



## **BOARD EXECUTIVE TEAM REPORT**

### **Aim**

The aim of this report is to update Board Non Executive Directors on areas of activity within the Board Executive Team Director's portfolios. The template for this report has been revised following feedback from Non Executive Members, and Directors have been invited to focus on key strategic / operational issues to bring to the attention of Non Executive Directors, not otherwise covered in the Board papers. Feedback on the new revised template is welcome to develop this going forward.

### **1. Chief Executive**

**NHS Lanarkshire and Scottish Ambulance Service (SAS) Renal Patient Transportation** – NHS Lanarkshire and SAS are currently undertaking a review of transport provided to renal patients. This joint review will assess the eligibility of all renal patients against agreed criteria and to determine each patients transport requirements. The review process will also consider how best to support patients who travel by public transport or their own transport.

There are two elements to this:

1. A number of patients currently benefit from SAS transport but do not meet the SAS eligibility criteria – reducing this demand will release SAS capacity to support SAS core activity – patient discharges, inter hospital transfers, etc. (private sector ambulances are currently funded by NHS Lanarkshire to meet this shortfall).
2. NHS Lanarkshire currently provide a transport service to a group of renal patients – introduction of an eligibility criteria will ensure this process is subject to an appropriate level of governance and will ensure that transport support is provided to those patients who meet the agreed criteria.

The review will be completed during April 2018 and revised arrangements will be put in place for an initial 3-6 month period to assess the impact. A formal assessment will be available later this year.

**MSP/MP Briefing** - Following the cancellation of the MSP/MP Briefing on 2nd March 2018 due to adverse weather conditions, it has been agreed to reschedule the next MSP/MP Briefing for Friday, 4th May 2018.

**Annual Operational Plan** - In line with Scottish Government's letter of 9th February 2018, our draft Annual Operational Plan was submitted with agreement reached with Scottish Government.

**Monklands Replacement Refurbishment Options** - Meeting held with Paul Gray, Director General Health and Social Care and Chief Executive NHS Scotland on 12 March 2018 around the options available to NHS Lanarkshire in providing safe, patient-centred and sustainable Acute Hospital Services as part of the wider Lanarkshire and Regional Health and Care Delivery Plans.

The outcome of the meeting was that Scottish Government colleagues were satisfied that NHS Lanarkshire had progressed each of the elements expected of us and that we are being encouraged to progress the Outline Business Case.

### **2. Director of Nursing, Midwifery, & AHPs**

#### **NMAHP Strategic Enhancement Plan (STEP) 2018 – 2023**

The annual process of horizon scanning and repositioning of NMAHP Strategic Direction is almost concluded with the final draft of the STEP plan being out for comments. The target state for 2018/99

Year End is for NMAHPs to have contributed to ensuring there is **Effective Integrated Planning**. This will be achieved through the following key deliverables:

- **Process:** Through workload and workforce planning and performance reviews evidence best practice and/or development needs – *enabling organisational learning and tailored programmes of development that support the provision of person centred support, care and services.*
- **People:** Establish an understanding of the current level of psychological safety in the work environment - *enabling and empowering innovation to facilitate/foster a culture of learning and improvement.*
- **Product:** Identify and/or establish alternative models to deliver support, care and services, which include the use of digital solutions as appropriate - *to best meet needs, and ensure efficiency and productivity of resource utilisation.*

Once signed off at next Senior NMAHP Forum the key deliverables will form part of the Senior NMAHP Objectives for 2018/19 as in previous years with progress against delivery being monitored via Mid Year and Year End performance reviews.

### 3. Medical Director

#### **Realistic Medicine Conference 20 April 2018 Tudor Hotel, Airdrie**

The conference will be opened by Dr Catherine Calderwood, Chief Medical Officer, who will launch her 3<sup>rd</sup> Annual Report which will focus on further developments in taking forward **Realistic Medicine**. Dr. Belinda Hacking from NHS Lothian is talking about **Effective Communication and Realistic Medicine** and Professor Sir Muir Gray from the University of Oxford will cover **Moving from quality to value – the future of healthcare**. There are a number of other speakers, mainly from NHS Lanarkshire, presenting on various approaches to realising realistic medicine covering the themes of conversations, care pathways and consistency of practice.

