

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

BREXIT

Lanarkshire NHS Board actions to respond to the United Kingdom's decision to leave the European Union, commonly known as BREXIT, with our EU Withdrawal Command Structure in place. We have stood down go live stages of this, but remain prepared to stand up the team again once clarity on the Exit Date is confirmed.

NHS Lanarkshire Corporate Objectives 2019/20

NHS Lanarkshire's Remuneration Committee have confirmed agreement of the 2019/20 Corporate Objectives for the Executive Directors.

Health and Sport Committee - Local Delivery Plans of Health Boards - Evidence Session Invitation

NHS Lanarkshire attended an evidence session on Tuesday, 26th March 2019 with the session focus on performance against Local Delivery Plans (LDP).

The session was attended by:

Mrs Neena Mahal, Chair, Lanarkshire NHS Board

Mr Calum Campbell, Chief Executive, NHS Lanarkshire

Mr Ross McGuffie, Interim Chief Officer, North Lanarkshire Health and Social Care

Dr Linda Findlay, Medical Director for South Lanarkshire Health and Social Care Partnership

Dr Jane Burns, Medical Director, NHS Lanarkshire

Ms Heather Knox, Deputy Chief Executive & Director of Acute Services

NHS Lanarkshire received a request for supplementary information, as set out in the Committee Convenor's letter of 3rd May 2019, which was submitted on 23rd May 2019. If Members wish to see the supplementary report it can be provided on request.

ISS UK at University Hospital Hairmyres

Having recently spoken with ISS UK and then met local MSPs/MPs to discuss the specific concerns regarding the changes to the ISS payroll and the impact this is having on staff working at Hairmyres

hospital I wrote on the 10th May 2019 to the Director, Prospect Healthcare (Hairmyres) Ltd, requesting his direct involvement in order that this matter comes to a sensible and quick conclusion.

A response was received on the 17th May 2019, noting their concern and assurance that they will continue to liaise with ISS over this matter.

Events

- The Fourth NHS Lanarkshire 2019 Staff Awards Ceremony, recognising the amazing achievements of our staff and volunteers took place on Wednesday, 22nd May 2019 at the Townhouse, Hamilton. The Ceremony was well attended.
- Lanarkshire launch of the NHS Scotland Global Citizenship Programme took place on Friday, 24th May 2019 in the Postgraduate Centre Lecture Theatre, University Hospital Wishaw.
- The second Achieving Excellence Forum took place on Friday, 24th May 2019 at the University of the West of Scotland, Lanarkshire Campus.

2. Executive Director of Nursing, Midwifery, & AHPs

The Health and Care (Staffing) (Scotland) Bill passed Stage 3 on Thursday 2 May 2019. This heralds what will be a phased implementation of legislation to support staffing across health and social care services. The Health and Care (Staffing) Bill is the first comprehensive multi-disciplinary workload and workforce planning legislation in the UK. The new law has been created with a view to enabling high-quality care and improved outcomes for those using health and social care services. It will also embed openness in decisions about staffing across all clinical staff groups.

The Nursing and Midwifery Workload Workforce Planning Programme has been working with NHS Scotland for 15 years on the development of a suite of workload planning tools. These tools use statistical analysis to calculate the number of nurses or midwives recommended for the workload and have been tested and utilised across NHS Scotland before being confirmed as fit for purpose.

NHS Lanarkshire has been actively involved and utilised the available tools since 2013 with the HR Workforce Team leading the implementation, collation of data and analysis. There are 13 different tools (1 tool is currently unavailable due to concerns about its functionality). Within the Adult In-Patient tool there are 16 different specialties and the Community Nursing tool is applicable to District Nursing and Health Visiting. In effect, there are 27 different areas the tools can be applied.

