CHIEF EXECUTIVE`S REPORT

Malcolm Wright, Chief Executive
INTRODUCTION

The Board meeting today marks the start of the financial year 2016/17 and we look forward to building on the strong foundations upon which we are planning for the future. The establishment of the new Integration Joint Boards, the Community Empowerment (Scotland) 2015 and Children & Young People (Scotland) Act 2014 all provide new opportunities to continue developing relationships with key partners in the delivery of services and improved outcomes. Significant engagement is ongoing in relation to the development of the Grampian Clinical Services Strategy and we continue planning for Aberdeen Royal Infirmary to be a key part of the major trauma network to be established in Scotland. Our commitment to supporting clinical leadership within NHS Grampian is further evidenced by the recent announcements within the medical directorate.

This is also a period of reflection and we have committed to working with Aberdeen City and Police Scotland in a multi-agency review of the circumstances surrounding the incident at Cults Academy in October 2015.

ANNOUNCEMENTS

Independent Review

Following the tragic death at Cults Academy in October 2015 and the conclusion of the trial in the High Court on 7 March 2016, NHS Grampian, as one of the principal public agencies with an interest in the issues raised by the case, announced their intention to commission an independent review. The purpose is to identify any lessons that can be learnt to inform future practice. The review will be chaired by an independent expert, Andrew Lowe, who is the Independent Chair of Child Protection and the Independent Chair of Adult Protection for Renfrewshire and the Chair of the Glasgow Public Social Partnership for Learning Disability.

The outcomes of the review will be published in September 2016.

Major Trauma

NHS Grampian has continued to participate in the Scottish Government process to review the number of major trauma centres in Scotland. A significant amount of information regarding the potential risks associated with a two centre Glasgow/Edinburgh approach has been collated and submitted. Representatives of the Scottish Government participated in meetings with clinicians in Aberdeen on 17 and 18 March and a wide range of risks and concerns were identified. In support of the national process I have commissioned Professor Mike Greaves to bring together a group to review the Scottish Government approach and the potential implications for services in Grampian. Prof Greaves report will be completed during April 2016. The professional advisory structure was also commissioned to seek the views of clinicians on the proposals and process regarding major trauma and the Chair of the ACF has provided advice to the Board accordingly.

On 23 March 2016 the Cabinet Secretary for Health wrote to Chief Executives and members of the National Planning Forum to advise that there was no preferred Scottish Government option for major trauma centres and that all options remained on the table for consideration.
Health and Social Care Integration

The new Health and Social Care Partnerships for Aberdeenshire, Moray and Aberdeen City were formally established at the beginning of April. This was the culmination of a huge effort by a wide range of people since the health and social care legislation was enacted in 2014. Integration is a very positive opportunity and the new Partnerships will now move to integrate services as much as possible around the needs of individuals and communities.

On 1 March 2016 a joint meeting of the Aberdeenshire, Moray and Aberdeen City Integration Joint Boards and NHS Grampian was held in Inverurie to consider the Grampian clinical services strategy, Realistic Medicine (the Chief Medical Officer’s Annual Report 2014-15) and the hosting arrangements for delegated services which are provided across the Partnership areas. There was agreement on the need for a shared strategic intent across all of the health and social care organisations in the North East of Scotland, and for the development of strong partnerships to ensure the success of integration. It was also agreed that further joint meetings should be held on a regular basis and that the North East Partnership Steering Group should continue to consider issues of common interest.

Clinical Services Strategy

A further stage of engagement is underway as part of the development of the Grampian Clinical Services Strategy. Services, teams, advisory committees, partnership committees, the public and partner organisations are being asked for their views on the four key themes of prevention, self management, planned/routine care and unscheduled care, together with a range of enabling actions including quality improvement, staff wellbeing, innovation and information sharing. The engagement period ends in early May with a view to the strategy being submitted to the Board for approval in June 2016.

Medical Directorate

I am delighted to announce that two new appointments have been made within the Directorate:

- Associate Medical Director for Clinical Quality Assurance and Improvement: Dr Steve Stott, Consultant Intensive Care
- Associate Medical Director for Primary Care and Hosted Services: Dr Annabel Ross, General Practitioner and Clinical Lead for Moray IJB.