### 4. Director of Strategic Planning and Performance

- **Achieving Excellence** – The Board Development event on 20th March featured a progress report on the service changes that have been delivered in 2017/1/18; the agreed and funded transformation projects for 2018/19; as well as proposed schemes that will be implemented in the coming years.

- **MRRP – A** key milestone in approval to move to Outline Business Case was achieved on 12th March following a meeting between members of CMT and the Director General Paul Gray and key members of Scottish Government CIG. Following discussion on a paper which set out the options for future role of main PFI's within the Acute Hospital configurative in Lanarkshire, Scottish Government colleagues agreed that the Board had met the condition set out in Paul Gray's letter of October 2017.

- **Regional Systemic Anti-Cancer Therapy (SACT) service** – As chair of this regional group I am pleased to advise that we have completed the review of how demographic changes and new treatments and technologies will impact on demand. From this data a revised tiered-model of service has been proposed which improves efficiency; optimises the use of the specialist workforce and reduces and delays the need for substantial additional revenue and capital investment should the new approach not be implemented. This service specific work will be included as part of the Planned and Cancer Care work stream in the Regional Delivery Plan.

- **Regional Delivery Plan** – Good progress has been made on how demographic changes and new models of care will impact on the configuration of services between primary and community and acute hospital care. I have led the Estates and Capital Planning Group in the Region which has taken a two phased approach to setting out future estates requirements. The first phase of this work has been working with Health facilities Scotland and the Estates Leads from member boards to prepare an accurate baseline of the current condition of the estate; to review existing capital development plans; and from this to move to Phase two which will be the preparation of a Regional Estates Strategy that describes how facilities will need to be configured to support the emerging framework of networked models of care.

- **Developing Project Management Capacity** – Given the number of change projects required across Health and Social Care in Lanarkshire it was agreed that a structured training and development programme for key staff involved in managing change should take place. I was delighted to launch this

training delivered in partnership with QA on 22nd February 18. Fourteen staff drawn from a range of disciplines will complete the training which has both a classroom and practical element to it.

### 5. Interim Director of Human Resources

I would like to take the opportunity to update you on the HR directorate structure. The revision to the structure has been necessary due a number of retirements (Kenny Small, Director, February, Geraldine Reilly, Head of Governance & Policy, April and Ruth Hibbert, Divisional HR Director, June).

I will provide interim HRD support to NHS Lanarkshire pending permanent recruitment to the role and Ruth Hibbert will support myself as Deputy HRD and Corporate/North Business Partner. Marlene Fraser will include Employment Services as part of her portfolio and team. Ann Marie Campbell will lead the Employee Relations team as well as HR Business Partner for Acute & PSSD. Kay Sandilands will continue as Head of HR Workforce as well as HR Business Partner for South HSCP.

### 6. Director of Finance

- During the month considerable time has been spent updating the activity and costs associated with the set aside budget delegated to the IJBs, with presentations delivered to the Audit committees of both IJBs. As part of the national Integration Finance Development Group I have carried out extensive work on data reliability at points in time, in order to help inform the approach to the 17/18 accounts and the improvement agenda for 18/19.