Since the announcement relating to the introduction of Health and Care (Staffing) (Scotland) Bill on 23 May 2018 there has been a significant increase in the expectations on Boards to utilise the tools on an annual basis. The Bill now places a general duty on Boards to ensure appropriate staffing, this does not impose minimum staffing levels or fixed staffing ratios but provides guiding principles to ensure staffing decisions take into account key considerations. The principles set out that staffing decisions must consider the needs of service users; the dignity and rights of service users; the wellbeing of staff; engagement with staff and service users about staffing decisions and effective allocation of staff.

The Bill makes it explicit that Health Boards are expected to:

- Apply an evidence-based common staffing method, which includes the use of speciality specific staffing tools annually (as a minimum).
- Ensure that consideration of the output from the specialty specific staffing tool, professional judgement tool, local context and quality measures underpin and inform decisions about staffing requirements.

- Ensure a consistent approach to identification and mitigation of risk, seek and consider appropriate clinical advice and consider redesign opportunities.
- Ensure staff are appropriately trained to apply the common staffing method and tools, are engaged in the process and have information relating to staffing decisions fed back to them.
- Monitor and report on how this has been done and provide assurance regarding safe and effective staffing.

NHS Lanarkshire is actively preparing to deliver against this legislation however it will not be without its challenges. It is expected during 2019/20 supporting guidance will be developed however in the meantime work will continue locally to prepare the organisation. It would be appropriate that the Board give due consideration to the current systems and process and the requirements of the Bill at a future meeting.

3. Medical Director

- I attended the launch of the Chief Medical Officer's 4th Annual Report on Personalising Realistic Medicine which will be a major influence on how we engage with our patients to support decision making
- I opened the NHS Lanarkshire hosted IHI Experience Day on 27 March 2019 at Hairmyres and closed the parallel event at Wishaw later that day. I then attended the next two days of the main IHI Conference which was being held in Glasgow. There were a number of inspiring keynote speakers and breakout sessions with much to reflect on.
- I attended the Faculty of Medical Leadership & Management Scottish Symposium on 26 April 2019 where I was an invited participant in a question & answer session on compassionate leadership.
- I continue to attend meetings of Scottish Association of Medical Directors (SAMD) and represent that body on a number of committees with ongoing work since the March Board update including Doctors and Dentists in Training Lead Employer Steering Group on 10 April 2019.
- I attended the Scottish Government Annual Review Public session on 3 April 2019.
- Continued progress has been made with the implementation of Hospital Electronic Prescribing & Medicines Administration (HEPMA) – a short delay to the roll out of the staged implementation plan at University Hospital Monklands was quickly overcome by the IT & Clinical teams with a recovery plan to avoid any delays to full deployment.
- I undertook a walk round at Hunter Health Centre on 15 April 2019.
- I undertook a walk round to look at two aspects of community pharmacy on 16 May 2019.

4. Director of Planning, Performance and Property

- The Director of Communications and I met with colleagues from the Scottish Health Council as part of ongoing programme of bilateral liaison meetings. We discussed the current status of MRRP, the work ongoing to prepare the new mental health strategy, orthopaedic services, dermatology services and the ongoing review of general surgery.

- The MRR Project Board met in May to consider the current work ongoing to prepare the Outline Business Case elements which are not site-specific: departmental room schedules, workforce, high level cost plan and the procurement strategy.
- Ms Gillian McAuley has left the post of MRRP Chief Nurse to take up a new role in NHS Lothian. Work to appoint her replacement will begin once the outcome of the Independent Review is known. Mr George Reid has transferred from his Deputy Director role in PSSD to take up the position of Project Manager (hard and soft FM services) within the MRRP team.
- Following a visit to NHS Fife in March, continuing to work with Nurse Director Acute and other colleagues in HSCPs to develop a business case for a potential trauma/acquired brain injury rehabilitation unit in Lanarkshire
- The General Medical Services Premises Group (part of the primary care improvement programme) has managed the transfer of the first leasehold of the premises of a GP practice to NHS Lanarkshire under the 2018 GP contract. It is anticipated that NHS Lanarkshire will take the responsibility for a further six leaseholds within the next 18 months
- I attended the National Directors of Planning Group and the National Specialist Services Committee on behalf of NHS Lanarkshire.
- Attended the South West Scotland HubCo meeting for the first time. HuBCo, of which NHSL is a partner organisation, has provided the revenue-based funding mechanisms for the last round of primary care property development (Kilsyth, Holdsworth and Wishaw Health Centres) and may form an element in the NHSL property strategy development into the future.
- In March I participated in a “back to the floor” visit to the renal department at University Hospital Monklands. This allowed me to discuss with renal staff the ongoing issues affecting the department brought on by ageing infrastructure risks and the effect of this on the provision of high quality clinical services.

