CHIEF EXECUTIVE`S REPORT

Malcolm Wright, Chief Executive
INTRODUCTION

ANNOUNCEMENTS

NHS Grampian: 2014/15 Annual Review

A letter was received from the Cabinet Secretary for Health, Wellbeing and Sport, Shona Robinson which is attached summarising the main points discussed and actions arising from the Annual Review in Aberdeen on 10 August 2015.

Elective Care Centre

The First Minister announced in October the allocation of capital funding for a new Elective Care Centre in Aberdeen as part of a package of measures aimed at improving the elective care across Scotland. The announcement was in response to submissions made to the Scottish Government by NHS Grampian which aim to anticipate the increasing need for services and clinical procedures linked to the change in demography anticipated over the next 10 years and the projection that the Grampian area will have one of the highest increases in the over 65 age group in Scotland.

Work will be done to review the approach to elective care across Grampian with the aim of ensuring that new facilities are designed to maximise the benefits for patients in the area. This will include the application of best practice, support for innovation and improving the experience of treatment and care for patients. A specific programme of work will be established within the next three months and the new facilities will be in place within the next five years.

Inspection of Services for Children and Young People in Aberdeenshire

The Care Inspectorate carried out an inspection of multi agency services to children and young people in Aberdeenshire from April to June this year. They found that services were having a positive impact on the wellbeing of individual children and their families and that partners could demonstrate that these were leading to tangible improvements in the lives of many children and young people. The values and principles of Getting it Right for Every Child (GIRFEC) have been embraced by staff across services and these were underpinning significant progress in intervening early in the lives of most children to prevent problems getting worse. A particular strength was noted in the early engagement and support for pregnant women, including those who were vulnerable, ensuring that newborn and young babies get the best possible start in life. Parents of very young children were helped to meet their children's health needs through the purposeful support provided by health visitors, nursery nurses and support workers.

Areas for improvement were identified around the joint strategic planning of children's services and the development and use of a robust suite of performance measures to ensure that all available resources are harnessed to best effect.
Casson Memorial Lecture

Thérèse Jackson, Consultant Occupational Therapist in Stroke for NHS Grampian was recently invited to deliver the prestigious Casson Memorial Lecture at the College of Occupational Therapists Annual Conference in Brighton on the 1st July 2015. The Casson Memorial Lecture was inaugurated in 1973 and is presented annually to commemorate the work of Dr Elizabeth Casson, who opened the first school of occupational therapy in the UK in 1930. The lectureship is awarded to a member of the British Association of Occupational Therapists who is considered by their peers to have made a significant contribution to the development of the profession. Thérèse’s lecture was titled ‘Pushing the boundaries and leading the way’ and included themes around person centred care and clinical leadership. Feedback from the conference has been analysed and delegates voted Thérèse Casson lecture as the highlight of the event, (even beating Ruby Wax, who gave a lecture at the conference on mental health issues into second place). In September the British Journal of Occupational Therapy published a paper on Thérèse’s lecture which considered three themes:

1. Person-centred care in occupational therapy
2. Having the courage to push boundaries and take risks
3. Leading the way

Older People in Acute Hospital (OPAH) inspection

On Tuesday 11th to Friday 14th August 2015 Health Improvement Scotland carried out an unannounced inspection of Care of Older People in Acute Hospitals. The inspection team looked at 10 wards in ARI and 2 in Woodend Hospital. The areas that the inspection team concentrate on are around:-

- treating people with compassion, dignity and respect
- screening and initial assessment
- person-centred care planning
- safe and effective care
- managing the return home, and
- leadership and accountability

From this inspection the team identified 15 areas for improvement and 6 areas of strength. This is in comparison to 23 areas of improvement and 1 area of strength from the previous inspection of October 2014. The report was published on the 2nd November 2015.

The inspection team summarised that they found NHS Grampian was “performing well” overall and singled out several areas of strength including treating older people with dignity and respect, helping patients feel more at ease in hospital and supporting patients and their relatives during their time on a ward.

Special praise was reserved for nursing staff at Woodend Hospital and Aberdeen Royal Infirmary with patients stating that “staff are more like friends”, “are always
looking for ways to help you” and variously described their care as “exceptional”, “great” and “amazing”.

We warmly welcome the findings of this inspection and although there are still a number of areas of improvement, which we will continue to work through, it shows that the hard work and commitment from staff at all levels is starting to pay off for patients and staff alike.

Health Promoting Health Service (HPHS)

Launch of New Training and Support Website for Staff

www.nhsgrampian.org/hphs

Hospitals are key settings in which to promote and deliver health improvement messages within everyday patient contact. The vision of the Health Promoting Health Service is to create hospitals where patients, staff and visitors can have access to information, opportunity and services which will improve their health and wellbeing. NHS Grampian will work collaboratively with key stakeholders to ensure making healthy choices for staff, patients and visitors is both easy and informed.

