

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.

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, has resulted in a decision by the CMT to go live again with the Command Structure in place as of Monday, 7th October 2019. Significant work has already taken place; Roadshows are in place with assurance around Primary Care Business Continuity Plans followed up, but the full extent of the potential impact of this remains unclear and presents a significant risk to the NHS Board.

EU Exit Briefings/Roadshows

As part of preparing for the 31st of October EU Exit, NHS Lanarkshire ran EU Exit Briefings/Roadshows during October 2019 which were open to all NHS Lanarkshire staff

Wednesday 16 October 2019 Lecture Theatre, University Hospital Hairmyres
Wednesday 23 October 2019 Ronald Miller Lecture Theatre, University Hospital Wishaw
Wednesday 23 October 2019 Lecture Theatre, University Hospital Monklands

Strategic Partnership with the University of Strathclyde

On the 18th September 2019, NHS Lanarkshire and the University of Strathclyde signed a Strategic Partnership Agreement aiming to improve the health of the people in Lanarkshire. This strategic collaboration seeks to deliver a shared vision of the NHS Lanarkshire strategy, Achieving Excellence and the University of Strathclyde vision of being 'A leading international technological university, inspired by its founding mission, that is socially progressive and makes a positive difference to the lives of its students, to society and to the world'. Through this joint arrangement, both parties are seeking to transform lives by delivering proven innovative health and social care approaches, while enriching communities and innovating for health, social, and economic impact.

The Strategic Partnership Agreement between the University of Strathclyde mirrors our Strategic Partnership Agreements with Glasgow Caledonian University and the University of the West of Scotland.

NHS Lanarkshire Consultants and University Partnership Meeting

On Friday 4th October 2019, with my Senior Executive Management Team we met with NHS Lanarkshire Senior clinicians in respiratory medicine, gastroenterology, rheumatology and pain medicine met with senior academics from the University of Strathclyde, Glasgow Caledonian University and the University of the West of Scotland to discuss and evolve areas for change and

innovation. This highly ambitious programme to address inequalities in Lanarkshire and to review and redesign healthcare delivery systems will focus on delivering innovative solutions to the challenges facing health and health and social care in the 21st century.

Ministerial Mid-Year Review

The Ministerial Mid-Year Review will take place on Monday, 4th November 2019 with the key change that the Board attendance at the private Review session will be attended by myself and Chair of Lanarkshire NHS Board.

Discussion at this Review meeting will be focused on: the key local achievements/challenges and performance against national standards; and on accountability, communications and engagement with local communities, including patients, carers and elected representatives. Whilst principally concentrating on performance in 2017/18, and discussion around current and future priorities/issues. There will be a particular focus on the clear priorities established by the new Ministerial team:

- waiting times (performance improvements in scheduled and unscheduled care and delivery of the elective centres);
- Health and social care integration (improving the pace of progress); and
- Mental health (delivering improvements in services and provision).

2. Executive Director of Nursing, Midwifery, & AHPs

NMAHP Development Event - NHS Lanarkshire held its first ever Practitioner Professional Pause on 2nd September 2019, aimed at Band 5 and Band 6 Nursing, Midwifery and AHP (NMAHP) practitioners. The aim of the event was to provide:

- An opportunity to reflect on your roles and the contribution you make within NHS Lanarkshire
- An opportunity to reflect on the 'Why, What and How' of what we do and gain an understanding of the NMAHP Strategy Map and Strategic Enhancement Plan
- Time to consider what matters to them, what matters to the organisation and how we make this happen together
- Time to pause and reflect on the importance of teams and their personal contribution to ensuring the teams they work in are functional
- Appreciate the importance of psychological safety and consider their own and others perceptions in developing a way forward to improve a psychologically safe working environment.

103 practitioners attended the day from a range of practice areas and professional backgrounds. The programme was designed to encourage interaction between participants, support networking and to encourage engagement with senior members of NHS Lanarkshire's professional structure. Over the course of the day there was a lot of discussion generated at the tables and some emotion expressed regarding people feeling overwhelmed by the pace and activity within the workplace, perceptions of lack of voice and feeling undervalued. Overwhelmingly participants described a passion for what they did and a drive to perform to the highest standards for the people they cared for. Through table top discussions participants were asked to reflect on what they had heard and discuss what this meant to them. Each table then identified key messages/themes for further consideration and action within the Board these included:

- Support and Empowerment
- Communication and Leadership
- Frustrations and Stressors
- Consistency of Opportunities/Development

Feedback from this event is being considered further at a forthcoming Team Leader/Charge Nurse Event and the Senior NMAHP Strategic Development Event with actions being delivered via the 2020-2025 Strategy Map and STEP.

