

Lanarkshire NHS Board Annual Report

& Accounts 2006/07

Bravehearts...

NHS Lanarkshire's Braveheart team scooped a top award for their work in identifying people who are at risk of heart disease.

Janice McDade (left with Braveheart nurse Helen Sneddon) took up the offer of a health check when the Braveheart team visited her workplace. After learning she had high blood pressure and high cholesterol, Janice changed her lifestyle and joined a running club.

Find out more about the team and the work of NHS Lanarkshire throughout 2006/07 inside.



Chairman's foreword

“Every year brings its own set of challenges and opportunities, and year 2006/07 has been no different in NHS Lanarkshire.

I would like to pay tribute to all our staff who have helped so much by their hard work and dedication to take advantage of the opportunities and to meet the challenges.

Notable amongst the achievements was our improved financial position with the Board returning to a balanced position after several years of deficit. This improved position will help us continue to make progress over the next few years despite the prospect of tighter financial settlements in the future.

I would also like to record my thanks to all our staff who have helped the Board to achieve most of our waiting times targets. Meeting the waiting time target for urgent cancer referrals has proved more difficult but there are clear signs now that the hard work and attention to detail shown by all the staff involved is producing results with the latest figures on or close to target.

It is important also to recognise the contribution made by our various partners to delivering a successful NHS system, especially by our partners in the two local authorities, North Lanarkshire Council and South Lanarkshire Council, and by our colleagues in the voluntary sector, whose combined efforts in the Community Planning Partnerships are helping us to drive forward the vital health improvement agenda and to tackle the urgent task of closing the health inequalities gap.

I am particularly pleased with the progress made in developing the Public Partnership Forums in North Lanarkshire and in South Lanarkshire to ensure that patients are involved in and have meaningful input to the development and delivery of our services.

During the year we have also continued moving towards implementation of our modernisation strategy, with emphasis on health improvement, anticipatory care (including the excellent Keep Well programme), strengthening primary and community services and improving mental health services. Recent work has concentrated on planning to ensure that we are able satisfactorily to deliver A&E services on all three hospital sites.

The year ahead will continue to present further opportunities and challenges. I am confident that the high calibre of staff in NHS Lanarkshire will allow us to continue to make strong progress towards delivering a modern health service fit for the 21st century.”

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Chairman Ken Corsar (front) was at the sod cutting for the new Bellshill Resource Centre which will open next year.



Annual Review: Cabinet Secretary's Response

THE Cabinet Secretary for Health and Wellbeing Nicola Sturgeon held the annual review of NHS Lanarkshire Board on 19 November 2007.

The Cabinet Secretary met with the Area Partnership Forum the Area Clinical Forum and visited the Integrated Addictions Service in Coatbridge.

In her letter to Chairman Ken Corsar following the review, Ms Sturgeon highlighted a number of areas which demonstrated good practice.

This included the 'excellent progress' NHS Lanarkshire has made with Agenda for Change and she commended the Board for being ahead of target with the development of the Knowledge and Skills framework.

She also praised the work around the Keep Well project.

She wrote: "I was encouraged to hear of the efforts the Board are making to target hard to reach groups. I also welcomed the report that the Board are taking steps which will ensure that all 10 townships in the region can deliver [Keep Well]. I was particularly interested to hear the Chief Executive report on the recent clinic located at an Asda store and that there was strong evidence to suggest people will take advantage of such a service where it is easily accessible."

The Board was also commended for achieving all three financial targets and the significant progress made in addressing the financial deficit in 'a relatively short period'.

In relation to waiting times Ms Sturgeon wrote: "I was delighted to hear that the Board had bettered the 18-week target for inpatient and day cases with only 56 patients waiting over 16 weeks and that the Board propose to maintain a maximum 16-week wait."

Ms Sturgeon also praised the work ongoing with local authorities and hoped that there would be continued and improved working with the Public Partnership Fora.

She added: "I thank the Board and its staff for their continuing commitment and achievements over the past year...while it is important to recognise success, it is equally important to discuss challenges and work together to resolve difficulties."



