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In 2014 Scotland Welcomes the World



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NATIONAL WAITING TIME CENTRE BOARD ANNUAL REVIEW: 28 OCTOBER 2013

1. This letter summarises the main points and actions in relation to your annual review held on 28 October 2013.
2. As you know, I want to ensure the rigorous scrutiny of NHS Boards performance whilst encouraging as much direct dialogue and accountability between the patients who use the National Waiting Time Boards facilities and your Board. That is why Ministerial attendance at Board Annual reviews happen at least every two years, generally on an alternative basis. As one of the Boards that did not have a review chaired by a Minister this year, you conducted the review meeting in public. You clearly outlined progress and challenges in key areas and gave people the opportunity to question yourself and the Chief Executive. I asked a Government official to attend the Annual review in an observing role. This letter summarises the main points and actions in terms of your Board's performance in 2012/13.

Introduction and opening comments

3. As in previous years, all Boards are expected to submit a written report to Ministers on their performance over the previous years, together with plans for the forthcoming year. This self-assessment paper gives detailed account of the specific progress the Board has made in a number of areas and is available to members of the public via the Board's website.
4. On the day I understand you very much kept to the practice of having individual meetings with the partnership forum as well as a separate meeting with patients who had attended the hospital over the last year to get their views. You also arranged for a panel of

stakeholders from across the NHS to question the Board during the public annual review meeting.

5. I understand that the meeting with patients was very positive around the quality of care they received as well as the hospital being very clean. A few issues were raised such as directions to the hospital and bus numbers not being accurate. You undertook to review these and ensure action was taken.

6. The discussion with the staff partnership forum I understand covered a number of areas such as the challenges with such a small staff side and that the Board would actively work with the trade unions to address the issues raised. The issue of the rumours that some of the hospital's services would be moving to the Southern General, or that NHS Greater Glasgow and Clyde would take over your Board were also raised. I understand that you advised that this was not the case.

Improving Access and Activity

7. You reported that all waiting time guarantees and standards had been met including 100% of lung cancer patients being treated within 31 days and that the 12 weeks legal treatment time guarantee had also been delivered. During 2012/13 orthopaedic capacity had been further increased by 300 joints to help meet the needs of NHSScotland and the hospital had performed 10% of all NHSScotland's cataract operations in the year. The Board had exceeded its activity target of undertaking 22,581 procedures by 6%. This is a tremendous success, which has benefited many patients throughout Scotland.

8. In 2013/14 the Board plans to deliver activity of 23,528 for NHS Boards. You had also been asked to develop a framework to pilot 7 day working and identify best practice which could be shared across NHSScotland.

Healthcare is safe for every person, every time

9. You indicated that the Board's Scottish Patient Safety Programme (SPSP) was well embedded across the hospital's clinical areas and a review held in March 2013 with the SPSP faculty team outlined the progress that has been made. I understand that a number of exchanges have been initiated in the leadership and management of the Boards SPSP programme to ensure that there is clear focus on the indicators requiring improvement through more regular contact between senior managers and team leads. An improved SPSP walk round process has also been implemented. You reported a number of areas of note during 2012/13 such as frequent "Quality" walk rounds by executives, reduced mortality rates and improved clinical outcomes; you exceeded the HAI target for C-Diff and SABS and hand hygiene compliance was at 99%. NHS HIS had indicated that the hospital's adverse incident reporting was robust.

Everyone has a positive experience of health care

10. You highlighted that the Board had seen a 29% reduction in complaints in 2012/13. You recognised that excellent work had been undertaken and stated that it was important for empowering and encouraging staff to be able to engage with patients and their families quickly to understand their concerns and ensure these are appropriately managed and resolved.

11. The Board had also achieved the participation standard level 4 (highest) for ensuring that systems are in place to meet statutory requirements for public feedback into governance and decision making and level 3 for ensuring a culture is encouraged where public participation is part of the day-to-day planning and delivery of services.

12. You also reported that there had been significant progress in volunteering with 110 people undertaking this across the hospital. The Board had also during the year achieved level 2 'Investors in Diversity' the first in the UK health sector and had also been the top NHS Board in the Stonewall Workplace Equality Index for the third consecutive year.

