

Chair's foreword

Outstanding commitment in a challenging year... (p2)

Team work

This year we've all pulled together (p4-5)

It's all about people

Keeping patients at the heart of what we do (p6-7)

NHS | **70**
Lanarkshire | YEARS
#nhsscot70

2017/2018

Annual Report

www.thepulse.scot.nhs.uk



INNOVATION MEETS EXCELLENT CARE

It's been a busy and productive year for NHS Lanarkshire

Welcome to the annual report of 2017/18



This annual report showcases just some of the fantastic work that was carried out by our staff over the past financial year.

During the past year, all staff have yet again demonstrated outstanding commitment by rising to challenges time after time.

The year saw the organisation being the victim of two cyber attacks. All staff groups demonstrated outstanding commitment in their response.

In particular, NHS Lanarkshire's eHealth department went above and beyond and worked tirelessly to restore critical systems and secure the IT infrastructure to keep patients safe.

Staff also battled through one of the most severe winters in recent years to ensure patient safety and were put to the test when bad weather, increased flu and respiratory illness created an unprecedented demand on services.

Staff rose to the challenge to ensure patients were seen and treated as quickly as possible.

Of course, this report only features a small selection of services provided daily by NHS Lanarkshire and its staff over the past year.

All of our news stories from throughout the year can be viewed on Pulse Online:

www.thepulse.scot.nhs.uk

As we reflect on this year's 70th anniversary of the NHS, it is important to remember that the NHS has changed beyond recognition since its inception and will need to continue to evolve to meet changing demands and medical and technological advancements.

The changes that are continually happening within NHS Lanarkshire today could not be made possible without the hard work and determination of all of our staff.

We would like to personally thank every single member of staff and our volunteers for their dedication and commitment.

We are delighted to be making good progress in taking forward our healthcare strategy "Achieving Excellence" which sets out our ambitions for services in Lanarkshire.

We look forward to continuing to work with them to provide high quality, person-centred, safe and effective services for the communities of Lanarkshire.

Neena Mahal, chair

Calum Campbell, chief executive



As well as celebrating a year of success in 2017/18 we are also celebrating the 70th anniversary of the NHS this year.

NHS LANARKSHIRE'S PERFORMANCE

ACHIEVED:



98%

31 days

At December 2017, 98% of patients began cancer treatment within 31 days of decision being taken to treat. This is against a target of 95%

96.1%

62 days



At December 2017, 96.1% of patients began cancer treatment within 62 days from urgent referral with suspicion of cancer. This is against a target of 95%

100%

At December 2017, of eligible patients commenced IVF treatment within 12 months. This is against a target of 90%.



At December 2017, NHS Lanarkshire had a rate of 0.23 clostridium difficile infections in patients aged 15 years and over per 1,000 total occupied bed days. This is against a target of a maximum rate of 0.32

99.5%

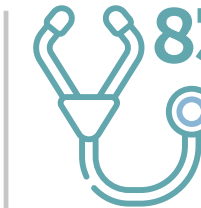
At December 2017, 99.5% of clients waited no longer than three weeks from referral received to appropriate drug or alcohol treatment. This is against a target of 90%

WORKING TOWARDS:



75.9%

At December 2017, 66.04% of patients were seen within the 12 week treatment time guarantee. This is against a target of 100%



83.6% — 18 weeks

At December 2017, 83.6% of patients were seen and treated within 18 weeks of initial referral. This is against a target of 90%

7%

At January 2018, our sickness absence rate was 7%, against a target of 4% or less



At March 2018, 90% of patients were admitted, discharged or transferred within 4 hours of arriving at A&E. This is against a target of 95%



0.38

At December 2017, NHS Lanarkshire had a rate of 0.38 of Staphylococcus Aureus Bacteraemia per 1,000 total occupied bed days. This is against a maximum rate of 0.24



QUALITY, SAFE AND EFFECTIVE CARE

Give us a break – we'll treat it



The winter of 2017/18 put NHS Lanarkshire to the test. Bad weather, increased flu and respiratory illness all created unprecedented demand on services.