Cabinet Secretary for Health and Wellbeing Nicola Sturgeon visited the Integrated Addictions Service in Coatbridge as part of the Board's annual review.

NHS Lanarkshire Annual Review 2007: Key Action Points

DURING the annual review the Cabinet Secretary highlighted a number of action points for NHS Lanarkshire to focus on in the coming year. These included:

- ❖ Continue to develop innovative approaches to make contact with, and meet the needs of hard to reach and deprived communities;
- ❖ Redouble efforts to reduce the number of delays and eliminate seasonal fluctuations to achieve the April 2008 target for delayed discharges;
- ❖ Put in place robust arrangements to ensure the Local Delivery Plan identifies key actions and how any risks to delivery will be mitigated in order to demonstrate required levels of progress towards achieving the NHS QIS Clinical Governance and Risk Management Standards;
- ❖ Continue to have evidence available in order to provide assurances with regard to the robustness of clinical governance and risk management arrangements;
- ❖ Consider what additional attention, services and support will be required locally to deliver a 10% reduction in antidepressant prescribing by 2009;
- ❖ Address issues of capacity for Child and Adolescent Mental Health Services and keep officials informed of developments.

KSF training is made e-asier

ONE of the areas highlighted by the Cabinet Secretary was NHS Lanarkshire's progress with Agenda for Change and the Knowledge and Skills Framework. A training programme is underway which will see everyone at NHS Lanarkshire who is covered by Agenda For Change getting eKSF training - whether they are KSF (Knowledge and Skills Framework) managers, reviewers or ordinary members of staff.

Manager training - which refers to their KSF supervisory position, not job title - is almost completed and work with reviewers is about to start.

In this instance, managers will be responsible for a team of people who review others' PDPs.

Lanarkshire's adoption of the nation-wide KSF is moving to its next stage - which is doing the Personal Development Plan (PDP) work through a web-based system.

The massive undertaking of training around 10,000 staff started in October.

Isabell Doris, KSF Administrator, said: "At our sessions reviewers would expect to learn how to carry out the review and PDP on the electronic KSF system.

"They have already done the PDP training in past couple of years to teach them the softer skills they need for that such as encouraging people to give candid answers.

"What we're doing now is converting those skills to an electronic situation."

Isabell and her team - helped by the IT department - are hoping to have everyone trained by October 2008.

However, they are expecting people will start to use the eKSF system as soon as they feel comfortable with it.

Isabell added: "It should make it easier for everyone - the eKSF system is much more robust and efficient."

Once the reviewer training is completed, then staff training will start. The massive task is being undertaken throughout NHS Lanarkshire, either by class-room sessions or, it is planned, via elearning.

Life expectancy increases, but cancer still a focus...

THE relationship between health and deprivation is a key theme highlighted by Director of Public Health Dr Dorothy Moir in her annual report for 2006. Life expectancy is increasing, but there has not been sustained improvement in deprived parts of Lanarkshire in recent years. While cancer deaths have declined, the gap between the most and least deprived has gradually been increasing.

A large part of this can be attributed to cancers related to smoking. It is one of the areas for which NHS Lanarkshire is putting in place evidence-based lifestyle interventions with additional focus for deprived groups. In Lanarkshire there are nine key areas targeted for health improvement.

- ❖ Alcohol
- ❖ Drugs
- ❖ Diet
- ❖ Mental health
- ❖ Physical activity
- ❖ Ultraviolet radiation
- ❖ Oral health
- ❖ Sexual health
- ❖ Smoking

Alcohol-related problems are a particular area of concern. In Lanarkshire, one new measure to address this is the introduction of Local Councils on Alcohol Services which provide free confidential counselling.

Oral health is highlighted in the report, particularly in relation to children. Again deprivation is a factor. Children in deprived areas of Lanarkshire are three times more likely to suffer from severe dental decay and require urgent dental treatment than those who are more affluent. The Dental Action Plan includes measures to improve the oral health of children including free toothbrushes and toothpaste for all children under one year old.

During 2006, health protection work included strengthening local preparedness for managing large outbreaks or incidents alongside measures to tackle existing concerns such as healthcare associated infections and hepatitis C.

