

Building the Emergency Care Centre
at Aberdeen Royal Infirmary



Annual Report 2009/10

The Annual Review of the
performance of **NHS Grampian**

These included:

- Involving staff in implementing the Quality Strategy and associated planning for efficiencies, redesign and workforce to embed quality throughout NHS Grampian.
- Ensuring strong governance to oversee and monitor quality and patient safety.
- Delivery of infection control targets and apply learning from Inspections.
- Achieve targets for Health Improvement and tackling inequalities.
- Achieve all financial and efficiency savings targets whilst sustaining and improving the quality of services.

Useful contacts

General number	0845 456 6000
Free Healthline	0500 20 20 30
Dental Advice line	0845 456 5990
NHS 24	08454 24 24 24
NHS Grampian Feedback Service	0845 337 6338
Smoking Advice	0500 600 332
www.nhsgrampian.org	
www.know-who-to-turn-to.com	

How to find out more

You can find this document on www.nhsgrampian.org, which also has detailed information about NHS Grampian. If you would like more information on specific issues and initiatives, or on how to get involved in planning health services in Grampian, please contact:

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This publication is also available in large print and audio format. Other languages can be supplied on request. Please call Equality and Diversity on 01224 551116 or 552245, email: grampian@nhs.net

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This Annual Report and the Annual Review process give the opportunity to highlight some of the key activities and achievements of NHS Grampian during 2009/10. It is not possible to do justice to all we have achieved in this brief overview report and I urge readers to look at the more comprehensive documentation mentioned in this report to find out more and how to get involved.

In common with every Health Board in Scotland, we are adapting the services we provide to meet the changing needs of our population in challenging economic times. This means doing things differently and doing different things. We are striving to deliver improved efficiency, together with improved quality and safety.

We are working hard to further embed quality at the very heart of what we do in accordance with the NHS Scotland Quality Strategy. Key to this is our emerging Health and Care Framework. This is currently being developed in association with our staff, our partners in the public sector, voluntary organisations and importantly the patients and public of Grampian. This wide input will guide and shape future service provision.

I continue to be impressed by the commitment of our staff and the enthusiasm by which change is embraced to improve the patient experience. I thank everyone for that and for continuing to go the extra mile for the people of Grampian.

Dr David Cameron
Chairman, NHS Grampian





The Annual Review public meeting



Artwork at the Young People's Department



Looking after oral health



Promoting hand hygiene

This Annual Report is a brief summary of the performance of NHS Grampian. Our website, www.nhsgrampian.org, has considerably more information including:

- The full self-assessment completed by NHS Grampian prior to the meeting and an 'At a Glance' summary of performance against key targets.
- The formal response from the Cabinet Secretary for Health & Wellbeing following the Annual Review meeting on 8 November 2010.
- The Annual Accounts for 2009/2010.
- The Grampian Health Plan and how to get involved in working with us to plan for the future.
- Details about NHS Grampian and about using health services.

What is the Annual Review?

The performance of NHS Grampian is assessed formally by the Scottish Government Health Directorates each year through the Annual Review process. This includes a meeting in public, where major areas of performance are discussed. In 2010, this took place at Woodhill House in Aberdeen. In advance of an Annual Review, the Board produces a self-assessment report on its performance.

The topics are determined by the Scottish Government and include performance against national targets, as contained in the Board's Local Delivery Plan.

The Annual Review day is also an opportunity for Cabinet Secretary for Health and Wellbeing Nicola Sturgeon, and her team, to meet staff, our partners and to see service delivery in action. This year, she visited the Young People's Department, a specialist mental health service at Royal Cornhill Hospital for 13-18 year olds.

She met service users and staff and saw the ARCHIE-funded artwork project which has transformed the department. She participated in "Singing for the Brain", a volunteer-led group activity for people with memory difficulties, their carers and wider family, to experience the many health and social benefits that are woven into the fun of singing.

The Cabinet Secretary also met patient representatives from across Grampian, the Board's Area Clinical Forum and the Area Partnership Forum.

The outcome of the Annual Review is summarised in a letter from the Cabinet Secretary to the Board Chairman, and specifies the agreed action points.

Some highlights from the Review

Achievements

- There has been continuing improvement in reducing access times and all waiting time targets for outpatient, inpatients and diagnostics tests were met. It was also noted that NHS Grampian was meeting the maximum 4 hour wait for discharge or transfer within Accident and Emergency, which had been a challenging target.
- 2009/10 financial targets were met in full.
- Changes relating to cancer services were noted, including enhanced staffing and improvements to physical accommodation and infrastructure.
- Construction of the Emergency Care Centre has started.
- A strategic review of maternity services is underway.

Improving the Quality of Care and Treatment for Patients

The review discussed how NHS Grampian was implementing the national Quality Strategy. The Cabinet Secretary heard that the Board participated fully in the Scottish Patient Safety Programme and through this had empowered staff to make a difference.

Information was now displayed at ward level showing staff and the public the work being done to improve the safety and quality of care provided in that area.

A vital part of this was action to minimise Healthcare Associated Infection. Changes had been made in many wards to increase the space between beds, antibiotic management was improving and cleanliness and handwashing standards were being met.

The rate of Clostridium difficile fell substantially and there was a steady reduction in MRSA/MSSA bacteraemia. Five Healthcare Environmental Inspections took place in Grampian, following which, action plans had been agreed.

Improving Health and Reducing Inequalities

The Cabinet Secretary remarked on the significant success in improving the oral health of children. Increasing the level of registrations with NHS dentists remained a challenge, but there was a steady increase in the number of dentists in the area and the Aberdeen Dental School would have a major positive impact in the future.

It was noted that Grampian had been making slow progress in delivering some health improvement targets, including those for child healthy weight, alcohol brief interventions and cardiovascular health checks.

However, the position on all of these was improving and it was believed the Board had a sound base from which to deliver what was required.

The Board was particularly proud of the progress made in embedding health improvement and addressing health inequalities in all its activities.

Primary and Community Care

Shifting the balance of care from hospital to community has been a major tenet of NHS Grampian's Health Plan for many years and it was acknowledged that much had already been achieved. Good partnership working meant discharge from hospital was rarely delayed. There was clear focus on supporting older people with complex needs at home and supporting those with chronic diseases to take care of their health.

Finance, Efficiency and Workforce

The Review heard that the Board had achieved all its main financial and efficiency savings targets in 2009/10. The drive for even greater efficiency in future, while also improving quality, was being taken forward by a programme of service redesign.

In addition, an Efficiency and Productivity Programme Management Office was helping budget holders identify savings. Workforce change was closely interlinked [with?] and working in partnership with staff to plan and deliver this was essential.

Conclusion and Action Points

The Cabinet Secretary concluded that the Annual Review day had been a very constructive one. She thanked those who deliver patient services on a daily basis and the members of the public who had taken the time to participate in the day. She outlined a number of actions for the Board to take forward, progress to be reviewed at next year's review (see overleaf).