We know from evidence that being in a hospital can be life changing to patients and their families. This can be a good opportunity for staff to help them think about their future and any health behaviour changes they want to make. NHS Grampian conducted some research to find out staff views and experiences in delivering HPHS. 74% of staff who replied felt it was part of their role. However, 65% of staff asked for further help, support and training on raising health issues with patients, their friends and family.

In response to this survey, NHS Grampian has developed a website (www.nhsgrampian.org/hphs) to help staff feel more confident in raising health issues. They will find information on training available, key messages on health topics and local services that they can signpost to for further help.

- local HPHS resources and guidance can be found online at www.hphsgrampian.scot.nhs.uk
- local HPHS drop-in sessions are currently available; staff can attend at any time within the given hours:
  - Aberdeen Royal Infirmary, 17 November 2015 10.00am – 3.00pm, Tutorial Room, Ward 505
  - Dr Grays, 5 November 2015 10.00am – 2.00pm, Room 1, Dunbarney House
  - Woodend Hospital, 18 November 2015 1.00pm – 4.00pm, Ythan Room
  - Royal Cornhill Hospital, 2 December 11.30am – 3.00pm, Clerkseat Meeting Room

Health Promoting Health Service (HPHS) is a national, prevention-focused health improvement programme being implemented in all NHS hospitals in Scotland. The Chief Medical Officer has announced the continuation of the
Supporting self-management

Healthcare systems and processes have been devised to support the medical management of long-term health conditions (e.g. diabetes, asthma, depression). These help ensure that medical status and treatments are regularly reviewed. Regular review allows signs of deterioration or complications to be identified earlier and helps avoid inappropriate pharmacological treatment. Yet such systems can also be perceived as putting health professionals in control (monitoring, prescribing, instructing, directing), requiring little more of patients than they comply. The drive to instead develop a patient-centred healthcare system not only values the right of individuals to autonomy and self-determination, but also recognises that people must accept greater self-responsibility for their own health in order to ensure service sustainability.

Colleagues from the Modernisation Directorate, Public Health and Psychology have been leading pieces of work to explore and promote this emerging self-management agenda. A collaborative effort involving local healthcare, social care, academic and third sector colleagues has recently identified five broad requirements to develop services that support self-management:

- About healthcare professionals – *healthcare as a human relationship*
- In the patient's community - *healthcare as part of the local community*
- Systems to support patients – *people offering mutual support, and systems that allow them to do so*
- Materials and tools – *information as important but not sufficient*
- Designing the system – *involvement and participation*

These broad requirements are to be considered further at a follow-up workshop on 23 November 2015, at which more defined recommendations are to be agreed. Overall this work suggests that healthcare services will not be able to produce the required culture change in isolation. Rather service provision will have to be viewed as one part of a wider range of resources in patients’ lives, and will require a greater consideration of the availability of local third sector organisations and voluntary groups when planning service developments. One of the greatest assets that health services have is their patients, and opportunities to develop systems that allow people to support one another should be explored. It will likely be recommended that self-management be included as a core component in all NHS Grampian modernisation programmes in the future, as well as having direct relevance to community planning partnerships and Integration Joint Boards.

Silver City

The aim of this project is to improve the support, care and opportunities we provide for older people by working in a more integrated fashion at a local level. Our goal is for older people, including those with multimorbidities, to thrive, not just survive.
A multidisciplinary team meeting takes place each fortnight in the Northfield/Mastrick practice where 3-5 patients are discussed. Discussions cover clinical and practical care but also the individual's wellbeing and personal goals. The project also includes regular 'Big Blethers' in the local community where previously isolated people can enjoy a 'fine piece', make new friends, and find out about local activities.

Further work is also underway to expand the Anticipatory Care Plan concept by including a 'What's Important To Me?' component, based on a patient-led conversation with the practice nurse and Wellbeing Support Worker.

The project recently received the Royal College of GP’s North East Scotland Faculty 2015 Innovation Award.

**General Human Resources (HR)**

The HR Team continues to manage and support a significant number of Employee Relations Cases. These cover a broad range of issues and levels of complexity. In all cases the team's aim is to support patient safety, whilst also striving to ensure staff are treated in line with staff governance standards. A number of Medical Professional Misconduct Disciplinary cases are being progressed under the guidance of our legal advisors at the Central Legal Office.

Integration is high on the generalist agenda as it is seen as an exciting opportunity to develop new ways of working. A paper on the new Staff Partnership arrangements will be submitted to November Grampian Area Partnership Forum and Staff Governance Committees. The paper gives recommendations for a consistent approach to staff partnership across the 3 IJBs. Proposals for managing organisational change within the IJBs are in first draft format, with the timetable for implementation being driven by the wish to have integrated management teams within the IJBs by April 2016.

