

Stewart MacKinnon  
Interim Chair  
National Waiting Times Centre Board  
Golden Jubilee National Hospital  
Beardmore Street  
Clydebank  
G81 4HX

24<sup>th</sup> January 2018

Dear Stewart

### **NATIONAL WAITING TIME CENTRE BOARD ANNUAL REVIEW: 23 OCTOBER 2017**

1. This letter summarises the main points covered and the key actions agreed during our discussions at the Annual Review and associated meetings during your annual review held on 23 October 2017.

2. I would like to thank you, Jill Young and the rest of your team for all your hard work in organising a very constructive and positive programme. It was extremely useful for me to undertake a very informative tour of the hospital, to see at first hand the cutting edge facilities and the way services are delivered. It was also valuable to have the opportunity to speak with a range of NHS staff and patients. The positive nature of our discussions at the various meetings was not only stimulating but extremely worthwhile and informative

#### **Meeting with the Partnership Forum**

3. I should be grateful if you would pass on my thanks to all those who participated in this meeting. The discussions were very positive and constructive, and there was clear evidence of successful partnership working. I was particularly pleased to note a wide range of staff were present.

4. There were some concerns voiced about the public sector pay cap and that the next pay review would take account of rising inflation. You indicated that the Forum welcome this news considering pay increases have been capped at 1%, while living costs have been rising and also recognised that the Government have a continued commitment to no compulsory redundancies. However, at a time when even with uplifts in the health budget, there are still savings being required by boards, you enquired whether any pay increase would add to pressures felt by every board, or would additional resources be provided. I stated our NHS pay policy must be affordable and deliverable. We will continue to assess available resources and financial pressures over the coming weeks and will publish our Spending Review in December; however the Scottish Government is working within an economic context imposed by the Treasury. I was glad to be in a position however to



reiterate a firm commitment that despite this we will continue to provide above inflation increases.

5. You raised some concerns around how in the face of an aging workforce and Brexit challenges, is the Scottish Government planning to retain the current staff and attract new staff as well as ensuring that enough staff are being trained in the first place. I noted your concerns surrounding these issues and we had a very positive discussion about developing and retaining a sustainable workforce, which continues to deliver consistently high quality healthcare services to the people of Scotland.

6. I also noted your concerns surrounding workforce planning and the significant challenges in relation to Brexit. The Scottish Government has continually called on the UK Government to clarify its plans in relation to post-Brexit migration policy. In addition, we have repeatedly stated this government's desire to retain Freedom of Movement and Access to the Single Market to allow us to retain recruitment of healthcare professionals from across the EU. You made clear that although demographics can have an effect in particular around recruitment and retention difficulties of international staff, you confirmed that to date there has been no drop in global applications – and indicated that you pro-actively inform applicants that the West of Scotland is an attractive place to live and work.

7. We then discussed Board reconfiguration and you were grateful that clarity was provided indicating that there would be no immediate whole scale move to reducing Health Board numbers. You referenced the Health and Social Care Delivery Plan as initiating a more collaborative way of working across Boards and sought clarification on the expectations on the pace of change and delivery of this. I indicated that I am keen to move forward at pace to ensure that our public services meet the changing needs of the people of Scotland, to ensure better collaboration not only between Boards but also local authorities in order to deliver national services more effectively and consistently. To help achieve this, we are supporting Boards to develop a plan of where improvement in national services should be focused, including where appropriate a 'Once for Scotland' approach, particularly through some work on quality improvement.

8. It was recognised that although there are going to be tough times ahead, we concluded the meeting on a positive note by discussing the benefits of partnership working and emphasising that together there is a 'can do attitude' in tackling most issues. Good progress continues to be made. I very much appreciated the opportunity to meet with the members of the Forum and also thanked them for the useful discussion and that I was glad to provide some assurances of where our priorities lie.

## **Meeting with Patients**

9. I very much welcomed the opportunity to hear at first hand from patients about their experiences of being treated at the Golden Jubilee National Hospital, and I am grateful to those who gave up their time to attend the Annual Review and to speak and for passing on their views and experiences so candidly.

