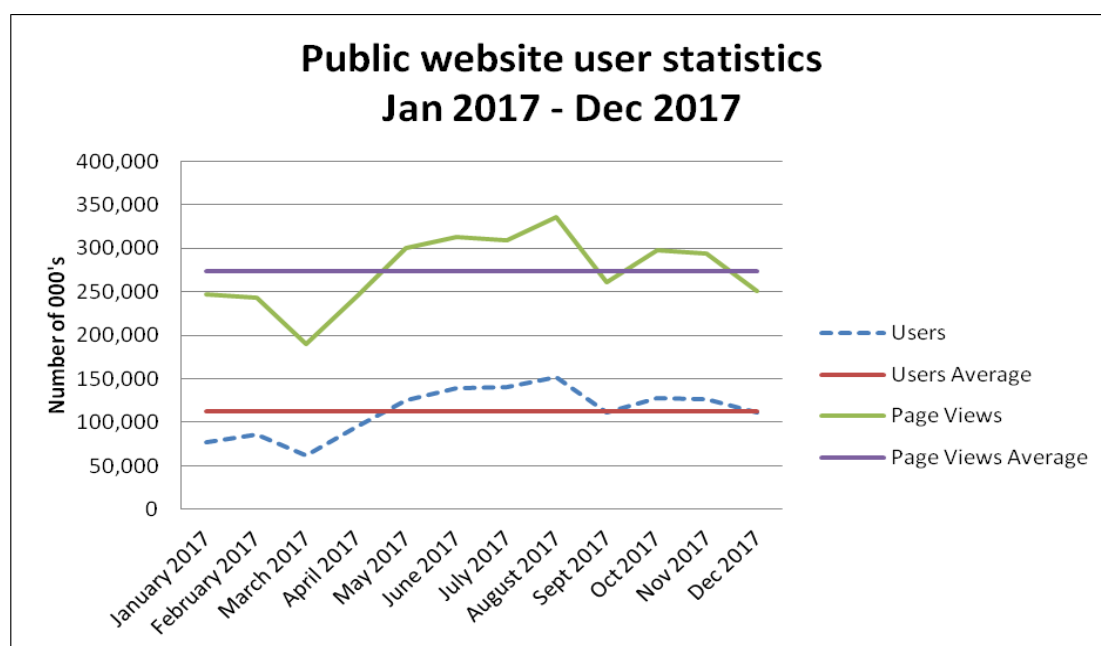
Post summary	Date	Reach	Post C l i c k s	Likes, comme nts, shares
Unprecedented number of procedures carried out after slips and falls in icy conditions.	28 Dec	20,882	3,941	192 likes 29 comments 87 shares
Leigh-Ann Johnstone is one of Scottish Review magazine's inaugural Young Scots of the Year.	17 Oct	19,500	4,367	669 likes 84 comments 19 shares
Midwifery team nominated for the prestigious Royal College of Midwives (RCM) Award for Midwifery Service of the Year.	8 Dec	17,671	4,515	390 likes 67 comments 78 shares
Obstetrics and gynaecology team recognised as one of the top 10 training departments in the UK	29 Nov	17,609	6,185	471 likes 134 comments 53 shares
All three acute hospitals renamed to reflect their new university status.	21 Nov	13,326	2,964	191 likes 26 comments 50 shares

Top Facebook videos - 1 October to 31 December 2017

Post summary	Date	Video views	Likes, comments, shares
Meet The Experts – Minor Injuries	12 Dec	68,000	5 likes 2 shares
Meet The Experts – Self Care	14 Dec	42,000	3 comments 13 shares 20 likes
Occupational Therapy Team's 12 days of Christmas	14 Dec	29,000	79 comments 290 shares 302 likes
NHS Lanarkshire soap opera episode one	30 Oct	17,647	448 likes 116 shares 43 comments