The HR Team has embraced iMatter and all are involved with its implementation across the organisation. Cohort 2 will report soon.

**GO Health Services update**

Seasonal Influenza Vaccination Campaign: up to 5 November 2015, Occupational Health Services have received 2575 appointment requests and have delivered 1933 vaccinations.

Of the vaccinations delivered, 1423 have been to NHS Grampian staff and the remainder have been to health and social care staff, medical and healthcare students.

A promotional video encouraging staff to come forward for vaccination, featuring some well known staff will be available soon.
Examples of Recent Public Involvement Team Activities:

Primary Care

Following the decision by Brimmond Medical Group to cease its contract with NHS Grampian from 1 October 2015, the Public Involvement Team has participated in and provided support to both the Communications Sub-group and the Brimmond Project Group. They also helped to develop the communication plan, communication to be sent to affected patients and provided hands on support prior, during and after public meetings.

The Communications Sub-group met monthly and reported into the Brimmond Project Group. The Sub-group included four Community Councils. Final letters went to Brimmond and Gilbert Road patients from mid September, and were sent out to:

- Patients being transferred from Brimmond to New Dyce Medical Practice
- Patients being transferred from Gilbert Road to New Dyce Medical Practice
- Patients being transferred from Brimmond to Gilbert Road Medical Practice

The letters contained up-to-date telephone numbers for appointments and repeat prescriptions together with a question and answer sheet. The reconfiguration ensured that all patients in the area continued to have access to general medical services.

As part of the Communication Plan, two public meetings were organised with the support of Community Councils to brief local residents on changes to the provision of general medical services from 1 October 2015 and to provide an open question and answer session. The meeting at Hatton of Fintray was held on 16 September 2015 and 54 people attended. The meeting at Dyce was held on 29 September 2015 and attracted approximately 250 people. Full minutes were taken at both meetings and made available to the public via the websites of the Community Councils and Dyce Community Association and other networks.

Scotstown Medical Group took on patients in the Dyce/Newmachar area and along the A947 corridor. In order to do this, a new Limited Liability Partnership was set up to work out of Dyce Health Centre which operates independently from the Group’s two other premises at Bridge of Don and Udny Station. The new Dyce Medical Practice has around 10,000 patients.

Health and Social Care Integration

The Public Involvement Team supported the Communication and Engagement Work Stream of the partnership to undertake a public consultation around the Integration of Health and Social Care in Aberdeen City from Monday 17th August until Friday 4th September 2015. Around 20 consultation activities took place in locations in Aberdeen city, including Aberdeen Health Village, St Nicholas Square, Mastrick Shopping Centre, and the Castlegate. This information has now been passed to Health Intelligence at NHS Grampian and it is hoped that it will form the basis of an ongoing consultation programme. A report from Health Intelligence is expected and will be made available upon completion.
In September 2015, Public Involvement attended a workshop organised by the Joint Board on the Asset Based Approach to Community Development (ABCD). The event was fully booked with around 80 participants, and staff from across the partnership and from the Joint Board were represented. The outcome of the work was to develop a ‘Community of Practice’ in Aberdeen City which will drive forward the ABCD approach which the partnership will be looking to embed within practice as integration develops, particularly within the locality areas. Members within the Public Involvement Team who were involved in the workshop will participate in the Community of Practice and are working on taking aspects of this approach further, working with colleagues in Aberdeen City Council and the third Sector. A follow up session has been scheduled to take place in Aberdeen on 22nd December 2015.

The National Conversation

The Public Involvement Team sent an email to 120 NHS Grampian Public Involvement Network (PIN) members on 20 August 2015, to inform them that a National Conversation had begun on the long term future of health and social care services in Scotland.

Representatives from the Scottish Government, NHS, care sector, patient groups and the third sector had come together in a cafe conversation-style event in Dundee on 4 August 2015. This was planned to be the first in a series of events and discussions that are to be held around the country from now until April 2016.

The National Conversation focuses on three broad questions:

1. What support do we need in Scotland to live healthier lives?
2. What areas of health and social care matter most to you?
3. Thinking about the future of health and social care services, where should our focus be?

The Scottish Government is launching a new website 'Creating a Healthier Scotland' to give people the opportunity to follow the conversation and contribute to the debates as they progress.

We have encouraged the PIN members to find out more about the National Conversation on the 'Creating a Healthier Scotland' website at: http://healthier.scot and asked that they contribute to the debate via post and e-mail, or by joining the discussion on the National Conversation's blog on Twitter at: https://twitter.com/scotgovhealth or on Facebook at: https://www.facebook.com/healthier.scot. We also supplied them with the postal and email addresses to contribute in this way if preferred.

