

## The best use is made of available resources

The Director of Finance reported that NHS Grampian had achieved its three key financial targets for 2011/12 despite increasing and challenging financial pressures. He also demonstrated improvement across a number of efficiency targets including pre- and post-operative length of stay and outpatient Did Not Attend rates.

During 2011/12 more than £66m had been invested in infrastructure, including the £14m redevelopment of Chalmers Hospital, Banff and the £12.5m Foresterhill Energy Centre to meet the needs of the Foresterhill site for the next 20 years. The £110m Emergency Care Centre would open at the end of 2012 and transform how unscheduled care is provided.

In the future, investment will be used to improve the condition of the estate to enable delivery of modern healthcare services. Work would continue to deliver improved efficiency and effectiveness across all services through partnership working and innovative use of resources and new technologies.

## Conclusion

The Annual Review afternoon was very positive with good engagement with the audience. The Scottish Government feedback is in a 14th November letter from the Cabinet Secretary for Health and Wellbeing and notes that the Board is making significant progress in taking forward a challenging agenda.

## How to find out more

You can find this document on [www.nhsgrampian.org](http://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:

NHS Grampian  
Corporate Communications Team  
Room 16, Ground Floor  
Ashgrove House,  
Foresterhill  
Aberdeen  
AB25 2ZA

 01224 554400

 [grampian@nhs.net](mailto:grampian@nhs.net)



## Useful contacts

NHS Grampian Switchboard	<b>0845 456 6000</b>	NHS 24	<b>08454 24 24 24</b>
Dental Advice Line	<b>0845 456 5990</b>	Free healthline	<b>0500 20 20 30</b>
NHS Grampian Feedback Service	<b>0845 337 6338</b>	Smoking Advice	<b>0500 60 03 32</b>
<a href="http://www.nhsgrampian.org">www.nhsgrampian.org</a>		<a href="http://www.know-who-to-turn-to.com">www.know-who-to-turn-to.com</a>	

## Photo Credits

Front cover image: The Princess Royal visited Chalmers Hospital, in Banff, to officially open their £15 million redevelopment in March. During the visit, Her Royal Highness met staff and a patient in the telemedicine room at the redeveloped casualty department and watched a live telemedicine link with Aberdeen Royal Infirmary.

Page 3 image: Local artist Lynn Strachan designed the curtains for the new Emergency Care Centre. These depict scenes of Grampian and were commissioned and funded by The Sandpiper Trust.



# Annual Report 2011/12

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 for the population of Grampian.

This Annual Report and the Annual Review process give the opportunity to highlight some of our key activities and achievements during 2011/12.

This year our Annual Review was 'non-Ministerial' which meant it was conducted by me on behalf of the Cabinet Secretary for Health and Wellbeing. My aim was to ensure that the Review was no less challenging and robust than had the Cabinet Secretary been present and I believe this to have been the case.

I am privileged to be Chairman of NHS Grampian as, every day, I see how staff, along with our volunteers, are committed to delivering

the best possible care which is patient centred and safe. We have much to be proud of and this has been recognised locally and nationally through prestigious awards

This time last year we had just published our 2020 Vision. This described how we believe services in Grampian will be transformed to meet the changing needs of the population by making best use of available resources including emerging technologies. We planned our 2011/12 Annual Review to look ahead, in addition to the present and past.

I continue to be impressed at how the staff and people of Grampian are working together to make our aspirations for the future a reality.

**Councillor Bill Howatson**  
Chairman, NHS Grampian

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](mailto:grampian@nhs.net)

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Annual Review visit to Orthotics to see patient-centred technology

This Annual Report is a brief summary of the performance of NHS Grampian. Our website, [www.nhsgrampian.org](http://www.nhsgrampian.org) has much more information including:

- The full self-assessment completed by NHS Grampian before the Annual Review meeting and an 'At a Glance' summary of performance against key targets.
- A letter from the Cabinet Secretary for Health and Wellbeing summarising the main points and actions arising from the Annual Review.
- The Annual Accounts for 2011/12.
- The Grampian Health Plan and how to get involved in working with us to plan for the future.
- Our Healthfit 2020.
- 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 through the Annual Review process. This includes a meeting in public, where the Board can engage directly with the local community about its performance. In 2012 the NHS Grampian public meeting took place on 4th September at Curl Aberdeen. The meeting can be viewed on [www.nhsgrampian.org](http://www.nhsgrampian.org).