5. Director of Information and Digital Technology

- Digital Health and Care Strategy: The NHS Lanarkshire digital health and care strategy has been developed and has been considered by a range of stakeholder groups for comment and feedback. The strategy covers the period 2019-2026 and includes a high level delivery plan.
- National PMS Business Case: On behalf of the national eHealth Leads I have led the development of a full business case to extend the PMS Framework Agreement within NHS Scotland. The work has concluded and will result in a 10 year contract being signed in by 31 May 2019.
- Laboratory Information Management System (LIMS): We are now fully live on the Technidata LIMS, consolidating from three systems to one. This will provide the foundation for electronic test requesting and results reporting, scheduled to go-live early 2020.
- PatientTrak: The system is now live as a ‘test of change’ in 2 wards at University Hospital Monklands. Observations are being captured electronically, real-time at the bedside.

6. Director of Human Resources

- **Strategic HR Forum – Scottish Government Health Workforce Directorate:** I attended a meeting on 5th April 2019 of the Strategy Forum and a number of topics were discussed including Workforce Planning, Single System Collaboration, Brexit (preparedness) and Staff Governance.
- **NHS Scotland Living Wage Seminar:** I hosted a seminar on 28th March 2019 in Partnership with the Poverty Alliance to share NHS Lanarkshire's experience in accrediting for Living Wage. A significant number of NHS Boards were represented and have indicated an interest in taking forward accreditation during 2019/20.
- **Patient Safety Leadership Walkround:** I participated in two patient safety leadership visits to Theatres University Hospital Monklands on 21st March and Cleland - ParkSide North and South on 12th April 2019. I was impressed by the Team approach to service delivery and the clear focus on Patient Safety articulated by the Management Team and the staff we spoke with during both visits.
- **Pensions Board (SPPA):** I attended my first meeting as an Employer Representative member of the Pensions Board on 9th May 2019. The role is primarily to ensure the scheme complies with legislation relating to its governance and administration, its own rules and any requirements of the pensions regulator.

7. Director of Finance

The final external audit started on site on the 7th of May 2019. Field work will continue until 31st May 2019 is anticipated and the close out meeting is scheduled for 11th June 2019.

Initially prompted by national benchmarking, Procurement staff are working with clinicians and theatre staff to look at variation in use of products and over the next 18 months plan to develop a consensus on what is best value for common procedures.

8. Director of Public Health

Public Health Reform Programme Specialist Public Health Workforce Commission: The Public Health Reform Specialist Public Health Workforce Commission published its findings earlier this month. They have identified a number of options for the deployment of the specialist public health workforce and undertook an appraisal of each. From the options appraisal it was evidenced there are advantages and disadvantages of each option. There were 3 options that scored more highly than the others but even within these there remain significant weaknesses and barriers to overcome, the Commission concluded that there is no guarantee that any of these options could deliver the improvements and outcomes that we would like to see.

The Commission identified there needed to be more work undertaken on the options. The commission highlighted the leadership role of the Director of Public Health (DPH). They did however recognise that the DPH cannot operate alone and that there is a need to create Public Health leadership within the wider workforce and across the system. There was focus on strengthening the role of Community Planning Partnerships from a Public Health perspective. The commission recommended a number of actions over the next 2 years, in year 2 they are aiming to complete a further review on alignment of the specialist public health workforce.