10. All the patients were positive in recounting their own very particular experiences on the quality of care they received at the hospital. In particular one representative provided an account of their 'amazing' experience following heart valve replacement surgery - they remarked on the quality of the teamwork at all levels and of a whole person approach, noting that everybody acknowledged that staff in the hospital were always kind and willing to go the extra mile. Another patient highlighted the experience of their husband following a triple bypass and the excellence and kindness right through his treatment up to undergoing



surgery. The same patient highlighted that they are now taking part in In:SPIRE a programme co-produced by patients, their families and health professionals which was described as inspirational

11. A different patient representative offered an interesting insight into her daughter's own excellent experience of hospital care in relation to their treatment for a rare heart condition syndrome, from the initial trepidation before the procedure and made particular mention of praising a Charge Nurse and a Student Nurse who had offered support. They also remarked that the Cardiology Team had transformed her daughter's life.

12. A former patient described how after undergoing treatment for a chest infection they discovered they had to undergo heart transplant surgery and 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 offer support to others. Another patient who had also experienced a major heart operation said that they had found this support prior to surgery valuable and described how it changed their perception of the procedure from life threatening to something they could recover from. They also remarked on their work with the sensory support staff and are now involved in the maintenance of the loop system, emphasising the importance of this work for patients who may be deaf or hard of hearing.

13. As you know I attach major importance to the views of patients and would like to pass on my own personal thanks to those who participated on the day.

### **Innovation Showcase Tour**

14. I found my tour of the hospital to be extremely enlightening. I saw at first hand state of the art equipment all of which was particularly impressive. During my visit to see the Patient Portal in use, it was clear from the enthusiasm and commitment of staff that even at trial stage clinicians are very much aware that they are working with a system that can enable access to diagnostic test results more quickly. The benefits to patients were also abundantly clear. My visit to see the Portal and seeing the means of uploading information and communication around the management of a patient's condition at home was also very illuminating.

15. I was extremely impressed with the KEWS system. I heard at first hand from the team how this new digital system is one of a number of positive developments for patients and front line staff. The innovative technology available is making a remarkable difference and I heard the potential for a wide range of digital services that can do much more and deliver better care and outcomes for patients throughout Scotland and was secure in the knowledge that your senior team would be fully involved in all stages of any new developments. Finally, it was particularly useful to see at first hand a system which is a great example of ensuring access to information that is more readily available and supporting the delivery of safe, effective and higher quality care.

16. I was especially pleased to be able to meet with patients and staff during the visits and should be grateful if you would pass on my own personal thanks and appreciation to each of them.

### **Annual Review Public Session**

17. You opened by giving a valuable summary outlining why we have Annual Reviews and why these are also important for reassuring the public. A very enlightening video provided a summary which outlined the Board's main achievements and successes over the past year and the key challenges and opportunities in the 12 months ahead. I note that the



Board has implemented and satisfactorily taken forward all the issues identified for action at last year's Annual Review

## Activity

18. I was pleased to learn that the Board exceeded the target of 37,800 by undertaking 40,929 procedures which represents an increase of 8.1% compared to the previous year. This included a range of services such as orthopaedics, ophthalmology also including general and plastic surgery services, as well as diagnostic imaging.

19. In 2017/18 the ophthalmology service completed a further expansion which I understand will enable the Board to deliver more than 7,000 cataract procedures a year. I know you have been liaising closely with the Scottish Government, and that following a tremendous amount of work put in by your team around your hospital expansion, you indicated that the initial agreement was approved by the capital investment group last month and you remain on schedule to complete phase one of your expansion which will include ophthalmology by 2020. In addition, it is also anticipated that the next phase of expansion at the Golden Jubilee, will mean the delivery of additional orthopaedic surgery services and other safe and effective surgical elective care capacity which will be available to treat patients from 2021.

## Heart and Lung Centre

20. The Board continued to deliver all waiting time standards and guarantee. The Jubilee exceeded its target of 11 heart transplants, undertaking 15 transplants during the year.

## Research and Innovation

21. You reported that the hospital continued to expand its research with a total of 40 new projects being approved in the current year. I understand these projects range from 4D imaging of knee implants to understanding non-small cell lung cancer. You have also opened a state of the art Motion Analysis Laboratory (MAL) which will help diagnose motion or so-called gait issues and will support research into rehabilitation and therapies in order to combat such issues.

22. You also indicated that the Golden Jubilee was the first hospital in the world to treat a patient with an Implantable Cardioverter Defibrillator using an MRI scan as part of the Ready MRI study. I understand this has the potential to improve the standard of care for thousands of patients across the world. This clearly shows the Board continue to be true leaders and innovators in using new technology to improve care for patients.

## Safe

23. I am pleased to note that clinical incidents continue to be low, equating to only 0.02% of patient activity. I note that Staphylococcus Bacteraemia (SAB) cases fell to 0.16 cases per 1000 occupied bed days - well within the national target.

