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NATIONAL WAITING TIME CENTRE BOARD ANNUAL REVIEW: 10 NOVEMBER 2016

1. This letter summarises the main points covered in relation to discussions that took place during your annual review held on 10 November 2016.
2. I would like to thank you, Jill Young and the rest of your team for all your work in arranging a very useful and positive programme. It was enormously useful for me to hear from my officials how the Golden Jubilee continues to deliver high quality care for patients across Scotland. Annual Reviews provide a public forum for review, discussion and analysis of the last 12 months, as well as an opportunity for members of the public and government colleagues to scrutinise, comment and feedback on any areas of success.

Meeting with the Partnership Forum

3. I understand that the Chair held a session with the Partnership Forum on 14th October and the main points are recorded below.
4. Following their observation of the meeting, the Board Chair thanked the group for allowing them to join the meeting highlighting they were delighted to be in attendance. The Board Chair noted the key role the Partnership Forum plays to the organisation highlighting how beneficial the regular updates for the Board are and the key involvement from staff side has proved invaluable and therefore the Board is keen for staff side engagement to continue.
5. I understand that the Staff side stated that there is a very open relationship between Executive Directors and staff side and that the forum adopts a very open and honest way of working offering support to members when required. The Chief Executive commented that issues don't always need to be brought to the forum for resolution that these can also be actioned out with scheduled meetings. Staff side indicated that they are fully supportive of the Boards organisational values and the Chief Executive thanked the Partnership Forum for their commitment to the Human Factors training as this gives staff the tools to challenge any behaviour or actions they feel is not meeting patient safety needs or our Values.

6. They also indicated that they would like more visibility of senior managers as this had been well-received by staff previously. The Chair indicated a keenness to participate in Quality walkrounds.

7. Staff side asked the Chair about the national review of Health Board configuration and the impact on Golden Jubilee Foundation. The Chair reported that they had raised this with Scottish Government and from responses given it has been found that no specific plans are in place at present. The Chief Executive has also been addressing this concern at Chief Executive Officer level and gave reassurance that whatever the formal outcome of the Board configuration consultation this should not have a direct impact on staff below Chair or Chief Executive Officer level. Any information that is received regarding this will be shared with staff.

8. It was recognised that there was not a representative from Medical staff present at this meeting but it was noted that there has been positive engagement from BMA representatives in previous years. The Chair concluded the meeting by informing members that they had enjoyed taking part in discussions with the Forum and wished the group well advising should they wish them to attend any future meetings they would be happy to attend.

Meeting with Patients

9. I should be grateful if you would pass on my thanks to all those who participated in this meeting. I understand that these discussions were very positive and constructive. I very much welcome the opportunity to hear information you have received directly from patients about their experiences of care and treatment whilst at the Golden Jubilee National Hospital, and was extremely grateful to be informed of those patients who gave up their time to be present at the Annual Review and for passing on their views and experience.

10. One patient referred to their second hip-replacement, and their experience compared to other hospitals and praised the food as well as some follow-up touches which provided reassurance by taking a person-centred approach. They remarked on the quality of the teamwork at all levels and of a whole person approach, noting that everybody who comes into contact with staff in the hospital is kind and willing to go the extra mile.

11. Another patient referred to their congenital heart defect and made particular mention of praising the liaison nurses, indicating that they could be contacted at any time, compared to other hospitals. They spoke about their experience of being treated elsewhere, including Southampton more than once and because of the complexity of their condition demanded to come to the Golden Jubilee Foundation. They described their anxiety about requiring lying still for a long period and how being provided with a catheter had helped as they were unable to move. One appointment went very well as her mother was able to be involved in supporting her during her care, contrasting her experience of the Golden Jubilee with that of another hospital where her mother had felt excluded. Her mother commented that she felt involved and learned more about her daughter's condition than she did whilst under the care of other hospitals and services.

12. A former thoracic patient described how after undergoing lung surgery they had wanted to 'give something back'. Describing their reservations experienced prior to their own procedure, they now work as a volunteer in the hospital aiming to dispel similar feelings and support others. Another patient said that they had found this support prior to surgery valuable and described how it changed their perception of lung cancer from a life threatening illness to something they could recover from.

13. As you know I attach major importance to the views of patients.

Annual Review Public Session

14. You opened by giving a valuable summary explaining why we have Annual Reviews and why these are also important for assuring the public. A very informative video provided a summary which outlined the Board's main achievements and accomplishments over the past year and the major challenges and opportunities in the 12 months ahead. I was assured that the Board has fulfilled the actions agreed last year.

Activity

15. I was pleased to learn that the Board exceeded the target of 35,000 by undertaking 37,871 procedures which represents an increase of 16.2% compared to the previous year. This included two significant expansions of the Board's orthopaedic and ophthalmology services.