Top Tweets - 1 October to 31 December 2017

Tweet	Date	Impressions No. of times users saw the tweet on twitter	Video v i e w s	Engagements No. of times a user has interacted with a tweet
A powerful new animated video, Never too late to tell: understanding childhood sexual abuse, has been produced by us for professionals working with survivors of childhood sexual abuse. It's already award-nominated! http://bit.ly/2AsM7F6	23 Nov	10,050	N/A	218
All three NHS Lanarkshire acute hospitals have been renamed to reflect their new university status - http://bit.ly/2Bax1Bu	30 Oct	8,842	N/A	642
Our staff have done a fantastic job looking after the vastly increased number of patients needing operations after slips, falls in icy conditions. A week-and-a-half's work done in just three days amid challenge of unprecedented number of procedures http://bit.ly/2C35ztA	28 Dec	8,210	N/A	322
The Minister for Mental Health Maureen Watt visited University Hospital Hairmyres to hear about a ground breaking pilot project which is reducing levels of distress. See: http://bit.ly/2kbiDoD	30 Nov	6,547	N/A	234



Summary of Website Activity

Date	Users Users who have initiated at least one session during the date range	Page Views Total number of pages viewed. Repeated views of a single page are counted
January 2017	77,747	246,869
February 2017	85,867	243,356
March 2017	61,876	190,520
April 2017	95,182	244,668
May 2017	124,907	300,849
June 2017	139,138	312,451
July 2017	140,048	309,779
August 2017	151,384	335,392
Sept 2017	111,487	260,530
Oct 2017	128,319	298,195
Nov 2017	126,271	294,242
Dec 2017	111,596	251,076
Monthly Average	112,819	273,994

Top 10 Web Page Views

Page	Url
Home page	/Pages/default.aspx
University Hospital Hairmyres – main page	/Hospitals/Hairmyres/Pages/default.aspx
University Hospital Monklands – main page	/Hospitals/Monklands/Pages/default.aspx
University Hospital Wishaw – main page	/Hospitals/Wishaw/Pages/default.aspx
Careers – main page	/Careers/Pages/FirstPort.aspx
Services – main page	/Services/Pages/default.aspx
Monklands – Contact details	/Hospitals/Monklands/Pages/ContactDetails.aspx
Careers – Vacancies	/Careers/Pages/Vacancies.aspx
Monklands – Contact details	/Hospitals/Wishaw/Pages/ContactDetails.aspx
Contact us – main page	/ContactUs/Pages/default.aspx

Freedom of Information Requests

Time Period	Requests Received	% within statutory time period	Requests for Review
Quarter 1 (April 2017 to June 2017)	200	94%	0
Quarter 2 (July 2017 to September 2017)	167	85%	2
Quarter 3 (October 2017 to December 2017)	173	97%	2
Year to date (April 2017 to December 2017)	541	91%	4

10. Chief Accountable Officer, North Lanarkshire Health and Social Care Partnership

Diary Events November/December/January

November

- 1st November Meeting of the IJB Liaison Group
- 1st November Meeting of NHSL and NLC Chief Executives, Chair and Vice Chair of IJB and CAO – this was the first of a series of quarterly meetings scheduled to take place throughout the year.
- 14th November Attended Performance, Scrutiny & Assurance Sub Committee.

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16 th November	Leading Integration, Cohort 1 Development Event with senior team where outputs of the Integrated Service Review Board were considered.
17 th November	Chief Executive Performance Review
20 th November	Attended meeting of the Lanarkshire Unscheduled Care Improvement Board
21 st November	Attended the first meeting of the Long Term Ventilation Group - further meetings will be held bi-monthly
23 rd November	Integration Joint Board meeting
29 th November	NHS Development Day
30 th November	Extended Strategic Leadership meeting

December

4 th December	Health and Social Care Scotland Partnership Wide Development Session – event held in Glasgow with other H&SC Chief Officers and members of NL team. Event highlighted examples of good practice in Integration across Scotland and provided an opportunity to network with colleagues.
5 th December	IJB Liaison Group
6 th December	Meeting with Cabinet Secretary at Scottish Government to discuss Winter Planning
12 th December	Extraordinary meeting of the IJB which focused mainly on the Palliative Care Strategy
15 th December	Chief Officers meeting
20 th December	Sheffield Video Conference
21 st December	Integrated Service Review Board Exercise with senior members of the team.