24. You have also been involved with the Deteriorating Patient Pathway work through the Scottish Structured Response (SSR) work which has been rolled out to four wards within the hospital, and that aims to support early identification and recognition of patients at risk of deterioration. This Scottish Structured Response approach is being applied through



enhanced monitoring and will help achieve effective action and compliance with better informed decision making and response to such risks across your Board.

## **Finance**

25. I commended the Board on achieving all three core financial targets during 2016/17 as well as welcoming the fact that the Board had accomplished a break-even position in both core and non-core expenditure. You also continued to deliver significant efficiency savings.

## **Feedback, Comments, Concerns and Complaints**

26. The Board received 46 complaints during 2016/17. This low level is due to the excellent patient centred care you provide on a regular basis. However, I am fully aware that you continue to embrace all such feedback as a very important means of assisting you to continue to improve the high quality of care across the services you provide.

## **Staff Governance**

27. I understand that iMatter has had a significant response rate amongst teams within the Board with an engagement score of 77% and that good progress has been made in incorporating this work into the Staff Governance Action Plan. I note that you have also linked your Human Factors and Quality Improvement training to iMatter as well as your Board values to ensure all staff are included.

## **Public Involvement**

28. Members of the public had already raised questions via social media with these being taken initially before any further questions from those in attendance. One asked why do patients have to travel to Edinburgh for TAVI. The Acting Medical Director explained that within the Jubilee clinical expert staff have the skills in place to provide TAVI and are engaging with the Scottish Government – it is hoped that a decision to roll out the service to the Jubilee is imminent and when approved we are ready to deliver a high quality service at the hospital. There then followed a question on consideration being given to patients who have to travel some distance for their appointment. You explained the Jubilee always tries to accommodate patients appropriately, with some flexibility and there is also the option of putting up patients in the hotel overnight. Next there was a question on any plans for having an Accident & Emergency on site at the Golden Jubilee. You indicated as an elective centre, apart from Heart & Lung treatments, you deal with planned procedures – and with an A&E other critical specialties are required to be on-site which would be counter-productive and change the nature and purpose of the Jubilee.

29. Following this there was a question on what the planned hospital expansion may actually mean for the local community. Your Nurse Director indicated that the Golden Jubilee is working closely with the local authority and local colleges to see how we can improve support to the young people and the local community, both in terms of services but also education and employment. To date a lot of positive work had already been undertaken with small businesses on this and it was emphasised how vital it was to provide opportunities, particularly in relation to the construction aspect and future employment. In conclusion, you also added that this expansion will enable planning to develop and provide state of the art care, initially for ophthalmology patients and then orthopaedic patients by offering improved services and facilities and will offer help to other Boards in reducing patient waiting times.

## Conclusions

30. I congratulated you and your colleagues on a very successful year and believe you should be very proud of what you have achieved. I reiterated my thanks for arranging an interesting tour, during which time I saw at first hand the state-of-the-art clinical facilities which proved invaluable and was extremely grateful to your Board for all the arrangements made. I was also grateful to other staff and to hear directly from the patients themselves on how well they are treated in the Golden Jubilee. The hospital has performed extremely well and although other challenges lie ahead in the forthcoming year, I am sure you will continue to deliver a high level of care to patients throughout Scotland.

31. I have set out the main action points arising from this year's Review in the attached Annex.



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## ANNEX

### NATIONAL WAITING TIME CENTRE BOARD ANNUAL REVIEW: 23 OCTOBER 2017

#### ACTION POINTS

- The Golden Jubilee National Hospital has agreed with NHS Boards to undertake 46,000 elective procedures in 2017/18.
- The Board will build on the success of its high quality Heart and Lung Centre, and will work with the Scottish Government Health Directorate to provide a wide range of innovative treatment options through its Structural Heart Programme.
- The Scottish Government Health Directorate will work closely with and support the Board to ensure successful delivery of key milestones in the expansion of the Golden Jubilee National Hospital between 2017 and 2021.
- The Board will support the national elective centres programme by ensuring that best practice models of care are replicated across the country in ophthalmology, orthopaedics and other strategic specialty areas.
- The Board, with support from the Scottish Government Health Directorate will develop and provide a sustainable service in the key demand areas of diagnostic/interventional imaging and complex orthopaedic revisions
- The Board will continue to develop a range of international Strategic Partnerships and support innovation and developments of new ideas to ensure Scotland remains at the forefront of providing pioneering healthcare.