In addition there have made three appointments for Secondary Care Professional Advisors to the Integrated Joint Boards:

- Dr Paul Bachoo for Aberdeenshire
- Mr Satchi Swami for Aberdeen City
- Dr Ann Hodges for Moray
There has also been the appointment of five Associate Directors of Medical Education – Postgraduate:

- Dr Ann Cadzow, Specialty Doctor in Diabetes
- Dr Kim Milne, Consultant in Medical HDU and Acute Medicine
- Dr Roxanna Bloomfield, Consultant in Anaesthesia and Intensive Care
- Dr Louise Millar, Consultant Physician
- Dr Graeme Currie, Consultant Chest Physician

Dr Richard Coleman is stepping down from the post of Secondary Care Appraisal Lead from 1 May and this role will be shared by:

- Dr Janice Provan, Specialty Doctor, Dept Otolaryngology
- Dr Michal Szygula, Consultant Physician, Acute and Hyperbaric Medicine

These appointments complete the new Medical Directorate structure underpinning the portfolio of the Medical Director.

Dr Nick Fluck has been involved in discussions with the national Discovery Project which is a sophisticated tool used for accessing activity data for Consultants initially to assist in their appraisal preparation, although it is acknowledged that the Project will have far reaching applications ultimately.

**Community Empowerment**

The Community Empowerment (Scotland) Act 2015 gives community bodies rights to request asset transfer (ownership, lease or use of land and buildings) and participation (in decision making, service design and development, and service delivery) from public sector organisations including NHS Grampian. These rights are expected to be in force by September 2016. The community planning partnerships (CPPs) in Moray and Aberdeen City, and the local authority in Aberdeenshire, are leading on the development of policies to support and facilitate these rights. NHS Grampian has arranged for a short-life working group to develop NHSG policy to ensure that its legislative duties are met, in a manner which is consistent with partner organisations’ policies. The ambition is for participation to become an organisational norm, with formal applications being a legal safeguard rather than a necessity. The intent is to create a single point of entry for all asset transfer and participation requests, allowing the efficient identification of appropriate decision-making groups for community body representatives to join. A draft NHS Grampian policy is expected shortly which will be widely consulted on via the Health Board advisory committee structure.

Aberdeen City CPP is developing a city-wide engagement and participation strategy, the draft of which is expected for April 2016. This will be used as the basis for wide participative discussion to develop and finalise it. The ambition is for there to be a single process and point of access for all participation requests across all public sector organisations in Aberdeen, with forwarding to partner organisations’ points of access.
Moray CPP is developing an online participative calendar to enable and encourage participation.

Aberdeenshire Council, through its Corporate Community Empowerment Act Steering Group, has produced a draft Community Assets Transfer policy to ensure transparent and effective engagement with local communities. To ensure staff, partners and elected members are fully informed on the Act, an awareness programme will be rolled out in 2016 including webpages, Area committee information sessions and lunchtime learning sessions for staff and partners.

**Children & Young People (Scotland) Act 2014 (C&YP Act)**

Work continues within NHS Grampian to prepare to fully implement the Act across services. The Act affects the way we share information to support all children and young people. The shift in emphasis from a welfare to wellbeing approach impacts on all services who deal with children, young people or adults who are also parents. There has been some adverse publicity around the named person sometimes referred to in the media as a guardian. Although the final statutory guidance has not been finalized, the Scottish Government advises there is unlikely to be any change to the Act or the role of the named person, so NHS Grampian is pressing on to fully implement the national practice model. The C&YP Act Implementation Group is monitoring our detailed action plan for implementation, reporting upwards on progress and any exceptions. Presently there are no red flagged areas.

An e learning module developed locally was launched on 3 March. This has been widely publicised and in the first day saw 71 people access it. A further 200 staff have attended face to face briefings since the start of 2016. This number includes disciplines from across the NHS Grampian area including adult acute and GP staff.

Sectors have been asked to identify champions which will embed process across all services. NHS Grampian will send 7 staff to the national Masterclass later this month further enhancing our ‘expert’ capacity for implementation. The champions along with the amount of training on offer sees NHSG increasingly better prepared for August.

Resource issues exist in terms of health visitor vacancies but there is a workforce planning work stream addressing this. As named persons, Health Visitors are finding a need for additional administration support to carry out the role efficiently and effectively. This is being considered at a senior level along with the implications of having fewer points of contact for partners.

A Corporate Parenting Action Plan is being developed in accordance with guidance and will be presented to the Board for approval in June.
Integrating Approaches to Inequalities Sensitive Prevention

With health inequality and health improvement as national outcomes, and prevention a key component of the National Clinical Strategy for Scotland, we are increasing our work with a range of health and social care partners in Grampian to deliver at scale.

We are embedding integrated approaches to inequalities, helping partners to extend reach using a simple wellbeing conversation. This assists people to think about how they look after their own health, alongside any care, treatment or other services they are receiving.