### 7. Interim Director of Public Health

- **The Public Health Reform Programme:** is a jointly led collaboration between national and local government and brings together colleagues from the Scottish Government, local Government and NHS Scotland. The aspiration is to create a public health system fit for the future and able to meet the public health challenges of the twenty first century. I, and members of the department, participated in collaborative process to identify national priorities. It is anticipated that national priorities will be agreed by early summer. The relationship between the proposed new national public health agency and local public health systems will be explored. I will keep the Board updated on the progress of this work.
- **West of Scotland Obligate Public Health Network:** Several members of the Board shared comments on the proposed obligate public health network. These have been shared with my DPH colleagues and will be discussed at an upcoming meeting with John Burns. We realise the importance of fully engaging staff in this process and an initial event has been planned to explore how the network could operate and to explore priorities for shared regional public health action.
- **Resilience:** The workplan of for the revised Resilience Group has been agreed which reflects the Scottish Government standards for resilience, the actions from the SAER report on the malware attack and learning from terrorists incidents in London and Manchester It is proposed that an update on progress is provided to PPRC.
- **The Lanarkshire Children and Young People's Health Plan 2018-2020:** has been developed and builds on the achievements of 2015-18. It has been developed in collaboration with both HSCPs. The Plan will be presented to CMT and then to the Population Health and Primary Care committee. The Plan aims to ensure that all Lanarkshire children and young people have the best start in life and reach their full potential, regardless of their starting point. A range of expected outcomes have been set out, including those related to preventing and mitigating the effects of child poverty and increasing understanding of the impact of Adverse Childhood Experiences on child and adult wellbeing.

### 8. Head of Communications

- **Achieving Excellence** - A series of roadshows will be held in 2018/19 to inform and engage staff in the implementation of Achieving Excellence. The roadshows will be led by the Corporate Management Team and workstream leads and take place at community sites, the acute hospital sites and Kirklands Medical Education Training Centre. They will include a presentation setting out: progress on workstreams; key milestones; successes to date; fit with the regional health and social care delivery plan; and opportunities for further staff input and involvement.

- **West of Scotland Health and Social Care Regional Delivery Plan** - The Head of Communications is leading on stakeholder engagement for the regional delivery plan. Recent progress has included identifying an overall approach to regional engagement, priority actions and key messages. These will be included in the region plan being submitted at the end of March.
- **Website redevelopment** - A new test (beta) version of the NHS Lanarkshire public website went live on 31 January 2018 at [www.nhslanarkshire.scot](http://www.nhslanarkshire.scot) . It includes an online survey inviting users to give feedback: [www.surveymonkey.co.uk/r/YKWGZCD](http://www.surveymonkey.co.uk/r/YKWGZCD). Further development work is ongoing to take account of early feedback and add a more functionality and content prior to a formal launch of the beta site in May for wider testing. Current development work includes an improved system for managing and displaying corporate policies online.
- **Freedom of Information Review** - Work is continuing to implement the Freedom of Information Review action plan. In recent months, this has included meeting directors and heads of service to ensure designated FOI contacts are in place for key services and to identify information for proactive publication on the new website.
- **AWARDS** - NHS Lanarkshire was a double winner at the NHSScotland Communications Awards on 21 March 2018. The Communications Team won Best Partnership Campaign for Meet The Experts and Best Crisis Communications for the WannaCry Cyber Attack. In total NHS Lanarkshire was shortlisted as a finalist a total of nine times across the various categories – more than any other NHSScotland communications team.