9. Director of Communications

- **Deputy Director of Communications:** Jackie McColl will join NHS Lanarkshire as Deputy Director of Communications on 10 July 2019 following the departure of Marysia Waters who left in April to join the Scottish Fire and Rescue Service as Head of Communications and Engagement. Jackie is currently Director of Communications for Mary's Meals International and has more than 20 years' experience in communications across the public, private and third sectors. Communications Manager Angela McManus is Acting Deputy Director of Communications until Jackie's arrival.
- **Monklands Replacement/Refurbishment Project:** Preparation is underway to ensure the outcome and implications of the Independent Review Team's (IRT) report on Monklands Replacement/Refurbishment Project are communicated effectively to staff and stakeholders. The IRT is due to submit its report to the Cabinet Secretary for Health and Sport on 31 May 2019. NHS Lanarkshire Communications Department is developing a communications plan to ensure stakeholders and staff are updated at the earliest opportunity once the report is subsequently published.
- **New national roles:** Director of Communications Calvin Brown has taken on leadership for communications in support of the national Thrombectomy Advisory Group. This will include producing a communications and engagement strategy for the development of a national thrombectomy proposal. Lead Freedom of Information Officer Linda Brownlie has been appointed co-chair of the NHS Scotland Freedom of Information Leads Forum.

10. Director of Acute Services

UNIVERSITY HOSPITAL WISHAW

Emergency & Medical Directorate

- Two new Advanced Nurse Practitioners have taken up post in the Emergency Department with an additional trainee ANP post.
- The Unscheduled Care improvement plan continues to be progressed by the Directorate team.
- A successful April 'Falls Awareness' event was undertaken on the site led by Sharon Murray, Medical Senior Nurse.
- Three applications have been received for the vacant Acute Physician Consultant posts and interviews are being held in mid-May.
- Jacqueline Glen has been appointed as substantive Senior Charge Nurse with the Medical High Dependency Unit/Coronary Care.
- A presentation from Ward 7 nursing staff on Hospital Anticipatory Care Plan/Coping with crisis at Care Assurance and Accreditation Standards Event was well received.

Surgical & Critical Care

- Senior Charge Nurse Penman Ward 14 along with her team have been working on a quality improvement project looking at the incidence of Acute Kidney Injury (AKI) post elective orthopaedic surgery. They have worked closely with medical staff and have a cohort of 200 patients. To date they have reduced the incidence of AKI from 12.12% to 4.06% and have reduced the length of stay for this group of patients by 2.04 days. SCN Penman was recently asked to present her work at the National AKI Collaborative in Edinburgh.
- The nursing staff in Day surgery who deliver the chronic pain service are finalists at NHS Lanarkshire Staff Awards.

Maternity & Neonatal

- Carole Burns has been successful in gaining a short secondment to a Senior Midwife post at UHW for Inpatients.
- Elaine Drennan has been successfully appointed as Senior Midwife for Maternity and Neonatal Unit.
- 'Best Start' continues with the two teams one of whom are using the on call system and the other the rostered system. It is hoped we will have another three teams up and running prior to December 2019.

UNIVERSITY HOSPITAL HAIRMYRES

- Hairmyres would like to welcome Russell Coulthard, our new Site Director, to NHS Lanarkshire
- We have had a large number of applicants for surgical/medical junior middle grade posts after a challenging period of medical staffing at this level.
- Our standardised mortality, crude mortality and cardiac arrest rate continues to fall despite a very busy winter period when the site was under significant pressure.
- We achieved significant savings to successfully exceed our savings target of reducing nursing bank and agency costs. Our target was £820,712 and we achieved £1,029,341
- We held a very successful Nutrition & Hydration week in March. The week was aimed at raising awareness and supporting and encouraging good practice in this area, both for patients and for staff.