The number of patients treated for broken or dislocated wrists, ankles and hips nearly trebled when treacherous icy conditions hit.

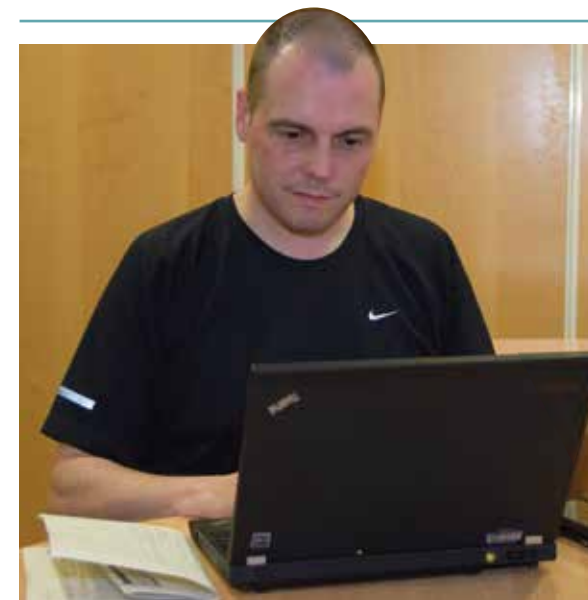
There were so many trauma cases due to falls, including unusually complex fractures, that dedicated staff carried out a week-and-a-half's work in just three days.

Staff also went above and beyond during the red weather alert to ensure patients still received the care they needed.

New baby care unit delivers fantastic support

New facilities are making a positive difference to babies and families at University Hospital Wishaw. The new special care baby unit and transitional care unit opened at the hospital in June.

The rooms are for babies who require minimal special care or assistance. The babies can be cared for by their parent and they can stay with them in a specially designated room under support and guidance from appropriately trained staff.



Staying ahead of the hackers

NHS Lanarkshire was hit by two cyber attacks over the past year. Staff and partners embarked on a heroic effort to ensure services continued in defiance of global attackers. Staff throughout the organisation displayed formidable team spirit to deliver care and ensure patient safety was maintained – despite the vast challenges.

At the centre of the effort was a tireless team of in-house IT professionals, who worked round the clock – sacrificing personal commitments and defying fatigue to restore vital systems.

Small changes make big improvements

The Care Home Continence Improvement Project has made a significant impact - by introducing small changes. Steps, including reducing caffeine intake, have improved continence care and, in turn, reduced falls by 65%, halved urinary infections and significantly reduced skin damage at two Lanarkshire care homes. Find out more about this partnership approach – co-led by SLHSCP's Associate Director of Nursing Jean Donaldson – by visiting <https://vimeo.com/241902965>



Continued progress with HSMR targets

NHS Lanarkshire continued with excellent work to reduce hospital standardised mortality ratios (HSMR). HSMR is one measurement tool that compares a hospital's mortality ratio

with the overall average ratio. All three NHS Lanarkshire acute hospitals are in the top seven performing hospitals in Scotland for reduction in hospital standardised mortality ratios (HSMR).

Recent figures show that University Hospital Wishaw is the most improved hospital in Scotland with a 25.8 per cent reduction.

QUALITY, SAFE AND EFFECTIVE CARE

Great team work cuts cardiac arrests

The Emergency Care Unit at University Hospital Wishaw reduced the number of cardiac arrests that occur in their unit by a staggering 70 per cent. The unit was one of the pilot sites as part of the patient safety collaborative. The team were set a challenge of reducing the number of cardiac arrests by 50 per cent, but ended up smashing their target.



Reacting for better care

2017/18 saw the opening of the new Rapid Emergency Assessment Care team area as well as the Same Day Admissions with the Planned Investigations Unit at Monklands.

The REACT area improves patient time to first assessment. Diagnostics are also carried out quicker which means all patients should have a shorter journey through the department.