13. The Board clearly has a very good record in this area and it is important that you continue to look to what can be done to ensure everyone has a positive experience of your facilities.

Staff feel supportive and engaged

14. Effective attendance management is critical, not only in terms of efficiency, but also to ensure good support mechanisms are in place for staff. In that context I was pleased to hear that staff absence continues to remain below 4% for the year.

15. I understand the Board is now working on the development of its workforce strategy which will build on the work so far undertaken with your values programme and employee engagement. This will incorporate the Board's new vision on "leading quality, research and innovation". I understand that the Board will continue to embed your organisation's values of valuing dignity and respect; demonstrating a 'can do' attitude; leading commitment to quality; understanding our responsibilities; and effectively working together across the whole organisation. I have been advised the work on the values dashboard had substantially progressed during the year, including the development of a validated values survey for staff. I note that the Board was also invited to participate as a pilot Board in the NHS Scotland Staff Experience Project. The national projects are already fully aligned with your own values work.

16. I was pleased to hear that the Beardmore had once again achieved the 'Investors in People' award and would like for my own congratulations to be conveyed to the staff.

Best use is made of available resources

17. It is vital the NHS Boards achieve both financial stability and best value for the considerable taxpayer investment made in the NHS. I am therefore pleased to note that the Board met all of its financial targets during 2013/14, and based on the current year in-year position, remains in line with the Board's financial plan for 2013/14.

18. I understand that a new 3 year funding model for monies received from Boards to deliver waiting times has been agreed and is now operating well. This is based on a 3 year rolling average of NHS boards use of the hospital and should improve and maximise sustainable activity flows as well as providing a more cost efficient and effective service.

Quality as a national resource

19. I have been advised that a focus for the Board during the year has been on delivering an increase in heart transplant procedures and these have exceeded the Board's strategy,

which is excellent news. I recognise the significant dedication the Jubilee team have made to this improvement. I note that work also continued on taking forward the Scottish Adult Congenital Cardiac Service Strategy during the year. This is to ensure patients can access specialist care when needed irrespective of geographical location, as well as being supported by high quality services locally.

20. You emphasised that the Board is fully committed to ensuring your 2020 strategic vision is absolutely focused to deliver the national 2020 strategy for health and social care. You will continue to look at how as a national resource you can increase your contribution towards Scotland's triple aims, the integration of health and social care, further improvement of waiting times and increased quality of services for patients. The Board has an excellent record of providing high quality, effective and sustainable services for other NHS Boards and you should continue to develop this further in the year ahead for the benefit of patients both locally and nationally.

21. The Beardmore hotel and conference centre continues to play a vital role for patients and families across Scotland. I was advised that the Beardmore continued to exceed its targets for 2012/13 and that it had won a range of quality awards – I congratulate the Board and staff on this. I understand that you will be working to develop a 2020 strategy for the Beardmore during 2013-14.

22. I understand that the Beardmore Centre for Health Science has undertaken a number of international clinical skills training events. The Centre is supporting an increasing number of clinical trials. I have been made aware that you have demonstrated good performance in the time taken to approve new research projects, with some of the shortest approval times in NHSScotland for both commercial and non-commercial projects. I know your Board will continue this excellent work in the year ahead.

23. I would like to congratulate you and your staff for delivering a further impressive performance during the past year. As you are aware, various challenges lie ahead but I am sure that you will continue to deliver a range of high quality services to patients across Scotland. I have set out the main actions points in the attached annex.



ALEX NEIL

NATIONAL WAITING TIMES CENTRE BOARD ANNUAL REVIEW 2013**ACTION POINTS**

- The Golden Jubilee Hospital has agreed with NHS Boards to undertake 23,528 procedures in 2013-14.
- The Board will continue to refresh its 2020 Strategy during 2013/14 to explore opportunities for:
 - the provision of additional services to support NHS Scotland in delivering its priorities.
 - what services could be provided for the local population and accommodated on the unused Jubilee site.
- Continuing to develop the Beardmore Health Science Centre as a national leader in clinical skills and research.
- Continue to develop the Beardmore Hotel and Conference Centre Strategy to consolidate its position as a conference centre of excellence.
- Develop a new Innovation Model for investment in line with our vision of “Leading Quality, Research and Innovation” and work with the Scottish Government to initiate a national funding model for innovation.