Following proof of concept, we flagged this systematic approach to inequalities sensitive prevention, with similar already well underway through NHS Health England, in the Director of Public Health Report 2013-14. We then agreed Public Health Sustainability fixed term funding to work with the Outpatient Department at Aberdeen Royal Infirmary to implement their decision to embed the process across their clinics.

Currently, nursing staff in the Outpatient Department are being supported to make every opportunity count, engaging in a brief health conversation where appropriate, and signposting to resources in the community. Bit by bit these brief conversations (30 seconds to 3 minutes) encourage and empower patients and their families to do the most they can to live well. We also know the process can also have a positive effect on staff who reflect on what they can do to keep themselves well.

As each clinic area has unique challenges, we are building the approach around the patients who present, to ensure we focus on the right things, at the right times for the right people, in proportion to what is achievable in any given clinic area. This approach to improving quality of care provides a strong underpinning for a Health Promoting Health Service.

We are encouraging a similar approach to making every opportunity count across the public and third sectors, sharing our learning in NHSG to encourage adoption through Health & Social Care Partnerships.

- **For a picture of health inequalities at a glance, be sure to access:**
  [www.nhsgrampian.org.uk/trafficlights](http://www.nhsgrampian.org.uk/trafficlights)

Addressing inequalities is a priority for NHS Grampian, Health and Social Care Partnerships, Integrated Joint Boards and Community Planning Partners
Health Traffic Lights 2015, the 4th edition, have just been uploaded. Health Traffic Lights provide a colour-coded picture of health and ill health in our communities alongside population indicators. They make it easier to see - at a glance - issues that may need to be addressed. These Health Traffic Lights are available for each of the three local authority areas and also by each postcode sector. Maps of postcode sectors are included.

We would encourage you to use Health Traffic Lights and to share them with colleagues, communities and partners.

The Health Traffic Lights have been designed to:

- Illustrate health status for every postcode in Grampian and by Health & Social Care Partnership
- Make it easier for everyone to understand health information
- Provide a systematic, structured tool
- Make it easier to see differences between communities
- Support elected members in their work
- Provide a starting point for monitoring health issues in communities
- Flag issues that need to be investigated further
- Help localities to pinpoint areas and issues for action
- Assist Community Planning Partners, Health and Social Care Partnerships and Integrated Joint Boards to improve health and reduce inequalities
- Orientate people new to Grampian or 'new' to health
- Help everyone to contribute to reducing inequalities to transform our communities.

The Health Traffic Lights take information from the Scottish Public Health Observatory (ScotPHO) Health and Wellbeing Profiles 2015 www.scotpho.org.uk. Data has been aggregated to postcode sector to ensure maximum meaningful access for health and social care colleagues and Grampian citizens, as the postcode is arguably the most recognisable unit.
Health Care Support Worker Project  
Mental Health and Learning Disabilities

Despite employing the majority of the Robert Gordon University (RGU) Stage 3 nursing students, Mental Health Learning Disabilities Services continued to have a high number of nursing vacancies across all Directorates. In November 2015 there were 18 Health Care Support Worker (HCSW) vacancies and 50 registered nursing vacancies. It was agreed to review band 5 vacancies and considered appointing Band 2 HCSWs through a managed and supported recruitment programme; this began in January 2016.

We locally agreed additional administrative hours (7.5 hrs per week for a four month period) to assist with the advertising, recruitment, pre-employment checks and the induction programme. This was fully supported by our Recruitment colleagues.

We held an Open Day at the Hospital on 22 January 2016 which was well attended by over 150 people. Most feedback they had heard the advert on Northsound radio. We also advertised on a banner outside the hospital, Facebook, Twitter and the NHS Grampian Vacancy Bulletin.

There were 178 applicants for 26 Band 2 HCSW Posts. After 2 full days of interviews we managed to recruit 26 very good candidates - subject to the usual checks - for these positions. Applicants who were not successful at being shortlisted for our posts were passed to other Sectors for consideration for Band 2 vacancies.

We have arranged a full Induction Programme supported by Professional and Practice Development Unit and our own staff commencing 25 April 2016 and are committed to ensuring that these staff are all fully supported to meet the needs of the service. We will support them through allocating them a ‘buddy’, ensuring they undertake the NHS Grampian HCSW induction pack and in time encouraging them to be participative members of our local HCSW Forum where they will be encouraged to consider other learning opportunities and provided with a career structure.

iPads for secure discharge with amputees – NHS Grampian

Update to previous report on the work done by the Allied Health Professionals (AHP) in facilitating effective discharge using iPads – the AHPs were shortlisted for the Advancing Healthcare Awards 2016 and were invited to present in London for the Scottish Government award for improving quality; measuring and demonstrating impact. They will return to the Awards ceremony in April when the winners will be announced.