A year of transformation

2017/18 saw work progress on the Lanarkshire primary care and mental health transformation programme. The large scale change programme is ambitious about building community services that will support people to live at home or in a homely setting. Supporting people in this way requires that we transform our approach to primary care, supporting GPs and multidisciplinary teams to work together.



Academic excellence across acute hospital sites



All three NHS Lanarkshire acute hospitals were renamed to reflect their new university status.

Thanks to a ground breaking partnership between NHS Lanarkshire, Glasgow Caledonian University and the University of the West of Scotland; the hospitals are now University Hospital Hairmyres, University Hospital Monklands and University Hospital Wishaw.

This will help deliver new and improved ways of working and will bring major benefits for patients and healthcare students alike.

In addition, our staff will get the opportunity to work alongside world-leading academics to tackle key health challenges facing people in Lanarkshire.

Six short life working groups set to deliver

Work progressed to improve NHS Lanarkshire services through the healthcare strategy Achieving Excellence. The goal is to shift the balance away

from treatment in hospitals. Where required, hospital care will be organised into centres of excellence to provide specialised clinical services for patients. The full healthcare strategy and what it

means for patients can be read online at: www.nhslanarkshire.org.uk/publications/Documents/Achieving-Excellence-March-2017.pdf

PERSON-CENTRED

Margaret's back home thanks to Lanarkshire's Community Assessment and Rehabilitation Service



Health and social care colleagues in North Lanarkshire are using Community Assessment and Rehabilitation Service (CARS) in the drive to avoid patients going in to hospital and to ensure they are discharged as quickly as possible when admitted.

Margaret Tulips from Holytown, said the initiative boosted her recovery from surgery to replace both her knees. Margaret said: "CARS is fantastic – I have recovered so well I have gone from needing support to get around to living independently back at home without home carers to assist me."

"CARS is fantastic – I have recovered so well"

The team visited Margaret twice a day for intensive therapy and staff worked to encourage her to improve her mobility.

John's campaign national conference

NHS Lanarkshire hosted the first ever national John's Campaign conference in 2017/18. Senior nurses and other senior staff from health and care providers from around Scotland attended the event in Hamilton.

The event provided attendees with information about John's Campaign and the opportunity to make pledges on behalf of their organisation, service or department.

'Musical Memories', a choir made up of people with a dementia diagnosis as well as carers, family or friends, entertained the audience with a musical interlude.



Virtual sing-alongs lead to improved wellbeing



The latest video conferencing technology is being used as part of an initiative at some local authority and independent sector care homes. Now residents can link in with each other for online get-togethers, ranging from sing-alongs to group exercise.

The work is paving the way for virtual clinical consultations and support between residents and services like dietetics, pharmacy, out-of-hours and community mental health teams.

The initiative is at its early stages but the results we're seeing now bode extremely well. One of the wider aims is to establish the links between homes and clinical supports.

The technology allows people to remain connected and even forge new relationships.

It's never too late – Violence video paves way

A powerful new animated video has been produced by gender-based violence services for professionals working with survivors of childhood sexual abuse.

The moving eight minute animation, 'never too late to tell: understanding childhood sexual abuse', follows the story of Moira, through her experience and its impact on her as a teenager and as a young mother.

The story, based on research evidence and the real-life experiences of women who have been helped by Gender Based Violence services, ends with Moira taking the step of seeking professional support.

The animation shows professionals how best to support adult survivors of CSA by helping them to understand that the perpetrator was to blame and support is available even many years later.



PERSON-CENTRED

New rehab team improving lives

An innovative development in Motherwell is helping to improve the lives of people living in the locality.

The Motherwell Rehabilitation Team brings together what were three separate community therapy teams. The new team includes physiotherapists, occupational therapists, a speech and language therapist and support assistants, as well as essential admin support.

The team offers central contact and assessment providing joint triage and prioritisation of all requests for rehabilitation or assessment, creating speedy access to the right staff and where appropriate, to aids and adaptations.

The aim is to provide an efficient, effective and patient centred rehabilitation service while, where possible, reducing any duplications in the system.



Reach out – I'll be there

University Hospital Wishaw is once again at the forefront of helping people with dementia.