3. Medical Director

This was a quiet month due to annual leave.

This September, I was delighted to be an invited speaker at a UK wide conference of the Association of Anaesthetist of Great Britain & Ireland. My remit was to present on a session entitled 'When Things Go Wrong' to give the Medical Director's view.

I also concluded my role as chair of the NSD 5 year review of the Scottish National Advanced Heart Failure Service and this report will be available in the coming months.

I continue to attend meetings of Scottish Association of Medical Directors (SAMD) and represented that body on a number of committees with ongoing work since the August Board update including Doctors and Dentists in Training Lead Employer Steering Group, 24 hour Expert Working Group, Scottish Junior Doctors/ Management Steering Group and associated Medical Reference Group for MSG.

I also attended the now monthly meetings of the Medical Directors within the West Region which is promoting closer working relationships.

I was delighted to participate in the stakeholder component of the recruitment process for Chief Executive in South Lanarkshire Council.

I undertook a very informative walk round of the Laboratories at University Hospital Wishaw (UHW) where staff demonstrated a wide range of opportunities to reduce waste and unwarranted variation in the request rates for laboratory investigations with a potential to significantly reduce in associated costs. I will ensure that this is incorporated into our Realistic Healthcare workstreams.

4. Director of Planning, Performance and Property

A celebratory lunch was held in October to mark three departments within PSSD having attained the RoSPA gold medal for 5 years in succession: maintenance services, West of Scotland laundry and hotel services. The lunch was attended by over 40 staff representing these departments from across Lanarkshire.

The final Gateway Review of the University Hospital Monklands Theatres and Intensive Care unit project was undertaken by an external review team sponsored by the Scottish Government. The review was highly complementary to the project and concluded that "We find that the project is widely regarded as having been highly successful and exemplar, not only in the delivery of the new facilities but also in the way the delivery has been managed through a particularly challenging and complex environment, along with a set of building and service constraints."

A development day was held at Coatbridge College for members of the new Monklands Project Oversight Board in preparation for the establishment of the Oversight Board in October.

Discussions at CMT and APF on the proposal to run a test-of-change for the management of car parking on various Lanarkshire locations. No agreement has been achieved on the detail of this as yet and the CMT will consider next steps, in advance of any consideration by PP&RC.

I contributed to the bi-annual review of the Scottish Acquired Brain Injury Network (SABIN) conducted by NSS's National Services Division. The work of SABIN was commended and it was agreed the network would continue for a further three years.

As part of the "back to the floor" I spent time with colleagues in University Hospital Monklands emergency department and the West of Scotland laundry.

5. Director of Information and Digital Technology

I participated in a Patient Safety Leadership visit to Ward 10 and Ward 12 at University Hospital Hairmyres on Tuesday 24th September. Both areas highlighted a range of improvements in the delivery of care.

NHS Lanarkshire hosted the team from NES Digital Service to review the NHS Lanarkshire Digital Health and Care Strategy and exploring how it will be aligned to the programme within NES Digital.

I have agreed to lead a short life working group to consider a national approach to the adoption of the new FairWarning privacy management system.

6. Director of Human Resources

Project Search: I chaired the Lanarkshire Steering Group responsible for the delivery of Project Search on Tuesday 13th August 2019, Boardroom, New College Lanarkshire. Items discussed included the review of the license agreement, site updates, plans for the 2019/20 programme and the Graduation event for 2019/20.

Patient Safety Leadership Walkround: I participated in a Patient Safety Leadership visit to Ward 3 University Hospital Wishaw on Tuesday 17th September. I was impressed by the Team approach to service delivery and the clear focus on Patient Safety articulated by the Senior Charge Nurse and staff during the visit.

7. Director of Finance

Work continues on the 20/21 savings programme, with the Programme Managers linking with other Boards to gain learning from elsewhere.

8. Director of Public Health

Public Health Scotland (PHS)

PHS have appointed their first Chief Executive, Angela Leitch who is the current Chief Executive at East Lothian Council. The Scottish Directors of Public Health (SDsPH) are seeking an early meeting with her to discuss the way forward. In addition the SDsPH are creating an initial response to each of the public health priorities. They should be complete by the start of November 2019 and will be shared with the new agency.