The diabetic retinal screening programme was launched in Lanarkshire in August 2006. Diabetic retinopathy is the biggest single cause of blindness and visual impairment in Scotland among people of working age.

Returning to tobacco, smoking in pregnancy is the single largest preventable cause of foetal disease and death. Smoking during pregnancy is most common in Lanarkshire among women under 20 years old. In Lanarkshire about 6000 women each year give birth, of whom approximately 1600 are smokers. All pregnant women receive advice and are encouraged to attend the Lanarkshire Stop Smoking Service.

In 2005/06, 20.3 per cent of children in primary one in Lanarkshire were overweight. Eight per cent were obese and four per cent were severely obese. In Lanarkshire, initiatives to combat obesity include the active promotion of healthier food choices in nurseries and schools. A childhood obesity strategy for Lanarkshire is being developed with an emphasis on prevention.

The Annual Report of the Director of Public Health 2006 provides more information and analysis on all these topics and others. Copies of the full report are available online at www.nhslanarkshire.org.uk/services/public+health or by writing to:

Dr Dorothy Moir
Director of Public Health
14 Beckford Street
Hamilton ML3 0TA

The Dental Action Plan will focus on children.



Complaints

NHS Lanarkshire actively encourages patients and visitors to provide feedback about what could be done better as well as what is being done well.

There were 114 formal complaints to the Community Health Partnerships last year - a reduction of nine per cent on 2005/06 - and 544 to the Acute Services Division - a reduction of five per cent.

To put this into perspective, this equates to one formal complaint per 1,200 patient episodes in our acute hospitals.

The main issues raised in complaints reflect the national experience, and were clinical treatment; staff attitude, behaviour or communication; and waiting times.

It is clear that poor communication between staff and patients, as well as between the various members of the clinical team, is a common factor.

Therefore, the theme of 'good customer care' is an important part of all training.

The national target for responding to formal complaints is 20 working days. North and South Community Health Partnerships met this target in 83 per cent of cases, an improvement on last year's 80 per cent.

Acute Services met the deadline in 99 per cent of complaints, also up on last year.

Nationally, the target was only met in 59 per cent of complaints.

When a complainant remains dissatisfied with our response, they have the option of referring the matter to the Scottish Public Services Ombudsman (SPSO).

During 2006/07, the SPSO's office issued seven reports on complaints about the Acute Services Division and three reports on Community Health Partnership complaints.

HELPING PEOPLE OF Childbirth campaign wins Royal Seal of Approval

MIDWIVES at Wishaw General Hospital won national acclaim for their Stand and Deliver Campaign and a Royal seal of approval.

Their enthusiasm for the campaign won over the judges at the Royal College of Midwives National Awards at a lavish ceremony at the Mayfair Radisson in London. They were the only Scottish team to pick up an award from HRH The Princess Royal on the day.

Backed by TV presenter Davina McCall, the campaign encourages mobility during labour, which is the normal way to help deliver your baby naturally.

The campaign was devised by midwives Maureen McSherry, Belinda Fleming, Angela Duffy and Liz Walsh, who was a student midwife at the time.

Maureen said: "When we were thinking of introducing the campaign it was all down to the midwives themselves and it was Liz who came up with the slogan and the idea of contacting Davina McCall through her agent."

Following the success of a poster and leaflet campaign featuring Davina, Wishaw's maternity unit has seen a rise in the number of women opting to give birth naturally.

The team also held training sessions to encourage their colleagues to actively promote mobility in labour.

Maureen added: "Lying down narrows the pelvis and means you are pushing baby uphill when gravity could be doing some of the work for you.

"Moving around can reduce the intensity of labour pain, achieves a better outcome for baby and can result in a shorter labour. Our midwives are happy to provide advice on all the different ways to give birth naturally from birthing balls to pools."

As part of their award the midwives received £1000 to be spent on developing their campaign.



Midwives got celebrity backing for their campaign

LANARKSHIRE TO GET HEALTHY

Project helps patients Keep Well

IN ORDER to tackle high rates of coronary heart disease and diabetes in some areas of Lanarkshire, the Keep Well pilot scheme was launched.