16. In 2017/18 the Board will further expand the ophthalmology service increasing capacity by around 2,500 further procedures. In addition, two additional MRI scanners are being commissioned - one which will have cardiac capabilities. The scanners will start to come on stream during 2017/18. Once both scanners are fully operational this will provide 10,000 more scans on an annual basis. I understand that the Board have been working closely with the Scottish Government and a number of NHS Boards on projected demand and therefore needed capacity growth. You indicated that work was pushing ahead to ensure that Phase one of the Golden Jubilee expansion will be operational in 2018/19. This will include the prototype ophthalmology theatres and outpatient clinics to pioneer new models of care, which will treat more patients every year.

Heart and Lung Centre

17. The Board continued to deliver all waiting time standards and guarantee. Work is progressing in partnership with the Scottish Government and National Services Division on a scoping exercise to consider the options for developing a lung transplantation service at the Jubilee.

Leading Quality, Research and Innovation

18. The hospital continued to expand its research with a total of 80 projects currently underway with 28 new projects in the current year I understand you have continued to expand the Medical Device Alpha Test (MDT) process developed to connect Business, inventors, funders and clinicians to work together to create innovation in medical devices and support economic growth and investment.

19. You also indicated that the Golden Jubilee was the first hospital to trial a remote controlled device to monitor patients who have had knee-replacement surgery. I understand the device will help patients see the progress they are making and allow Consultants to monitor their recovery remotely whether the patient is 20 or 200 miles away. This clearly shows the Board continue to be leaders in using new technology to improve care for patients.

Safe

20. I am pleased to note that clinical incidents continue to be low, equating to only 0.07% of patient activity. I note that Staphylococcus Bacteraemia (SAB) continued to be within the national target of 0.24 cases in 2015/16.

21. A total of £1.4m was re-invested through internal efficiencies to support 'Quality Bids' to improve services allowing the establishment of an occupational health musculoskeletal service, a Theatre training academy and appointment of an advanced nurse practitioner to support interventional cardiology patients. You have also developed an 'Enterprise Risk Management' approach designed to robustly identify, support and manage innovations in line with the Boards vision. This approach is being uniquely applied in a health care setting and will help achieve better informed decision making with enhanced information on risks across your Board.

Finance

22. You confirmed that the Board achieved its three core financial targets during 2015/16 and that the Board had accomplished a break-even position in both core and non-core expenditure. You also provided some figures indicating the Board had delivered significant efficiency savings demonstrating once again that the Board continues to deliver an unparalleled performance.

Feedback, Comments, Concerns and Complaints

23. The Board only received 48 complaints (0.07%) of overall activity during 2015/16. These low levels of complaints are due to the excellent patient centred care you provide. However, I understand that you are not complacent and continue to look at how you can improve the high quality of care across the services you provide.

Staff Governance

24. I understand that iMatter has been rolled out to every team within the Board and that excellent progress has been made in delivering the 2015/16 Staff Governance Action Plan. I noted that you have also rolled out your innovative validated Values pulse survey to 50% of staff within the Board, with a plan to cover all staff by end November 2016.

Public Involvement

25. Members of the public had already raised questions via social media with these being taken initially before any further questions from the audience. One from a patient through Facebook asked about any follow up for patients with a cardiac device. The Medical Director explained that such follow up has been designed specifically so that care is provided locally for each patient where appropriate. There then followed a question on research undertaken at the hospital and the Research Manager provided an overview and short update on some of the research projects currently being carried out which will in turn make patients' clinical care and quality of life much better. Next a question on the planned ophthalmology expansion to which the Director of Operations indicated that this expansion will enable planning to develop and provide different models of care.

26. Following this a local Councillor asked if there are plans to provide more localised services. You indicated that the Golden Jubilee is working with the local authority and local

college to see how we can improve support to the local community, both in terms of services but also education and employment. There followed a question on orthopaedic treatment times and the Director of Operations confirmed that all treatment times are consistently met. A question was then asked on Lung Transplants to which the Lead Consultant Cardiac and Transplant Surgeon explained that the hospital have started scoping this work and hope to report early in 2017/18.

Conclusions

27. I would like to offer my own congratulations to you and your colleagues on another very successful year and believe you should be very proud of what you have achieved in delivering another outstanding performance. The Board continues to deliver and exceed your activity target and are quite rightly regarded as a major centre of excellence throughout Scotland and beyond. As we are aware, although other challenges lie ahead in the forthcoming year, I am sure you will continue to deliver a high level of care to patients across Scotland.

Best wishes,

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- The Golden Jubilee National Hospital has agreed with NHS Boards to undertake 37,800 procedures in 2016/17.
- The Scottish Government Health Directorate will work closely with the Board to ensure the planned expansion of the Golden Jubilee National Hospital is successful with Phase one ophthalmology operational by 2019 and Phase two (the major hospital expansion and specifically Orthopaedics) by 2021.
- The Scottish Government Health Directorate will work with the Board to ensure completion of the scoping exercise for Lung Transplantation in 2017/18.
- The Board will continue to progress development of its high quality Heart and Lung service.
- The Board will continue to optimise their 'Structural Heart Programme'.
- The Board will continue to lead on innovation on behalf of NHS Scotland in order to develop international Strategic Partnerships and support developments of new ideas to ensure Scotland remains at the forefront of providing pioneering healthcare.