Role of the Child Health Commissioner – DL (2019) 13

The Scottish Government recently published DL (2019) 13 which re-affirms the essential role of the Child Health Commissioner (CHC) within NHS Boards, and their importance to the Scottish Government's aim of continuously improving outcomes for children and young people. It supersedes CEL 19 (2011).

CHCs have a senior, professional leadership role to inform, influence and ensure that health priorities are identified, understood and addressed in health service planning and integrated service planning partnerships with NHS Boards, local authorities and key agencies.

The CHC will make a significant contribution to improving child health outcomes via their specific and unique role as a professional expert advisor to the NHS Board on all aspects of child health, health services and related policy and legislation.

A key component of the role will be to advocate for infants, children, young people and their families / carers across Health and Social Care systems and Community Planning Partnerships (CPPs) in relation to children's and adult service provision

Challenge Poverty Week

Monday 7th October marked the beginning of Challenge Poverty Week which provides an opportunity for organisations to raise awareness of poverty and show what is being done to tackle poverty both nationally and locally. NHS Lanarkshire supported Challenge Poverty Week with key messages for leaders, managers and staff about the causes and consequences of poverty and the role of the NHS in supporting those affected by poverty. Communications included a briefing for NHS Lanarkshire Board members, an article in The Pulse, daily messages on social media and a press release.

9. Director of Communications

NHS Scotland Communications Awards

NHS Lanarkshire were winners at the recent NHSScotland Communications Awards for communications support provided to manage changes at Greenhills Medical Practice last year. The Communications Department were finalists in five categories, more than any other Board, for the following:

- Digital campaign for the public consultation on MRRP
- Healthy weaning campaign
- Distress Brief Intervention partnership communications
- Greenhills Medical Centre communications plan
- Team of the Year

Communications and Engagement Strategy

Work is progressing to develop a new NHS Lanarkshire Communications and Engagement Strategy. Views on the strategy are being sought from a range of internal stakeholders including the Area Partnership Forum and Area Clinical Forum. In addition, engagement work is taking place with the Public Reference Forum, community groups and young people to inform the final strategy. It is anticipated the draft strategy will be shared in December 2019 and then considered by the Board in January 2020.

National and Regional Roles

The Director of Communications Calvin Brown is on the judging panel for this year's Scottish Health Awards. He has also joined the West of Scotland Employee Directors Group as the communications representative. NHS Lanarkshire's Deputy Director of Communications Jackie McColl is part of the working group to develop a national NHSScotland winter campaign for 2019/20. She has also participated in a pilot crisis training course to help inform the development of a programme of crisis communications training in Scotland. NHS Lanarkshire is the national communications lead for plans to develop a thrombectomy service in Scotland next year.

10. Director of Acute Services / Deputy Chief Executive

University Hospital Monklands

Medical Undergraduate Quality Review 2019

The placement provided by General Medicine at University Hospital Monklands for medical students from the University of Glasgow has been highlighted for Recognition of Excellence by NHS Education for Scotland.

Major Incident

Dr Andrew Russell, ED Consultant at UHM facilitated a Major Incident table top exercise on the 4th October, 2019 which was attended by over 50 colleagues, including wider NHSL colleagues, and representatives from SAS, Police Scotland and North Lanarkshire Council. There was great discussion and feedback, with lots to reflect upon and follow up to ensure UHM's Major Incident Plan is robust.

Chief Residents

UHM continues to promote and support its Chief Resident Programme, with the appointment of two new Chief Residents and four Deputies for this coming year. The Chief Residents work with the Chief of Medical Service and the Training Quality Lead on any issues relating to the Junior Doctor workforce, and provide great leadership to their junior colleagues, promoting a safe and open culture and supportive training environment. Building on the work of previous Chief Residents, the team have great ideas to be taken forward over the coming months, focussing on issues such as Wellbeing, Peer Support, CR Surgeries, QI Education Sessions and Projects and inputting to the Monklands Replacement Project.

Nursing

From mid-September, we have been welcoming our 55 Newly Qualified Nurses to the site. A Clinical Skills Study was held on 10th October, which was an exciting day of learning from our ANPs, Consultants and nursing staff around Sepsis, Delirium, AKI and much more. The day also provided the Graduate Nurses with the opportunity to meet their fellow colleagues and to network. Following this, an exciting and full Induction Programme is planned from week commencing 28th October, 2019.

iMatter

Lynn McTavish led the site on iMatter Action Plan completion within the 12 week deadline with the site achieving 100%.