Keep Well is currently reaching out to people aged between 45 and 64 in Airdrie, Coatbridge and Wishaw.

These people are identified through their GP and invited to attend a health check where they get support to make positive changes to improve their health.

NHS Lanarkshire Director of Community Health Partnership North Colin Sloey said: "We know that for many people in these communities, quality of life and life expectancy are much poorer than elsewhere in Scotland.

"They have higher rates of conditions such as coronary heart disease and diabetes.

"Yet too frequently the first time either they or the health service know they are at risk is when they need emergency care and end up in an acute hospital.

"Keep Well gives us an opportunity to reverse that trend – extending their life expectancy as well as increasing the number of years that they are healthy.

The two-year trial began in October 2006 with the first round of initiation letters being sent out.

The project, a partnership between NHS Lanarkshire and North Lanarkshire Council, is receiving £1m funding for each of its two years from the Scottish Government.

NHS Lanarkshire is committing a further £420,000 to the project with the Council contributing £200,000.

The Lanarkshire pilot is also taking an innovative approach to working with the independent sector:

AstraZeneca is associated with the project, offering an initial contribution of £100,000 towards the screening process which is being carried out by Refer2Us. Sanofi Aventis is contributing around £100,000 to fund the project's initial case finding work.

Fruit & veg stall does the business

THERE was a fresh and tasty innovation in Monklands hospital to help promote healthy eating.

The Roots and Fruits community-run stall opened for business in November 2006 offering discounted fruit and veg to patients, staff and visitors.

Initially the stall, only open two days a week, was a six month trial.

But the North Lanarkshire Federation of Food Co-ops' scheme was considered a success and extended to Wishaw and Hairmyres hospitals later in the year.

The stalls also offer healthy recipes and information about good diet. Ian Shankland, development worker for the Federation of Food Co-ops said: "A healthy diet is a key part of a healthy lifestyle, but for many people, making sure you have fresh fruit and vegetables every day can be difficult and also be quite expensive.

"Fruits and Roots offers people at Lanarkshire's hospitals the chance to buy cheap fresh produce.



SPEEDING UP SERVICES

THE reduction in waiting times is key to both staff and patients in Lanarkshire.

Quicker access to treatment delivers better outcomes for patients and 2006/07 has seen significant progress made in reducing the length of time patients have to wait for outpatient appointments, diagnostic tests and treatment.

These are just some of the initiatives we have introduced over the last year to achieve our waiting time guarantees.

Quicker access to tests

ONE of this year's success stories in reducing waiting times is within endoscopy.

Endoscopy is the direct visual examination of any part of the inside of the body, using an endoscope - a long, tube-like optical viewing instrument with a lens and light source. It is used to view the internal body organs.

NHS Lanarkshire wanted to ensure that no patient waited for longer than nine weeks for their test.

When the project began there were more than 1,000 patients waiting for more than nine weeks.

By March 2007 all patients were seen within nine weeks.

As work started on reducing the waiting list a new target for cancer was introduced and to meet this a new straight-to-test protocol was introduced. This was to speed up the time from referral to test.

Along with this service redesign there has been increased investment in staff and equipment.

There are plans to further reduce the wait through 2007/08 and the impact of the planned Bowel Cancer screening Initiative to be introduced in 2009 will also feature in proposals to further develop the service.

Nurses reduce A&E waits

MORE than 30 nurses completed specialised training which will help to reduce waiting times for emergency patients.

The Minor and Major Injury and Illness Nurse Treatment Service means that nurses can assess, diagnose and treat patients in A&E departments.

Gillian Corbett, lead MINTS project nurse, said: "The majority of patients attending A&E have either a minor illness or injury but would still require to be seen by a doctor before being discharged. This could often result in delays.

"In the past a patient would see different members of clinical staff. But the MINTS programme means that, where appropriate, patients are seen by one nurse from arrival through to final treatment and discharge.

"This reduces the waiting times for patients in accident and emergency and ensures consistency and continuity of care."



MINTS also offers nurses who want to develop their clinical skills a distinct career path.