### 9. Director of Acute Services

#### University Hospital Monklands

- Ward 10 (previously ward 19) was highlighted as an area for improvement and was invited to join the reducing harms collaborative in 2014. In March 2015 a new SCN, Carol Andrews, was appointed and prioritised this work in the area and improvement methodology was used as a tool to drive improvement. Staff enthusiasm and willingness to test and sustain changes was impressive. Ward 10 has improved and sustained reduction in hospital acquired pressure ulcer, last pressure ulcer (grade 1) was on 29/1/16. The SCN has worked with the Tissue Viability Team and the risk assessment and SSKIN bundle have been adapted to reflect the work. This has now been rolled out across NHSL. Following use of social media to celebrate success NHS Borders have been in touch to learn from us. Caro Andrews will attend NHS Borders Senior NMAHP Meeting in May to present the work.
- Retirement of Margaret Smith  
Margaret, Senior Charge Nurse for Haematology Ward 16 at Monklands Hospital retired in January 2017 with 40 years' service within the NHS.
- New Appointments  
Congratulations to Kelly McGowan who has been recently appointed to the Senior Charge Nurse post for Haematology –Ward 16. Haematology and Cancer Services welcome the new appointment of Kelly.
- Macmillan Cancer Support & Innovation Team recently visited Cancer Services at Monklands to learn more about Practices, Processes and Improvements within Cancer that enabled the embedding and utilisation of Macmillan Value Based Standards (MVBS). The visit was extremely informative, demonstrating evidence of changes to practise through working differently, incorporating a variety of different skill mix thus leading to sustainability.
- Macmillan Library & Leisure Team is currently testing an Information Outreach model at the front door of Monklands. This model is supported by Macmillan Volunteers and will give people living with cancer and effected by cancer the opportunity to seek further information, including enhancing signposting to other partner agencies for continued support and advice. The 1<sup>st</sup> session was undertaken on the 16<sup>th</sup> February 2018 with more planned over subsequent months. The initial feedback was positive and will be evaluated after the agreed test period.

#### University Hospital Wishaw

- **Surgical & Critical Care**

*Endoscopy*- State of the art Endoscopy decontamination unit opened in October 17, investment in equipment and staffing.

*Theatre*- Creation of Theatre Academy and appointment of 10 Band 4 Assistant practitioners with a further cohort planned for 2018/19

*Day Surgery*- Creation of “Good to go Lounge” for patients waiting to go to theatre in a relaxed and comfortable environment. Visit from Princess Anne (not sure of date but this year) plan to share “Theatre Buddy” that offers support to patients by their families when coming to theatre

- **Trauma & Orthopaedics**

We have appointed 2 NHS locum orthopaedic consultants in orthopaedics. Mr Kakar at the start of January, to cover a period of maternity leave and Mr Keenan to cover a period of special leave.

- **Emergency & Medical**

A Scotland-wide campaign to raise awareness of the signs and symptoms of Sepsis has been launched by Health Secretary Shona Robinson. This reached more than 1.3 million people.

The Health Secretary met healthcare professionals at ED University Hospital Wishaw who have developed an innovative early warning system for the early diagnosis of patients with Sepsis and ensure initiation and completion the Sepsis 6 treatment pathway.

- **Women’s Services**

NHS Lanarkshire have received a national award from Royal College of Midwives at an award ceremony on 6<sup>th</sup> March 2018 at the Brewery in London. This award was for “Maternity Service of the Year” and NHS Lanarkshire were nominated by Dr Mary Ross Davie RCM Director for Scotland who recognised the innovative way maternity services in Lanarkshire have taken the service forward especially in regards to the redesign and implementation of Badger electronic record.

On 26<sup>th</sup> March 2018 the cabinet secretary Shona Robinson will visit NHS Lanarkshire to officially launch clinical supervision. There will be presentations in the Ronald Miller lecture theatre at University Hospital Wishaw on this afternoon and guests will include clinical supervisors, midwives and heads of Midwifery.

Maternity and neonatal unit are due to have a visit from HRH The Princess Royal on 30<sup>th</sup> April, 2018. HRH is patron of the Royal college of Midwives and while visiting Scotland wishes to visit our unit here in NHS Lanarkshire. We are in discussion with RCM and HM Lord Lieutenant’s office.