January

8 th January	NLC Chief Executive, Assistant Chief Executives, Business Managers, Leaders to discuss structures
10 th January	First meeting of combined Performance, Finance & Audit Committee
18 th January	IJB Liaison Group
24 th January	Representing Chief Officers at HIS Strategic Stakeholder Advisory Group
25 th January	Strategic Leadership meeting
26 th January	Senior Leaders – Leading Integration – Further development work around the outputs of the IRSB principally focused on Area wide Services

Main areas of Focus over the last few months have been around financial planning with separate meetings with Labour, SNP and Conservative Groups held during December and January to discuss local authority settlement and scenario planning.

Winter pressures have been the main focus activity in December and January with teams working collaboratively to support patients and colleagues in other areas. Learning from recent challenges will be a main feature of work over next month.

11. Chief Accountable Officer, South Lanarkshire Health and Social Care Partnership

New GMS Contract – incorporating Primary Care Strategy and Transformation/Sustainability Plans

On 18 January, 2018, the BMA's Scottish GP Committee (SGPC) took the decision to implement the proposed new GP contract for Scotland, following strong backing in a poll of the profession.

The poll which asked if the contract should be implemented ran from 7 December to 4 January and saw the contract backed by 71.5% of participating GPs, while 28.5% were opposed. It is worth noting that there will be a sub group established to ensure the contract also reflects the specific needs of GPs in rural communities.

The Primary Care Strategy Board continues to meet and work is ongoing in transitioning the current work associated with Primary Care Transformation, GMS Sustainability and new Contract implementation into a new governance framework.

Work is continuing in the appointment of a range of support staff to assist GPs manage their workload as well as investing in new systems of work which seek to reduce the need for patients to see a GP directly. These include additional pharmacists, Advanced Nurse Practitioners, and physiotherapists.

I continue to work with the SG / Chief Officers Primary Care special interest group to ensure we look cooperatively at potential solutions and approaches to implementation. The Group is currently drawing up Terms of Reference to form a National GMS 2018 oversight group; is exploring the Link Officer role and is negotiating a different relationship with HIS

Nationally, I was also asked to deliver a presentation to a (Scotland Policy) conference on what the new GMS contract might mean for Health and Social Care Partnerships. This provided a very useful dialogue re the potential opportunities as well as some of the challenges associated with the new contract.

An update in the form of a paper going to the Corporate Management Team on 29 January 2018 is attached (Appendix B) for further information.

Maximising the use of New Technologies

As indicated in my last BET report, I have provided some additional detail on the range of initiatives underway in NHS Lanarkshire.

Lanarkshire continues to take a lead role in implementing technology based solutions to more innovative ways of health and care delivery. This has most recently seen the provision of video conferencing opportunities for a range of nursing/care homes such that GPs – both in and out of hours, can have video conferencing with the care home staff such that as flexible a care model as possible can be provided.

This is also supporting a range of staff being able to provide therapeutic approaches remotely, e.g. exercise groups.

I also took advantage of this/ linked up via video link when participating in the Christmas lunches & Carol Concert across all the South Lanarkshire Care Homes.

Our GPs are also making more use of technologies, with 61 GP practices now using technology based blood pressure monitoring; patient call notice boards in 40 practices; Vision Anywhere in 46 practices; self-check systems in 36 practices; 90% providing some degree of on line services provision; surgery pods in 5 practices and video conferencing in 3 clusters (21 practices).

There are now over 3,700 patients using technology in managing their own condition. Clinical areas covered include paediatric diabetics, diabetes, copd, lung cancer, mental health and hypertension.

Winter Planning

Much of December and January has been taken up with ensuring all possible assistance to the three DGHs to support them in managing the additional pressures associated with winter. As has been widely trailed, this has seen a rise in flu related illness and an associated increase in the acuity and lengths of stay for hospital inpatients.

The commitment of our staff was exemplary. Indeed it was by pulling all our resources together that we managed to maintain a high level of patient safety and person and family centred practice over the last few weeks. I am observing a greater level of trust and cooperation across our services and this can only be a good thing for our communities.

The role of our GPs in also supporting the winter pressures also needs to be acknowledged. As well as the additional pressures they have been facing in hours, a number of practices were prepared to open their surgeries on each of the Saturdays in January. This follows on from a number also opening on the 26th December and 2nd January. This has played a key role in assisting to minimise the impact on A&E departments as well as the GP OOH service.