New Unified Communications Platform

University Hospital Monklands will be one of the first hospitals to introduce the new unified communications platform, which encompasses a variety of features such as new desk handsets, upgraded contact centre software and new DECT/paging facilities. The new system will go live on 24th October, 2019.

Site Visits

Provost Jean Jones visited the Emergency Department on Emergency Services Day, 9th September, 2019.

A team from Cork University and Mercy University Hospitals visited the site on 13th August, 2019. During their visit they attended the morning Capacity Meeting, looked at clinical pathway walkround and Hospital at Home.

Mr Brian Moore, Non-Executive Director, visited the site on 19th August, 2019. The visit included a walk round the Monklands Replacement/Refurbishment Project Office, the Planned Investigation Unit and the Emergency Department.

Medical Workforce Appointments

Dr Jen Cochrane, Locum Consultant in ED, took up appointment on 30th September, 2019.

Cancer Services

Cancer services are pleased to welcome the new staff members to the team:

Laura Pye appointed to the Breast Team in a nursing role, Louise Desport appointed to the pan Lanarkshire UGI team in a nursing role, Alice Callander appointed to the Lung Team in a nursing role, Michelle McIntyre and Angela Clarke both appointed to the role as Admin/Scheduling within ward 16, Oncology Day Unit

Service Development

Cancer services continue to utilise the SACT workforce across the 3 Oncology Units to ensure a robust workforce model is available to continue delivering timely treatment for all cancer patients in the Oncology Day Unit whilst working towards the development of a single site Cancer unit in ward 15.

University Hospital Hairmyres

We are delighted to highlight that the data shows that we can demonstrate 47% reduction from our cardiac arrest baseline rate. This is a reflection on the ongoing QI work by the clinical teams.

From an HEI perspective our SAB and CDI rates remain low, with 4 hospital acquired SABs and only 1 CDI over the last 3 months. We held a very successful CAAS Event, focussing on Infection Control and HEI topics, which staff reported they found both informative and fun.

With support from the newly established Perioperative Triumvirate, we have implemented a standardised approach to theatre briefs and start times. This work has shown initial promising results.

We have had an excellent run of recruitment and have appointed a further Vascular Consultant to University Hospital Hairmyres. This appointment will support our expanding regional vascular service. We have also appointed a Consultant Rheumatologist and a Care of the Elderly Speciality Doctor

Our sepsis 6 reliability remains high and our sepsis mortality continues to fall.

University Hospital Wishaw

Emergency & Medical Directorate

Two new substantive ED Consultants have commenced - one in September and one in October 2019.

Successful recruitment has taken place for a 1 year Band 7 Physiotherapist post within the ED to support an improvement initiative within Flow Group 1 with a proposed start date in November 2019.

Successful interviews were undertaken on 8th October, 2019 for 2 new clinical fellow posts within the ED with commencement dates still to be agreed.

The Unscheduled Care improvement plan continues to be progressed by the Directorate team with a number of PDSA cycles and initiatives being undertaken.

A successful Emergency Department Multi-disciplinary “day away” event took place on 22nd August, 2019.

A successful “Go with the Flow” week took place in the week of 9th September, 2019.

The Cardiology Specialist Nursing Team set up a “One stop clinic” for world heart day on 25th September, 2019 with patients, staff and visitors all taking part.

Leanne Fowler has commenced her role as Senior Charge Nurse within Ward 5.

The Directorate has welcomed the new Cohort of Registered Nurses to our clinical areas.

An NHS Locum commenced in September 2019 to support the Acute Physician Consultant Team.

Care of the Elderly

‘Styles and Smiles’ won Best Hospital Initiative at the Scottish Dementia Awards on 18th September, 2019.

The team attended the very successful NHSL Frailty event on 17th September, 2019.

Surgical & Critical Care

David Howie is the new clinical lead for Orthopaedics.

The floor plan has been agreed with the architect for the new Orthopaedic ward.

Maternity & Neonatal

‘Best Start’ continues with three teams, all are using the on call system. It is hoped we will have another three teams up and running prior to December 2019. ‘Tiny Lives’ the documentary filmed at UHW’s Neonatal Unit is being televised by BBC Scotland in October 19.