Very quickly the impact of MINTS was felt with waiting times reduced and patients making favourable comments.

Progress on cancer targets

CANCER waiting times is another area Lanarkshire has been tackling in 2006/07.

We are currently working towards the waiting time guarantee that no patient will wait more than 62 days from urgent GP referral to treatment in nine target tumour types.

A range of initiatives has been introduced to improve and sustain performance compliance with these nine tumour types - breast, lung, colorectal, ovarian, upper gastrointestinal, urology, head and neck, lymphoma and melanoma.

These include:

- ❖ The introduction of cancer trackers to follow the patient's journey and ensure that any delays in diagnosis and treatment are picked up immediately.
- ❖ The development of timed patient clinical pathways for all nine tumour types
- ❖ The establishment of a Cancer Action Group to agree the way forward in improving waiting times
- ❖ Piloting software to facilitate management and weekly reporting for the nine tumour types

While progress is being made towards achieving these targets we recognise that there is still a lot of work to be done. Further work will take place throughout the coming year and a head of cancer services has been appointed to oversee this.

Community clinics offer better service for patients

NHS Lanarkshire has been developing community claudication clinics. Claudication is pain in the leg when walking. It is caused by arterial disease and is an early indicator of general risk of cardiovascular disease and timely treatment can reduce subsequent risk of stroke and heart attacks.

People attending the clinics have an initial appointment with a nurse trained in vascular disease and are then referred to the team physiotherapist, podiatrist, and/or pharmacist.

During the appointments people undergo a vascular assessment and receive advice on risk factors such as diet, exercise, smoking, and alcohol consumption.

Often making small changes to a patient's lifestyle can make a big difference to their health.

Where necessary, the team can also send a fast-track referral to the vascular surgeon. Clinics will now be rolled out throughout Lanarkshire.

Benefits for patients include:

- ❖ a shorter wait to be seen (compared to a routine vascular surgery appointment)
- ❖ easy access, since the clinics run in local areas
- ❖ long appointment times - up to one hour, if required
- ❖ access to a range of health professionals who have been specifically trained to manage claudication in the community
- ❖ ongoing support (via return appointments) to help people to make the necessary lifestyle changes

PATIENT STORY

When John (63) first came to the clinic he was only able to go out twice a week to shop because the pain in his leg became excruciating after walking 150 yards. By three month review he was going to the gym three times a week, had stopped smoking and could walk 1½ miles without pain. Six months on he feels a lot better and his instructors are progressing his exercise regime. He can walk two miles now and his social life has improved enormously.



FINANCIAL PERFORMANCE FOR

Finance Director comments on performance against financial targets

NHS Lanarkshire achieved financial balance in 2006/07, clearing a historic cumulative deficit of £8.393m.

Finance director Susan Goldsmith said: "This is a major achievement for the organisation. We have successfully reduced our historic debt, with both recurring and non recurring savings achieved through a robust corporate financial recovery programme.

"The work required to achieve this cannot be underestimated. It has been a time of ongoing service

pressures with the delivery of waiting times targets, continuation of the pay modernisation agenda, increasing complexity of drug regimes and ever-increasing demands across the service, and this achievement is a credit to all staff and managers within NHS Lanarkshire.

"We have achieved a sound financial footing for the coming years, however sustaining financial balance will remain a challenge with continued and new service pressures."

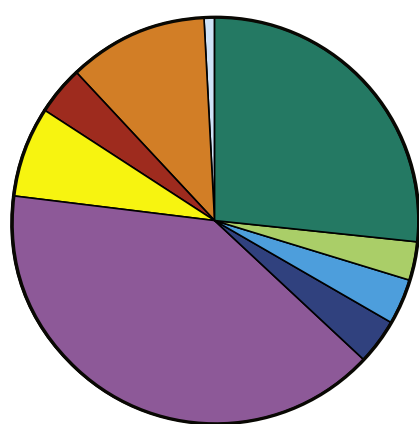
Financial targets

The Scottish Government sets three budget limits for NHS Boards on an annual basis. These limits are:

- ❖ Revenue Resource Limit - a resource budget for ongoing operations.
- ❖ Capital Resource Limit - a resource budget for new capital investment.
- ❖ Cash Requirement - a financing requirement to fund the cash consequences of the ongoing operations and the new capital investment.