New Website for H&SCP

A new website www.slhscp.org.uk has been created for the South Lanarkshire Health and Social Care partnership. Previously information had been hosted on NHS Lanarkshire's website.

Officially launched in November 2017, followed by a live demonstration at December's IJB, the site is the partnership's key public facing platform which will support us to inform, engage and involve.

The concept and structure of the website has been built on feedback from our work in localities. The site provides easy-to-navigate sections and content detailing the many facets of the partnership's work. This includes, for example, information about the HSCP and IJB including key documents, structures meetings and minutes. This helps to ensure the partnership is fully transparent and key information is easily accessible. There are specific sections for the Building and Celebrating Communities programme, Health and Social Care Forum, Partners (including links to partner webpages) and *Val's blog*.

The site is designed to be dynamic, vibrant and current. A prominent visual feature is a rolling picture banner on the home page which hosts frequent news updates.

The site has been built entirely from partner resources including the expertise of SLC IT and graphics department. It meets all accessibility standards and is fully compatible with PC, tablet and handheld devices. Accordingly, much of the content is tailored to 'people on the go' and the use of video is used throughout the website to support key points of information and exemplify our work.

As the continual process of updating and maintaining the website is now underway, data gleaned through Google analytics and general feedback will support us to refine the platform as appropriate.

Overall, the website is a key part of the partnership's infrastructure. It is also a central tool in the communication strategy, geared to measurably supporting the attainment and delivery of strategic objectives.

Locality Planning for Clydesdale

There has recently been an increase in requests for information and comments from Elected Members around H&SCP services in the rural area of South Lanarkshire. This follows on from the announcement of the closure of residential care beds in Bield in Biggar; the Palliative Care review outcome; and ongoing debate around the use of Lockhart Hospital in Lanark. Significant work has already been taken around needs assessment in the Clydesdale area and an associated range of locality planning priorities. A number of conversations have started with local elected members to discern early thoughts from them their concerns with a view to refining and developing a plan for the more remote areas of the Partnership.

Palliative Care

The Board will note the position in relation to the further implementation of the Palliative Care strategy and associated bed modelling. This will be a key area of further focus in the coming months in securing implementation of the new model of care.

New Medical Director

Dr Chris Mackintosh retires this June, and goes in to a period of phased retirement from Easter. Interviews for a new Medical Director took place early in January and I am delighted to inform the Board that Dr Iain Hathorn has now been appointed. He and Chris will work up a transitional plan in the next few weeks.

Other Points of Note

Undernoted are a few of the other key meetings attended/visits undertaken in the last reporting period.

03 November 2017	Open Door Session (Lanark)
07 November 2017	Chief Officers meeting
08 November 2017	SLC Providers meeting

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09 November 2017	VASLAN AGM
14 November 2017	West of Scotland, HSC Delivery Plan
16 November 2017	Chief Officers Development Session
23 November 2017	GMS Contract Road Show
24 November 2017	Healthy Valleys AGM
27 November 2017	National IJB Development Session
28 November 2017	Customer Services Excellence – Older Peoples Day Care
28 November 2017	World AIDS Day – Scottish Parliament
04 December 2017	National HSCP Development Session
06 December 2017	Meeting with CAB sec regarding winter planning
13 December 2017	Community Planning Partnership Board – HSCP Presentation
13 December 2017	Mental Health Services – Development Session
15 December 2017	National Chief Officers meeting
19 December 2017	National advisory group on Primary Care
21 December 2017	Visit Forensic Services - Beckford Lodge
12 January 2018	Medical Director interviews
17 January 2018	Scottish Policy Conference – Priorities for Primary Care in Scotland

Recommendation

The Board is asked to **note** the report.

Policy/Strategy Implications	Policy/strategy implications will be addressed in the management of any actions resulting from these events, activities and issues.
Consultation	Board Executive Team
Consultation with Professional Committees	None
Risk Assessment	Risk assessment will be addressed in the management of any actions resulting from these events, activities and issues.
Compliance with Board Policy requirements on Equality and Diversity	Compliant
Resource/Staffing Implications	Resource/staffing implications will be addressed in the management of any actions resulting from these events, activities and issues.