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

The Lanarkshire Mental Health Strategy was launched on 24th October, the culmination of a significant planning and engagement exercise. The event featured a number of stalls for attendees to visit followed by a programme that included input from those with lived experience as well as the Cabinet Secretary for Health and Sport. The strategy will be presented at the national Mental Health Forum next month. I’d like to take the opportunity to highlight the great leadership shown by Anne Armstrong, Nurse Director, and Kate Bell, Head of Service Change and Innovation, in leading this whole system piece of work to completion.

Over the last 8 weeks, the North Partnership has undertaken a significant engagement programme as part of the development for the new Strategic Commissioning Plan (2020-23). This has involved 6 Locality sessions, with further session being delivered throughout October and November covering AHPs, Elected Members, Children’s Services, Justice Services, Mental Health and IJB. The second

round of Locality engagement sessions also commence in November, along with an online survey to gain the views of a wide range of public, service user, carer and staff views.

The Health and Social Care Scotland annual conference takes place in Glasgow in December and the partnership was successful in being chosen to present work around the Making Life Easier online self-assessment and information portal and Distress Brief Interventions.

I am delighted to announce that Maggs Thomson is the new Head of Health and Morag Dendy is the new Head of Planning, Performance and Quality Assurance within the partnership. Both Maggs and Morag have worked in North Lanarkshire for a number of years, bringing great expertise and experience to the posts.

12. Director, South Lanarkshire Health and Social Care Partnership

REVISED plans for a proposed care hub, technology enabled houses and centre of excellence in Blantyre have been published following extensive public engagement. Two recent events in Blantyre, which were supported by a range of staff and stakeholders, were attended by nearly 250 members of the public. Survey results from the events – which have been published on the partnership website – demonstrated a strong sense of support for the direction of travel. The Partnership also heard, however, that there are some local concerns in Blantyre over issues including access, congestion and road safety. Following feedback given at events, and through the wider planning process, the Partnership have taken concerns and suggestions into full consideration and a revised planning application has now been published. The application is expected to be heard in early December 2019.

A formal notification has been received of a Joint Inspection of Services for Children and Young People in Need of Care and Protection in the South Lanarkshire Community Planning Partnership Area. The inspection process has started and will include 10 days on site in the partnership area in the weeks beginning 28 October and 2 December 2019. Initial briefings have been undertaken across localities on the children's services structure and inspection model to ensure all relevant staff and partner groups have been briefed and fully supported ahead and during the inspection. A core team of senior staff are currently working to ensure all necessary preparations are made. Frequently Asked Questions and a short film explaining more about the inspection has been circulated widely.

A new report, published by the MS Trust and NHS Lanarkshire, has highlighted significant improvements in the quality of care and support given to people with MS in Lanarkshire over the past 18 months. The Lanarkshire MS nurse service, hosted by South Lanarkshire Health and Social Care Partnership, is a member of the MS Trust's MS Specialist Nurse Programme. The report summarises some of the key achievements and learnings from the programme period, September 2017 – March 2019, as well as the impact on experience of care. It highlights success stories across the service, ranging from more home visits and virtual clinics, longer appointments and better links with other health professionals, to increased trust and confidence in the MS nurses. The report is available at this link.

The Clydesdale Integrated Community Support Team-Acute Care Team (ICST-ACT) recently won at the prestigious COSLA awards. ICST-ACT is comprised of nurses, Allied Health Professionals and South Lanarkshire Home Carers who provide home based care and rehabilitation. That very ethos supports a unified objective: to ensure that adults and older people are cared for safely at home during an acute illness, enabling them to remain in their community and avoid hospital admission.

Families across Lanarkshire are being urged to arrange power of attorney over loved ones in a bid to protect their wishes in the event of serious illness or accident. South Lanarkshire Health and Social Care Partnership are supporting the national campaign and ask all audiences and stakeholders interested in finding out more to visit <https://mypowerofattorney.org.uk/>

The last meeting of the Integration Joint Board was held on Tuesday 10 September 2019. The papers are publicly available [at the link below](https://www.southlanarkshire.gov.uk/slhscp/downloads/file/201/south_lanarkshire_integrated_joint_board_meeting_papers_10_september_2019).

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The next meeting of the IJB will sit on Tuesday 3 December 2019. All papers will be published on our website.

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 / Deputy Chief Executive
Jane Burns	Medical Director	Ross McGuffie	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		