The Public Involvement Team will send out a flyer, discussion leaflet and a Survey Monkey questionnaire link to all NHS Grampian PIN and Youth Forum Members in November, asking them to answer the three questions above to encourage further contribution and views from people across Grampian.

The Public Involvement Team is also working closely with local officers from the Scottish Health Council to hold National Conversation discussion events across Grampian.
CALENDAR

Meeting with Janet Whitley, Scottish Government

18 September 2015: I met with Janet Whitley to discuss the work of the Scottish Leaders Forum, a group chaired by the Permanent Secretary of which I am a member.

NHS Boards Chief Executives’ Group

6 and 7 October 2015: I attended the NHS Boards Chief Executives’ meeting at Clydebank. Discussions included the new GP contract, shared services and medical workforce.

MP/MSP Briefing

9 October 2015: The Chair and I met with MPs and MSPs together with colleagues from NHS Grampian. Topics discussed included orthopaedic waiting times and Stonehaven renal dialysis.

Visit to Medical Records, ARI site

19 October 2015: I visited Medical Records at ARI and was shown round by Lesley Allan, Head of Health Records. I was able to see at first hand our main medical records storage area and see our progression to our electronic patient record demonstrated.

Meeting with Chief Officers – Integration Joint Boards and General Manager, Acute

20 October 2015: I met with Chief Officers to discuss the co-ordination of our work across NHS Grampian.

North East Partnership Steering Group

21 October, I attended the North East Scotland Partnership Steering Group meeting. This Steering Group brings together the Chairs, Co Chairs and Chief Officers of the three IJBs, the Chairman, Chief Executive and senior officers of NHS Grampian, and senior officers of the three Councils in the north east of Scotland. The group has been meeting for 18 months and has considered a wide range of issues of joint interest in relation to health and social care integration including, the delegation of services, delegated budgets, the hosting of Grampian wide services, strategic planning, acute services interface and delayed discharges.

The members of the Steering Group have discussed the importance of the agencies in the north east meeting on a regular basis and there is a recognition of the need to develop partnership and team working at all levels. In addition to regular meetings the Steering Group will also sponsor a meeting of all IJB and NHS Grampian Board members in the New Year to consider partnership arrangements and accountabilities.

Royal Society for Public Health AGM

22 October 2015: I attended the Royal Society for Public Health AGM in London.
Royal Society for Public Health Annual Conference and Annual Dinner

22 October 2015: I attended the Royal Society for Public Health Annual Conference and dinner.

Meeting of Grampian Area Partnership Forum

27 October 2015: I co-chaired the Grampian Area Partnership Forum with Sharon Duncan. Items discussed included Board iMatter Outcome and ARI Master Plan.

Safety Brief Ward 403 ARI

28 October 2015: I attended the daily safety Brief held in Ward 403 at ARI with Alison Hardie, Head of Operations.

Flu Vaccination

28 October 2015: I attended Occupational Health at Foresterhill Lea, ARI to have my Flu Vaccination. Influenza can affect anyone and is so much more than a “bad cold”. Healthcare staff are significantly more likely to be exposed to it in the course of their work.

Meeting with Jonathan Iloya, Consultant in Dental Public Health and Neil Strachan, Divisional General Manager

28 October 2015: A meeting was held regarding the Dental Hospital and School and discussed the draft Memorandum of Understanding involving the key partners of NHS Education for Scotland, NHS Grampian and the University of Aberdeen. All partners are agreed on the need for further development of our partnership working, including the establishment of a joint commitment of management.

Meeting with Jim Savege, Chief Executive, Aberdeenshire Council and Adam Coldwells, Chief Officer, Aberdeenshire Health & Social Care Partnership

29 October 2015: I met Jim Savege and Adam Coldwells to discuss the development of Health and Social Care Partnership, performance and finance arrangements.

Sustainability and Seven Day Services Taskforce meeting

2 November 2015: I attended the Scottish Government Sustainability and Seven Day Services Taskforce meeting in Edinburgh.

NHS Boards Chief Executives` Group

4 November 2015: I attended the NHS Boards Chief Executives’ Group. Items discussed included Out of Hours Review and Good Contractual Practice, eESS and Medical Workforce.
SPSP National Conference – Integrating Safety Across Safety: Compassion, Connection, Community

9 November 2015: I attended the SPSP National Conference. The aim of the event was to bring together a community to share learning and help drive safer care across Scotland. There was an opportunity to understand the role that compassion plays in the delivery of safer person centred care, connect with individuals and organisations to share experience and learning and increase awareness of the wider community that would help to deliver safer care.

Visit to Elgin

10 November 2015: I visited Elgin and met colleagues at the Maryhill GP Group Practice and had a Face to Face meeting with staff.