Approved by

Name	Designation	Name	Designation
Calum Campbell	Chief Executive		

Author(s)

Name	Designation	Name	Designation
Calum Campbell	Chief Executive	Gabe Docherty	Interim Director of Public Health
Anne Armstrong	Acting Director for NMAHPs	Heather Knox	Director of Acute Services
Iain Wallace	Medical Director	Calvin Brown	Head of Communications
Colin Sloey	Director of Strategic Planning and Performance	Janice Hewitt	Chief Accountable Officer, North Lanarkshire Health & Social Care Partnership
Kenny Small	Director of Human Resources	Val de Souza	Director, South Lanarkshire Health & Social Care Partnership
Laura Ace	Director of Finance		

APPENDIX A

University Branding - Briefing Note

Background

In 2017 'University status' was awarded to NHS Lanarkshire by two Universities, Glasgow Caledonian University (GCU) and the University of the West of Scotland (UWS) via Strategic Partnership Agreements.

The Strategic Partnership Agreements with these Universities is an exciting opportunity. The development of formal academic and educational links and the associated expansion of our teaching and research portfolio and interests are potentially key factors in:

- Enhancing the reputation of NHS Lanarkshire as an innovative care provider
- Helping the Board to improve its recruitment and retention of staff
- Enabling our patients to access new, cutting-edge treatments
- Increasing research income

Governance

NHS Lanarkshire's Board, in September 2017, approved a framework of governance around how we interact with these institutions and these have been developed further in line with detailed discussions and an updated set of governance arrangements will be presented to the Planning, Performance and Resources Committee in February 2018.

Honorary Chairs

Five senior medical staff within NHS Lanarkshire have been awarded honorary chairs (Professorships) at Glasgow Caledonian University (GCU).

With now awarding five senior medical staff with honorary chairs, they are now progressing with evolving a School of Health and Life Sciences within NHS Lanarkshire to mirror GCU's own. This forms part of the agreed plans between the two organisations to develop an improved academic presence and in time a more formal centre for teaching/education and research within NHS Lanarkshire (as part of the Monklands refurbishment/redevelopment plan) in collaboration with GCU and other partner universities.

Signage

Refreshed signage is now already in place at our three Acute Hospital sites.



Letterheads

Together with colleagues in the Communications Department we are revising electronic letter-headed paper, where appropriate, so that common templates can be used to reflect the University status of any specific Hospital Department, and which can in turn be used by the Universities themselves.

Good progress is being made with colleagues in the School of Health & Life Sciences in GCU already, to agree common templates.

Summary

Overall, good progress is being made in developing these relationships, in keeping with a vision of changing how NHS Lanarkshire is perceived by clinicians and staff in general as a centre of excellence, a first class organisation within which to develop interesting and rewarding careers, and as an academic centre. It is hoped that this will help with both recruitment and retention of clinical staff in the longer term and drive forward innovation.

The next steps will involve working with both bodies to establish university departments in, for example, podiatry, physiotherapy, nursing & community practice and establishing jointly funded NHS Lanarkshire / University clinical / academic posts within nursing and allied health professions, which hopefully in time will attract suitable clinicians, who may in the past never have thought of working within NHS Lanarkshire long term, due to lack of suitable career opportunities.



Report

Report to:	Lanarkshire Health Board
Date of Meeting:	31st January 2018
Report by:	Director, Health and Social Care

Subject:	GP Contract
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ inform the NHS Lanarkshire Board of the governance arrangements for the implementation of the GP Contract, GMS 2018
- ◆ note the progress in the contract implementation process
- ◆ inform the board of the timeline for agreeing the primary care improvement plan

2. Recommendation(s)

2.1. The NHSL Board is asked to note the following recommendation(s):-

- (1) that the contents of the governance structures are noted; and
- (2) that the information contained in verbal update of progress is noted.

2.2. The NHSL Board is asked to approve the following recommendation(s):-

- (1) that the timescales for a Primary Care improvement plan is approved.