### University Hospital Hairmyres

- It’s been another busy few months at University Hospital Hairmyres, with the usual winter challenges enhanced by protracted episodes of challenging weather keeping us on our toes. Despite this we have continued to progress our range of agendas to support safe, effective person centred care both of our patients and our staff. In January we expedited the opening of a new ambulatory care unit co-located next to the Emergency Department this required a great team effort and our thanks in particular to all colleagues within the unit and the respiratory and oesophageal labs who moved pretty quickly to alternative accommodation.
- We are well on the way to achieve our goal of becoming the first acute hospital in Scotland to achieve Alzheimer Scotland’s ‘Dementia Friendly Community’ status. To do this we need to evidence a commitment to 5 specific areas:
  - to sign up to this commitment; work towards providing a dementia friendly environment; have over 50% of staff trained to be Dementia Friends; to evidence that our hospital is part of and contributing to the local community; to evidence and welcome feedback from our service users who are living with dementia. As part of this on-going work we recently worked in partnership with our local Beaver and Cup Scout Troupes to organise an intergenerational showing of The Wizard of Oz at the local Odeon cinema. This was attended by children from the age of 6 years old and older people and carers. It was a huge success and lots of fun and nostalgia was generated. We also celebrated World Delirium Day on the 14<sup>th</sup> of March.
- In February we held our first Schwartz Round – indeed this was the first Schwartz Round held in a Scottish mainstream board. The subject was ‘A Patient I Remember . . .’ and the panel included a range of staff - from one of the staff who work in our kitchens through to our Chief Executive. We also held a week-long event focussing on promoting and supporting good health in its broadest context with colleagues from Health Promotion Health Service. The aim of this event is to provide support for both staff and patients.

- More recently 4 clinical departments were commended for their excellence in training and were presented with awards by the Postgraduate Dean, Emergency Medicine, General Medicine, General Surgery and Ophthalmology were all commended for their excellence training provision. Three of our nursing staff have had their posters accepted for International Conferences – one in Copenhagen which demonstrates the good work that we have undertaken with PVCs, and one in Krakow which demonstrates the work done on site around preventing pressure ulcers.
- From a medical staffing perspective we have appointed two new diabetes and endocrinology consultants, taking up post in May and August, an ophthalmology consultant and a care of the elderly consultant both of whom will join in August.

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

- **Integration Joint Board**

At its next meeting on 27th March 2018, The IJB will receive the final report on Home Support which will set out recommendations for a new Home Support model. The report reflects the culmination of an intensive period of review and research of alternative models including visits to other areas as well as taking account of demographic change, affordability, workforce and personal choice. This has been a particularly challenging task and agreement around a future model will be a significant achievement towards implementation of a new model that supports our vision of supporting people to live independently in their own homes.

- **Winter Pressures/Adverse Weather**

Winter pressures have dominated much of our activity over the last few months and consequently this has been a particularly challenging time for all our staff which has tested our personal and collective resilience working across and in support of two organisations. Our teams have undoubtedly demonstrated the benefits of integrated working and we have much to learn and celebrate in terms of what we managed to achieve collectively.

- **National Work**

The CAO continues to attend the National Chief Officers' forum and contributes to a range of activities where ideas and developments across all the Integrated Boards are shared. The CAO is the national lead on work around Digital Health. This is in the early stages of connecting Scottish Government ambition to local practical solutions that will reduce patient contact where appropriate.

- **Staff Achievements**

The Speech & Language therapy team recently launched a new resource in January called Swallowing Matters. This resource was co-created with Care Homes and in conjunction with the Care Homes Liaison Group to provide support for people with swallowing difficulties. The team will shortly be rolling out training to Care Homes in Lanarkshire. The Care Quality Commission is interested in using this resource more widely.

Joanne Gibson, Speech & Language therapist has been on secondment with NHS Education Scotland and has developed an online learning resource for health visitors focussed on speech, language and communication needs for children. This resource will be launched soon.

The Paediatric team received a merit award in a category for Excellence for QI in Maternity, Neonatal and Paediatric at the Scottish Government and HIS Quality Improvement Awards in November 2017; this was for the work in placing Paediatric Nurses and Paediatric Medical Pathways in the out of hours service based in Douglas Street in Hamilton.

- **Key Dates for Diary**

A series of Staff Roadshows & Engagement events have been organised throughout North Lanarkshire to share key developments contained within the Strategic Commissioning Plan.