UNIVERSITY HOSPITAL MONKLANDS

- Margaret Meek will take up a 6 month secondment to the University Hospital Monklands Site Director role starting in early June.
- Good progress is being made on University Hospital Monklands site for Moving & Handling training completion. Expected to achieve target as per trajectory.
- David Watson, Senior Charge Nurse HECT, has been shortlisted this year in the Prescribing & Stewardship Category at the 2019 Antibiotic Guardian Awards. The awards ceremony takes place in Solihull on 27th June 2019.
- Professor Jason Leitch from Scottish Government will visit the site on 21st June 2019.
- A pilot of 'Jobtrain' is currently underway within University Hospital Monklands, before this is extended across all sites in June 2019. Jobtrain is a new national recruitment system which is being rolled out across all Scottish Health Boards by the end of 2019. HR have held a number of training sessions for Hiring Managers and a number of vacancies across a range of disciplines are currently working their way through the new system.
- A new Senior Charge Nurse has been appointed to ward 22 from Guys and St Thomas Hospital.
- Daniel Silcock, Consultant Anaesthetist, took up post on 7th May 2019.

11. Interim Chief Officer, North Lanarkshire Health and Social Care Partnership

The latest set of Locality and service quarterly performance reviews have commenced, reviewing Q4 2018/19 performance. Through this process, the performance framework will be updated and agreed with both Chief Executives for the 2019/20 year.

Through the partnership's Organisational Development Programme, the latest series of King's Fund Leadership sessions have taken place with Locality, hosted services and Senior Leadership teams. The focus was on peer consulting as an approach to better deal with challenging issues.

The partnership's Community Capacity Building and Carer Support programme was recently reviewed with support from the Improvement Service, with key strengths identified in partnership, delivery of outcomes and use of resources. Improvements identified included a re-branding and updated communication strategy to ensure the public understood the role of the group and the provision of further qualitative data as part of the evaluation framework. The review was a commissioning intention in 2018/19 and will be reported back to the IJB in June 2019.

As part of the governance arrangements and approved IJB standing orders, the following changes have been made at the IJB:

- Appointment of Dr Avril Osborne as Chair
- Appointment of Cllr Kelly (outgoing Chair) as Vice Chair
- Appointments of Chair and Vice Chair are for a period of 3 years with effect from 1 April 2019.
- The IJB Vice Chair will take up the role of the Chair of the IJB Sub Committee
- Brian Moore, Non-Executive Director, will take up the role of the Vice Chair of the IJB Sub Committee.

An internal audit on IJB board governance was published in May 2019, highlighting substantial assurance on the adequacy and effectiveness of the processes in place to enable the IJB to review and assess its governance arrangements against expected good practice and to review and monitor the implementation of any improvement actions previously identified in Annual Governance Statements. As part of the process, the IJB undertook a self-assessment in respect of its compliance with the principles outlined in the CIPFA Delivering Good Governance Framework.

The launch of the Houldsworth Health and Information hub took place on 3 April 2019 and the service runs every Wednesday morning for 2 hours in the first instance. Colleagues from a range of agencies staff the hub all of whom have completed a comprehensive training programme. Engagement with members of the public has been positive from the initial session. Issues arising have included finance, housing, sleep, and loneliness. A monitoring and evaluation plan is being developed with the Evaluation Manager and the QI team and a communication plan is in place.

12. Director, South Lanarkshire Health and Social Care Partnership

The Partnership's Strategic Commissioning Plan was approved by the Integration Joint Board in March 2019. The Plan sets out the key priorities in the ongoing development of health and social care services in South Lanarkshire over the next three years and beyond. The Plan is extremely important as it focuses on the support that the H&SCP can provide to people in local communities to assist them to maximise their health and wellbeing. Listening to the views of a range of stakeholders was crucial to shaping this plan. A full package of support was prepared to maximise engagement including four films charting how our services are improving people's lives in localities. Watch these films here. The full plan is available in IJB papers and will be published on our website soon.

As part of the governance arrangements and approved Standing Orders to support the Integrated Joint Board, the following appointments have been made.