The hospital launched 'Theatre Buddy'. This is where relatives and carers are able to go with patients who have dementia to the operating theatre and stay with them until they have had their anaesthetic and gone to sleep.

A new 'Theatre Trolley' has also been introduced. This contains items to help calm the patient including stress balls and twiddle muffs if required. It also has iPods with songs from their favourite era and a theatre purse if they would like to take small precious objects, like jewellery, with them into the theatre.

Yvonne Jeffrey, from Netherton, was one of the first relatives to become a 'Theatre Buddy' after her mum, Mary Devanney, needed surgery on a fractured hip.

Yvonne said: "I was so glad I could be there for my mum thanks to this wonderful initiative. My experience of being a theatre buddy was excellent and I would recommend this to anyone."

Medical support just a text message away

2017/18 saw work progress on the Lanarkshire Primary Care and Mental Health Transformation Programme. The large scale change programme is ambitious about building community services that will support people to live at home or in a homely setting. Supporting people in this way requires that we transform our approach to primary care, supporting GPs and multidisciplinary teams to work together.



Care Opinion

NHS Lanarkshire is committed to making changes and improvements to our services based on the feedback we receive from patients and carers.

This is why NHS Lanarkshire is one of the highest users of Care Opinion, an independent website where patients, relatives and carers can leave feedback.

The website means the comments are sent

to our staff who are then able to respond directly to people via the website. We use this feedback to identify where we can make changes.

Irene Barky, Executive Director of Nursing Midwifery and Allied Health Professions addressed the International Society for Quality on healthcare Annual Conference on how we use Care Opinion to listen to and act on the patient voice.

AWARDS ROUND UP

NHS Lanarkshire is proud to have celebrated a number of key achievements throughout 2017/18. Staff play a vital role in delivering high quality safe, effective and person-centred healthcare services. Each achievement illustrates NHS Lanarkshire's strong commitment to providing patients with the best possible standards of care.



The IPC team's poster was best in 2017



Katrina Brennan MBE



Continence team celebrates excellence in procurement



Eileen Mulholland



UK top 10 for training for obstetrics & gynaecology



Ross Johnstone



RCM Midwifery Service of the Year

MBE for our stroke care specialist Katrina

Katrina Brennan was awarded an MBE for her outstanding services to stroke care in Scotland. She was given the prestigious award as part of the Queen's birthday honours list.

Katrina said: "I am delighted to have been honoured in this way and feel that this honour is for the whole stroke team in NHS Lanarkshire and the wider stroke community in Scotland."

Team player Ross wins employee prize

Ross Johnstone was honoured at Scotland's first national Learning Disability Awards. The medical laboratory assistant at Monklands Hospital was awarded the Employee Recognition prize at the ceremony. Ross started out as an intern via Project Search.

Care pilot wins award for UK procurement

The Care Home Continence Improvement project, developed by teams in NHS Lanarkshire and NHS NSS triumphed in the innovation category at the UK-wide GO awards, which celebrate excellence in public procurement.

Eileen's compassion and knowledge recognised

Eileen Mulholland, health visitor at Houldsworth Centre in Wishaw, was awarded the Nurse Award at the Scottish Health Awards 2017 in recognition of her invaluable contribution to Scottish healthcare. She supports children with Autistic Spectrum Disorder.

We're top 10 for training in UK

NHS Lanarkshire's obstetrics and gynaecology team has been recognised

as one of the top 10 training departments in the UK by the Royal College of Obstetricians and Gynaecologists.

Sign of the times

The Infection Prevention and Control (IPC) team won an award for best poster presentation at the Infection Prevention Society in Manchester in September 2017.

Midwifery award

NHS Lanarkshire's midwifery team won the Royal College of Midwives Award for Midwifery Service of the Year.

Our very own famous five

Five doctors have been awarded honorary professorships by Glasgow Caledonian University. The appointment sees Mark Barber, Eamonn Brankin, Graham Ellis, Roy Scott and Iain Wallace participating in programme development in the School of Health and Life Sciences.