Date/Time	Venue
Monday 16 <sup>th</sup> April 1.30-4.30pm	Edward Lawson Centre, 297 Coltness Rd, Wishaw, ML3 7EX
Tues 17 <sup>th</sup> April 1.30- 4.30pm	Civic Centre, Council Chambers

	Motherwell, ML1 1AB
Wednesday, 18 <sup>th</sup> April 2018 9:30am – 10:30am	Cumbernauld Social Work Court Meeting Room, Bron Chambers Bron Way, Cumbernauld, G67 1DZ
Wednesday, 18 <sup>th</sup> April 2018 12 – 1pm	Bistro, Coathill Hospital, Hospital Street Coatbridge, ML5 4DN
Wednesday, 18 <sup>th</sup> April 2018 2–3pm	Bellshill – venue tbc
Thursday, 19 <sup>th</sup> April 2018 1:00pm – 2:00pm	Gartlea Community Centre Airdrie
Thursday, 19 <sup>th</sup> April 3:30pm – 4.30pm	Civic Centre, Council Chambers Motherwell, ML1 1AB
Monday, 23 <sup>rd</sup> April 1:00pm – 2pm	Main Hall, Airdrie Town Hall Stirling Street, Airdrie, ML6 0AS

The Speech & Language Therapy team will be holding a multiagency event on **30 April 2018** to look at the duty under the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 to provide Communication Equipment and Support for people who have lost their voice or have difficulty speaking.

The Sexual Health Service in Lanarkshire are hosting the next meeting of the British Association of Sexual Health (BASH) in May 2017 and also have had two posters accepted for the BASH Annual conference being held on **17<sup>th</sup> April 2018** at Edinburgh International Conference Centre.

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

**Localities Development** – has continued with the delayed discharge hubs now transferred from hospitals and the work to support early and safe discharge from hospital now being owned at locality level. Each of the 4 Localities in South Lanarkshire has made huge strides in reducing the numbers of patients delayed and also the length of time for the delay.

This has also seen the opportunity for a more robust review of referral routes/reasons for referral. This will be followed up to see if there is scope to reduce the rate of referrals, which would still appear to be high when compared to other systems. I have acknowledged the efforts of all the staff involved in securing such a significant reduction in the number of delayed discharge patients.

The work at localities is also of major importance in supporting the development of our Neighbourhood Improvement Plans, concentrating on areas of significant health inequalities. In so doing, this is allowing us to concentrate a number of resources at specific geographic areas and seeking to maximise impact.

**New GMS Contract** - I continue to represent IJB Chief Officers on the national group looking at implementation of the new GMS contract and associated implications. This is also of significant assistance in supporting the implementation of the contract across Lanarkshire. The main challenges associated with this were shared with the Board at the development day on 20 March 2018. In particular, there continues to be a number of GP practices across Lanarkshire with significant staffing problems and the local team is doing all possible to support these practices to remain viable.

Following discussion and seeking opinion from stakeholders as to how to maximise communication across all GPs and associated practice staff, a communication newsletter has been prepared and will feature as a regular update moving forward. This will also afford GPs/others with the opportunity to ask direct questions in relation to the new contract and other related issues.

**Inclement Weather** – Staff worked remarkably well to maintain services throughout the recent adverse weather conditions. For many of our community based health and social care staff, they were required to go the extra mile to reach patients/service users – often travelling by foot through significant snow. The support from the wider council and NHS resources, together with those from volunteers assisted significantly.

**The Telehealth team** – led by Morag Hearty, has won the national award for changing the way people access health and care services using innovative technology. The team won the category which seeks to demonstrate how initiatives can be introduced at scale – with particular recognition of patient managed blood

## ITEM 6

pressure monitoring and the increased use of video conferencing approaches to care across various health and care settings.

The 'Medicines Management for People at Home' service – which involves Pharmacy advice and support to home carers such that they are able to maximise support to people in their own homes - has also recently won a UK-wide Public Sector Services Transformation award. This service has now seen over 1,500 home carers in South Lanarkshire trained in empowering people to safely manage their own medicines and increase safety in peoples' own homes.

### Recommendation

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

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