NHS Boards are expected to stay within these limits and to report on any variation from the limits as set.

Total expenditure by Lanarkshire NHS Board on Hospital, Community and Family Health Services



	2006-07 £million	2005-06 £million
Family Health Services.....	226.3	213.4
Maternity.....	26.3	24.6
Learning disabilities.....	29.6	30.1
Geriatric continuing care.....	29.9	28.7
Acute.....	339.4	320.0
Mental Health.....	59.7	56.2
Geriatric assessment.....	32.9	31.0
Community services.....	94.7	91.1
Other.....	5.6	4.9
	844.4	800.0

NHS LANARKSHIRE

Balance Sheet as at 31 March 2007

2006		2007
£'000		£'000
	FIXED ASSETS	
240	Intangible Fixed Assets	8
<u>210,882</u>	Tangible Fixed Assets	<u>207,273</u>
211,122	Total Fixed Assets	207,281
<u>6,403</u>	Debtors falling due after more than one year	33,418
	CURRENT ASSETS	
4,800	Stocks	4,648
22,955	Debtors	27,402
-	Investments	-
<u>984</u>	Cash at bank and in hand	<u>1,290</u>
28,739		33,340
	CURRENT LIABILITIES	
<u>(105,092)</u>	Creditors due within one year	<u>(120,299)</u>
<u>(76,353)</u>	Net current assets(liabilities)	<u>(86,959)</u>
141,172	Total assets less current liabilities	153,740
0	CREDITORS DUE AFTER MORE THAN 1 YEAR	0
<u>(13,822)</u>	PROVISIONS FOR LIABILITIES AND CHARGES	<u>(24,589)</u>
<u>(13,822)</u>		<u>(24,589)</u>
<u>127,350</u>		<u>129,151</u>
	FINANCED BY:	
54,154	General Fund	61,690
73,011	Revaluation Reserve	67,305
<u>185</u>	Donated Asset Reserve	<u>156</u>
127,350		129,151

Award-winning staff deliver innovative services

NHS Lanarkshire gave a strong account of itself at the Scottish Health Awards with the Braveheart team winning one of the main awards.

The Braveheart nurses were delighted to bring the Healthy Lifestyle Award back to Lanarkshire in 2006.

Braveheart aims to improve heart health in Lanarkshire and prevent coronary heart disease, stroke and diabetes with the provision of health checks and advice.

The community based nurses conduct health checks to identify the symptoms or causes of potential coronary heart disease, stroke and diabetes.

They then offer advice on how to prevent these conditions by leading a healthier, more active lifestyle.

Lanarkshire has the poorest heart health record in Scotland. In 1999, 1503 people in Lanarkshire died of coronary heart disease. More than 2000 people suffered one or more heart attacks and there were nearly 900 new cases of angina reported.

The Braveheart project was established as part of a drive to tackle this.

Braveheart co-ordinator Helen Sneddon said: "I was absolutely overwhelmed when they announced the Braveheart team as the winners.

We were so proud to achieve the Healthy Lifestyle award and thoroughly enjoyed the ceremony."

Helen and her Braveheart colleagues, Jackie McIntyre and Hazel Cross, were joined on the list of winners by Lanarkshire young stroke support worker (YSSW) Anne Wotherspoon who picked up the Therapists' Award.

Anne works in The Lanarkshire Stroke Team which is a unique service established in 2004 to help young people affected by stroke and their families.

Monklands Hospital volunteer Nettie Cresswell reached the final stages of the awards for her work helping patients to quit smoking. Cadzow practice manager Alastair MacDonald was a finalist in the Top Manager Award.

Alastair helped the team at the health centre through a period of tremendous transition and has provided a stability, competence and assurance to the team.

Contact details

FURTHER information and an electronic version of this Annual Report and Accounts can be found on the NHS Lanarkshire website at www.nhslanarkshire.org.uk

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Braveheart nurse Jackie McIntyre tests a patient in Bellshill