Allied Health Professionals (AHP) Quality Improvement and Leadership Course

February 24 2016 saw the graduation of the first cohort of the Grampian-wide AHP Quality Improvement (QI) and Leadership programme. The programme had been implemented as a result of a local self assessment of current AHP capability. The aim of the programme was to build QI capacity at practitioner level across AHP
services within Grampian. 13 AHPs representing Dietetics, Physiotherapy, Occupational Therapy, Speech and Language Therapy, Radiography and Orthotics attended sessions, developing and implementing QI projects within their individual local services. The projects were wide ranging, and all demonstrated evidence in improvement in which the way care is delivered.

As well as classroom based sessions, devised and delivered by Jenny Ingram (Head of Service Improvement NHS Grampian) and supported by Anne McKenzie (AHP Sector Lead Moray/ScIL), the group also had an opportunity to listen to AHPs working as improvement advisors in other health boards; sessions based upon their MBTI (Pauline Bavidge), the CLEAR model (Jill Ferbrache), the Knowledge Network (Cornhill Library). A requirement of the programme was the composition of a poster, reflecting the projects and the individual journeys experienced. These posters were presented to a wider audience of service leads and managers, at the Suttie Centre on 24 February.

Plans are underway for cohort 2.

‘Ready to Act’ the transformational plan for children and young people who require support from Allied Health Professionals (AHP)

‘Ready to Act’ the transformational plan for children and young people who require support from AHPs was launched in January 2016. The recommendations in this document will be taken forward by AHP staff locally. A Grampian engagement event is being held on 15 March to facilitate the preparation of a local action plan.

Corporate Health and Safety

The Service Level Agreement for the training of Robert Gordon University (RGU), Nursing, Midwifery and Health Sciences Students in Manual Handling Competency has now completed its first term.

All students from first to fourth year have now been trained to NHS Grampian and National Standards to the competency levels required for their placements and employment in NHS Grampian.

This work with our partner organisation continues to ensure that RGU students enter employment and placement with NHS Grampian on a ready to work basis.

This approach to working with our partner organisation supports our forward movement in reducing the risk to Patients and Staff from Manual Handling errors.

The NHS Grampian Corporate Health and Safety Department is now commencing work with RGU on Violence and Aggression training, with the same approach.

Recruitment

NHS Grampian participated in the Aberdeen Community Roadshow, which was held in the Bon Accord Centre, Aberdeen on 22 February 2016 for a week. With the help of DFP TV a film was devised to aid the recruitment of Healthcare Support Workers.
The film was shot in NHS Grampian work areas, starring some of our HCSW staff and with the full co-operation of some patients. Our stand was manned in the main by Workforce Directorate colleagues and during the week a total of 216 people noted an interest in applying for a HCSW role with NHS Grampian, of which 179 have now submitted an application. The film can now be used by NHS Grampian for future recruitment initiatives and can be viewed via this link:

https://vimeo.com/dfptv/review/154990582/5d630d486b

Payroll

From 1 April 2016 the contracted out rate of National Insurance is being abolished as part of the UK Government’s introduction of the new State Pension. This means that employees who are members of the NHSS Superannuation Scheme or the National Earnings Savings Trust (alternative pension provider) will now pay the standard rate of National Insurance. This unfortunately equates to an employee contribution increase of approximately 1.4%. Likewise the employer contribution will also increase. As a result of this legislative change employees will be entitled to more State Pension from 1 April 2016.

iMatter

iMatter continues to be implemented across NHS Grampian, with 6254 members of staff involved in the first year of implementation. A total of 414 teams have been involved with the most recent areas involved; Acute Division 2 and Facilities and Estate. In the course of 2016 the first anniversary cycles of iMatter will occur alongside implementation in the Acute Sector being concluded. NHS Grampian will conclude implementation to all employees by the end of 2017.

CALENDAR

General Surgery Vision Workshop

15th January 2016: I opened the General Surgery Celebration Event at Aberdeen Royal Infirmary. This event followed the Department’s Vision Workshop Building a vision for a modern surgical service in NHSG.

Pharmacy Visits

18th January 2016: Together with Liz Kemp, Principal Pharmacist, I visited Acute pharmacy at Aberdeen Royal Infirmary. This was followed by visit to a Community Pharmacy.

MP/MSP Briefing

22nd January 2016: The Chair and I, together with senior colleagues met with MPs and MSPs. Topics included Social Care recruitment and retention strategy, Integration Joint Boards, Provision of medical services to HMP Grampian and Clinical Services Strategy.
Meeting held with Moray Council Colleagues

22nd January 2016: I attended a meeting with Roddy Burns, Margaret Wright and Pam Gowans together with Alan Gray and Alan Sharp to discuss Moray Health and Social Care.

