



# Annual Report 2008/09

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

NHS Grampian is responsible and accountable for health improvement, health protection and the provision of health services to the populations of Aberdeen, Aberdeenshire and Moray.

This Annual Report gives us the opportunity to demonstrate some of our key activities during 2008/09, report on our performance against national targets and the outcome of our public Annual Review meeting with the Cabinet Secretary for Health and Wellbeing, Nicola Sturgeon, held on 2 November 2009.

We have much to be proud of in Grampian. I am particularly pleased with the continued progress we have been making to shift care from a hospital setting to the community, thus providing timely, high quality care and treatment in the most appropriate setting and as close to people's homes as possible.

Our major capital building programme is becoming a reality with work started on the new Emergency Care Centre at Foresterhill as well as other developments across Grampian.

We have delivered major improvements in access times to both outpatient and inpatient services. Throughout our ambitious service improvement programme, patient safety is key to all we do. This includes tackling Healthcare Associated Infection actively and we are addressing this on a number of fronts, ensuring compliance with standards and learning lessons where we can improve.

I would like to take this opportunity to thank the staff of NHS Grampian, and those from other organisations who work with us, for their continued commitment to delivering high quality care for our population.

**Dr David Cameron**  
Chairman, NHS Grampian



Dr Gray's Hospital



The Cabinet Secretary with Alex Bruce,  
Linkwood Medical Practice Manager

## **This Annual Report is a brief summary of the performance of NHS Grampian.**

Our website [www.nhsgrampian.org](http://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 2 November 2009.
- The Annual Accounts for 2008/2009.
- 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 2009 this took place at The Gallery, Elgin Library.

In advance of the 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 & Wellbeing Nicola Sturgeon and her team to meet staff and see service delivery in action.

At Dr Gray's Hospital in Elgin, visits were made to the Pre-Admission Assessment Unit, which opened in September 2009, and to the recently refurbished medical ward 9.

The Cabinet Secretary also officially opened The Glassgreen Centre in Elgin, which co-locates a range of health and social care services and includes health practice Linkwood Medical, the Rowan Centre for child and adolescent mental health and a new dental facility.

The Cabinet Secretary was impressed with what she saw on both visits and commented positively on the enthusiasm and skills of the staff she met.

She also met a group of patient representatives from across Grampian and heard about topics, including access



Annual Review



Neonatal Unit

for wheelchair users, ambulance provision in rural areas, access to dentistry and support for carers.

The outcome of the Annual Review is summarised in a letter from the Cabinet Secretary to the Board Chairman. This specifies the actions that NHS Grampian has agreed to take forward from the review.

## Here are some of the highlights of the Review

### *Achievements in the last year*

Throughout the meeting, the Cabinet Secretary heard that there had been achievements in many areas over the last year:

There had been good progress in delivering the action points from the 2007/08 Annual Review.

Within cancer services these included the upgrading of the Aberdeen Royal Infirmary Haematology clinic and support accommodation, and the recently commenced refurbishment to relocate the Oncology Clinic.

Longer term plans to include these specialties' beds within new accommodation in the Emergency Care Centre had been agreed. A clear strategy

for cancer services was in place and a Unit Clinical Director had been appointed.

Neonatal services had also been reviewed and action taken to increase staffing levels and improve the physical condition of the neonatal unit. The number of mothers and babies being transferred from the Aberdeen unit had now greatly reduced.

During 2008/09 Grampian had continued to develop formal partnership arrangements to work more closely with NHS Orkney and NHS Shetland and the Cabinet Secretary expressed her gratitude for this support.

### **Health**

The Cabinet Secretary heard how NHS Grampian was working with local authority and other partners to deliver commitments given within Single Outcome Agreements – these outline prioritised actions based on local circumstances, to address government strategic objectives.

The challenges being faced to fully deliver health improvement targets in areas such as smoking cessation, childhood obesity and alcohol interventions were discussed, along with the action being taken to overcome these.

More positively, the improvements being made in waiting times for drug treatment services in Aberdeen were welcomed and



Intermediate care



Woodend Hospital

the Cabinet Secretary asked that the momentum be maintained to deliver further improvements across the service.

Specific acknowledgement was given to the wide-ranging and co-ordinated effort by staff to ensure readiness to tackle and contain the H1N1 flu virus as well as the availability at Aberdeen Royal Infirmary of extracorporeal membrane oxygenation (ECMO), a technique of providing both cardiac and respiratory support oxygen to patients.

### **Efficiency**

The Cabinet Secretary was pleased that the Board had met its financial targets in 2008/09 and heard how the Board was planning for the future in light of reduced growth in funding.

This included taking forward an ambitious service change programme using internationally-recognised principles of continuous service improvement.

Linked with the national programmes for mental health, long term conditions and improving access times, the Grampian service change programme would further facilitate shifting the balance of care.

The redesign of services at Woodend Hospital, in Aberdeen, to focus on rehabilitation and the expansion of intermediate care, to prevent avoidable

hospital admission and to support discharge, was welcomed.

The Board had also met its workforce targets related to implementing Agenda for Change. Efforts to reduce sickness absence continued and it was noted that Grampian had one of the lowest rates of absence in Scotland.

### **Access**

The Cabinet Secretary acknowledged that NHS Grampian had done well in achieving and surpassing key waiting times targets for outpatients and inpatients and improving performance against others, such as the 62 day maximum wait following an urgent cancer referral.

It was noted that performance against the 4 hour maximum wait for treatment in or discharge from Accident and Emergency departments had been less consistent. Grampian was working with the Health Directorates' Improvement and Support Team on this and there had already been positive results.

The improving position in NHS dental services was particularly welcomed.

The impact of the new Dental School would be longer term but registrations were already increasing in line with plan, due to the increased number of dentists in the area and the additional investment in premises.



Dental services



Hand hygiene

### ***Access (continued)***

Increases had been most evident in Aberdeen City but there was now focus on rural service provision.

The meeting heard about the short term suspension of the maternity service at Fraserburgh Hospital due to staffing difficulties.

The Cabinet Secretary asked the Board to do all it could to reinstate the service as soon as possible, mindful that patient and staff safety was the first consideration.

### ***Treatment***

The importance of reducing healthcare associated infections and of maintaining effective infection control measures were discussed.

Grampian had experienced a *Clostridium difficile* outbreak at Dr Gray's in early 2009 and the Cabinet Secretary was given assurance that lessons had been learned from this event.

She heard that surveillance had been strengthened and delivery of compliance with hand hygiene and cleanliness standards was a priority. Physical changes had been implemented in a number of wards to increase the space available between beds.

Grampian had also been a pilot for Methicillin-resistant *Staphylococcus aureus* (MRSA) screening and this had provided very useful information for its roll-out across Scotland.

The Cabinet Secretary also asked how the Board was improving services as the result of learning from Quality Improvement Scotland assessments and feedback from patients and their carers. Some recent examples were given.

### ***Conclusion***

The Cabinet Secretary concluded that the Annual Review had highlighted to her that dedicated and skilled staff at all levels were providing a service of which the people of Grampian could be proud. There were, however, important lessons still to be learned and some significant challenges to be met in the year ahead.



Consultation in action — listening to your views

## ***Information and Involvement***

If you would like more information on specific issues and initiatives, or to find out how to get involved in planning health services in Grampian, please contact:

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## ***Useful numbers***

General number	<b>0845 456 6000</b>
Free Healthline	<b>0500 20 20 30</b>
Dental Advice line	<b>0845 45 65 990</b>
NHS 24	<b>0845 4 24 24 24</b>
NHS Grampian Feedback Service	<b>0845 337 6338</b>

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