- Appointment of Councillor John Bradley as Chair of the IJB.
- Appointment Mr Phil Campbell (outgoing Chair), Non Executive NHS Director, as Depute Chair of the IJB.

Reappointments and appointments of Chair and Depute Chair are for a period of 3 years with effect from 1 April 2019.

Chair of the IJB has been appointed to the post of the Depute Chair of the Performance and Audit Sub Committee. Depute Chair of the IJB be appointed to post of Chair of the Performance and Audit Sub Committee. Lilian Macer, Non Executive by NHS Lanarkshire has also been reappointed as a voting member of the IJB.

Progress continues with the implementation of the Carer's Act, which came into effect 1 April 2018. The Act widens the definition of carer and recent progress includes carer involvement in a range of consultation and engagement exercises, the development of the Partnership's Carers Strategy 2019-2022 and the appointment of a Planning and Development Officer. Young carers statements have also been developed to ensure a young carer has a childhood similar to their non-carer peers and the guidance framework for Local Eligibility (Carers) Criteria is in place. Important next steps include the building on the implementation of the statutory functions outlined in the Carers (Scotland) Act 2016 and developing online information resources for carers and partner agencies.

Our Building and Celebrating Communities programme continues to explore how we can generate more space for communities to create the things that matter to them - and how we can support these activities. An example of this approach in action was the focal point of a recent royal visit from Princess Anne. South Lanarkshire Autism Resources Coordination Hub (ARCH), brought into being in 2016 following the previous autism resource closing. Since its inception, ARCH has been focussed on facilitating the development of autism support in South Lanarkshire communities - much of which is delivered by communities themselves - alongside partners in the statutory, private and third sectors. For the first time individuals and organisations who have been previously working independently of each other are discovering shared interests and collaborative ventures. For more information visit: <https://bit.ly/2THmVUx>

Plans are progressing for first phases of modernisation of care facilities which will allow more people to be supported in their own homes following periods of extended rehabilitation in a purpose built facility. The new facilities will also support increased episodes of respite care as well as continuing to support those with ongoing residential care needs. The new facilities will also provide more linkage to local communities, working to integrate the new facilities as an integral part of the fabric of the local communities in which they will be sited and operate from.

A small band of volunteers have been set up to offer a trailblazing service at the heart of health and social care. The Wayfinders - based in Hunter Community Health Centre in East Kilbride – are tasked with welcoming and helping patients and visitors find their way in the five storey, state of the art facility. As well as offering directions, the Wayfinders' main tasks include providing a friendly and welcoming atmosphere to patients and visitors arriving and explaining the resources and services available to the public in the building. For more information watch this film <https://vimeo.com/308430043>

Other Points of Note

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

18 March – Resilience Planning Event

26 March – HRH visit to ARCH

29 March – Carer's Conference

29 March – EK open door session

03 April – SG – Annual Review Public Session – Cabinet Secretary

05 April – BCC development day

12 April – Health and Social Care Scotland Chief Officer Group Meeting

15 April – Suicide Prevention Strategy – Cllr Leader, Cllr Chalmers & Christina McKelvie MSP

17 April – Clydesdale Elected Members session
 18 April – Autism Event
 23 April – Larkhall/Stonehouse Elected Members session
 23 April – Hamilton Elected Members session
 3 May – MSP/MP meeting

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
Calum Campbell	Chief Executive

Author(s)

Name	Designation	Name	Designation
Calum Campbell	Chief Executive	Calvin Brown	Director of Communications
Irene Barkby	Executive Director for NMAHPs	Heather Knox	Director of Acute Services
Jane Burns	Medical Director	Ross McGuffie	Interim Chief Officer, North Lanarkshire Health & Social Care Partnership
Colin Lauder	Director of Planning, Performance and Property	Val de Souza	Director, South Lanarkshire Health & Social Care Partnership
Donald Wilson	Director of Information and Digital Technology		
John White	Director of Human Resources		
Laura Ace	Director of Finance		
Gabe Docherty	Director of Public Health		