Visit to Drugs Action


Future Leaders – Leadership Workshop


Mobile Bone Density Scanning Services in the UK – Evaluation

29th January 2016: I met with Dr Rosemary Hollick, Clinical Research Follow at University of Aberdeen, to discuss a senior management perspective on service innovation and development within NHS Grampian as part of the evaluation of the innovative mobile bone density scanning service which had been implemented locally.

North East Partnership Steering Group

29th January 2016: I attended a meeting of the North East Partnership Steering Group. Items discussed included Hosting of Services and Delegated Budgets.

Mid Year Review with Scottish Government


NHS Board Chief Executive’s Group

9th and 10th February 2016: I took part in the NHS Boards Chief Executives’ meeting at Clydebank. Discussions included Finance, Medical Staffing Costs, Shared Services and Staff Experience.

Meeting with Cabinet Secretary and Minister for Public Health

10th February 2016: As Chair of the Childrens and Young People’s Health Support Group I met with the Cabinet Secretary and Minister for Public Health with the objective of raising the profile and importance of child health in the context of Public Service Reform.

Major Incident Exercise Blue Flame

11th February 2016: I took part in the Major Incident Exercise which tested multiple strands of an NHS Grampian response to a major incident including participation in the Local Resilience Partnership (LRP) arrangements at tactical level, Care for People and Scientific and Technical Advice Cell (STAC).
Meeting with Caroline Arnott
12th February 2016: I met with Caroline Arnott of Care Inspectorate and Healthcare Improvement to discuss scrutiny fieldwork week sessions as part of the Inspection of Services in Aberdeen City.

Visit to Elgin
15th February 2016: I was pleased to attend the Senior Staff Committee of Dr Gray’s Hospital where I participated in a forward looking discussion on the services delivered by the Hospital and improvements made and challenges ahead.

Meeting with Tracy Johnston of Charlie House
16th February 2016: I attended a meeting with Tracy Johnston of Charlie House who updated me on the plans and fundraising for Charlie House.

North of Scotland Planning Group – Meeting of North of Scotland Chairs and Chief Executives
17th February 2016: I attend the above group where items discussed included Shared Services, Transformational Change Board and Integrated Joint Boards.

Grampian Area Partnership Forum (GAPF)
17th February 2016: I attended the meeting of the Grampian Area Partnership Forum. Items discussed included Finance, Health and Social Care Integration workshop, Pension re-enrolment, Car Parking and Meaningful Appraisal.

NHS Scotland Senior Leaders Forum
22nd February 2016: The Chair and I attended the NHS Scotland Senior Leaders Forum in Edinburgh. Strategic discussions were held on budgets and communications.

Visit to Mental Health and Learning Disabilities Service, Cornhill, Aberdeen
23rd February 2016: I visited Royal Cornhill Hospital and met with Dr Alastair Palin, Dr Carol Robertson and Julie Fletcher at the Fulton Clinic. I then visited the Older Adults Service with Les Petrie and Corgarff Ward with John Donaghey.

Official Opening the Farr Institute, Scotland and Administrative Data Research Centre Scotland
29th February 2016: I attended the official opening of the Farr Institute by Professor Sir John Savill. Professor Andrew Morris also spoke on the opportunities for Scotland and the UK on the international stage.

Meeting with Andrew Scott, Director of Population Health Improvement
4th March 2016: I had a meeting with Andrew Scott to discuss heightening the profile and importance of child health in the context of public service reform
Infrastructure Delivery Group

4th March 2016: I attended a meeting in St Andrew’s House Edinburgh. Items discussed included eHealth and Safer Use of Medicines.

Meeting with Jim Savage, Chief Executive of Aberdeenshire Council

7th Meeting 2016: I held a regular update meeting with Jim Savage.

NHS Board Chief Executive Group


Meeting with Dr Philip Muinde, Chair Grampian Regional Equality Council

10th March 2016: I attended a meeting together with Nigel Firth with Dr Philip Muinde of the Grampian Regional Equality Council.

Meeting with Health and Social Care Integration colleagues, Scottish Government together with Angela Scott, Chief Executive, Aberdeen City Council and Judith Proctor, Chief Officer

14th March 2016: I met colleagues to discuss integration and the management of risk.

Regional Clinical Strategy Project Board

14th March 2016: I attended the first meeting of the Regional Clinical Strategy Project Board.

Visit to HMP Grampian

15th March 2016: I met with the Governor, Alastair Purdie followed by a tour of the Prison. I then met with Health Care staff.