3. Background

3.1. The GMS 2018 contract has been approved in mid January 2018 for implementation from April 2018.

3.2. The contract has been described in previous papers, but crucially is between NHS Lanarkshire and individual practices.

3.3. There are substantial pieces of work to initiate in the first part of 2018.

3.4. Whilst the contract is described as a GMS contract, it in reality requires widespread system change to put into place the agreement.

- 3.5. Delivered well, this contract is good for patients, good for communities and good for people working in healthcare. It will deliver on the improvements possible by affirming GPs as expert medical generalists.
- 3.6. One key early outcome is the requirement to develop within each HSCP a Primary Care Improvement Plan (PCIP) which will outline how the new services will be introduced by the end of the transition period in March 2021. North and South Lanarkshire will develop a single joint improvement plan which will come to the respective IJBs for ratification by June 2018.
- 3.7. Given the complexities and timescale as described here and in other documents a clear system of governance has been developed and is attached as Appendix 1. The board is asked to note this set of arrangements.
- 3.8. Given the timescale, project management input is being used to describe each working group, its task and its proposed activity for the next 3 years including the contribution to the PCIP.

4. Governance structures – principles and proposals

- 4.1. Where possible, the intention would be to agree a Lanarkshire approach rather than different North/South iterations.
- 4.2. Where possible, existing structures rather than creating new groups will be the approach taken to ensure efficient and defective implementation.
- 4.3. Ensure that permission is devolved clearly to allow timely decision making by groups.
- 4.4. Ensure that where agreement has to be reached outwith a workgroup that structures exist to allow decision making to happen timeously.

5. Summary and Next Steps

- 5.1. This paper explains the practical steps required to deliver on the 2018 GMS contract.
- 5.2. The NHSL Board can receive further reports relating to specific aspects of primary care on a regular basis.
- 5.3. The IJBs will be presented for consultation and approval, the joint PCIP at their meetings prior to July 2018.

6. Employee Implications

- 6.1. This new contract will expand the primary care workforce and fundamentally alter the working relationships for many of the workforce.
 - ◆ the posts will be permanent, although as the roles develop the nature of the post may change
 - ◆ expenditure will need to keep within the funding identified and provided by the Scottish Government
- 6.2. There will be a primary care workforce plan published in February 2018, and this will help to inform and identify the risks associated with the development of this expanded workforce.

7. Financial Implications

- 7.1. There are financial changes associated with the implementation of the GMS 2018 contract. These are entirely consistent with the national aspiration to transfer the balance of care from hospital to community.
- 7.2. It is likely that the available finance will have multiple calls on it so clear and firm financial governance is essential.
- 7.3. The last two new GMS contracts have not been fully funded and NHS Boards have required to add funding.
- 7.4. Further clarification on the funding available from the Scottish Government to implement the new contract commitments is anticipated.

8. Other Implications

- 8.1. The GMS 2018 contract is a national contract which we are required to implement.
- 8.2. The NHSL board should be aware of the three key risks which are the non availability of finance, physical capacity or workforce leading to an inability to deliver the PCIP.
- 8.3. There are no sustainable development issues associated with this report.
- 8.4. There are property issues associated with the GMS 2018 contract, but are of longer term and will be reported at a later date.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.

10. Directions

- 10.1. This report does not issue a new Direction at this stage. However as the implementation of the GP Contract moves forward, there will be future Directions that require to be consulted.

Val de Souza
Director, Health and Social Care

Link(s) to National Health and Wellbeing Outcomes

People are able to look after and improve their own health and wellbeing and live in good health for longer	☒
People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonable practicable, independently and at home or in a homely setting in their community	☒
People who use Health and Social Care Services have positive experiences of those services, and have their dignity respected	☒
Health and Social Care Services are centred on helping to maintain or improve the quality of life of people who use those services	☒
Health and Social Care Services contribute to reducing health inequalities	☒

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People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing	<input checked="" type="checkbox"/>
People who use Health and Social Care Services are safe from harm	<input checked="" type="checkbox"/>
People who work in Health and Social Care Services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide	<input checked="" type="checkbox"/>
Resources are used effectively and efficiently in the provision of Health and Social Care Services	<input checked="" type="checkbox"/>

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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