The meeting this year was conducted by the Board itself and all members of the senior management team participated. A Scottish Government representative attended. Questions were submitted by the public in advance and questions were also asked on the day.

In advance of the Annual Review, the Board produced 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.

Before the Annual Review meeting the Board Chairman and Chief Executive visited clinical areas at Woodend Hospital to meet staff and patients and to hear about changes being made to improve the patient experience. In the Orthotics Department, Paromed technology for scanning and measuring feet was demonstrated. This very simple piece of equipment has transformed how patients are assessed for an orthotic device more comfortably and quickly and at a reduced cost.

## Some highlights from the Annual Review Public Meeting

A series of story boards was used by the Board team to present information and stimulate questions. These aligned to the six Quality Outcomes which underpin the work of the NHS in Scotland. Each story board contained quotes from patients and/or staff as well as examples



Healthcare experience

of how things would be different by 2020. Each section concluded with public questions.

## Everyone gets the best start in life and is able to live a longer, healthier life

There is a range of initiatives through which NHS Grampian works with individuals to improve and sustain their health. We are performing well against targets set for successful smoking cessation, delivering child healthy weight interventions, alcohol brief interventions and access to specialist treatment for substance misuse.

The Director of Public Health was pleased to be able to respond positively to a question about the availability of NHS dentists in Aberdeen. There is currently no waiting list for an NHS dentist in the city.

We know, from research, that people living in poorer areas may die earlier than those living in more affluent areas. Many connected things can affect health and wellbeing and we are working with partners such as our local authorities and voluntary organisations to help reduce these differences in health. The Annual Review audience heard that by 2020 we will be a Health Promoting Health Service with every contact used as an opportunity to promote good health and lifestyle.



Curtains designed for Emergency Care Centre

## Healthcare is safe for every person, every time

"The care I received by all medical staff was excellent. The treatment was of a high standard and because of this, I am here today." This was a patient quote used at the Annual Review by the Board's Medical Director and the Nursing Director when they presented on the continued good progress to reduce healthcare associated infection. In answer to a question about why people pick up infections in hospital the importance of good hand hygiene and keeping the healthcare environment clean were stressed as essential to preventing the spread of infections.

Patient safety is at the forefront of all we do and we are particularly pleased to have been finalists for Board Leadership in the UK Patient Safety Awards 2012. The programme continues to be rolled out beyond the adult services to paediatrics, mental health and primary care.

## Everyone has a positive experience of healthcare

We are working hard to ensure that care is person centred and a positive experience. The Annual Review heard that we had met a range of access time standards on a sustained basis, including the one for 90% referral to treatment within 18 weeks. While attendance rates at Accident and Emergency and waiting times remained higher than we would like, more was



Cleanliness

being done to address these and the opening of the new Emergency Care Centre would be a great opportunity to do things differently.

In response to a public question about using volunteers to help guide visitors in ARI, the meeting heard that volunteer 'meeters and greeters' were available at evenings and weekends and that much had been done to improve signposting, as part of a major Wayfinding Project which would introduce colour coded zones at ARI.

The Director of Nursing also explained what was being done to improve the experience of older people in acute care and specifically how the Butterfly scheme was helping the care of those with dementia while in hospital.

## Staff feel supported and engaged

"... now that I understand what it is we are trying to do and we are working in partnership I feel that I am more able to do a good job." This was one of the staff quotes given by the Director of Workforce and the Employee Director to demonstrate how we are working to support and engage staff on the journey to 2020.

A particular success during the year was the ongoing roll out of an Intelligent Attendance Management System providing additional support and advice to staff on sick leave and which has reduced absence.



Healthy eating

Building on a successful foundation of partnership working, priority actions had been agreed in line with the relaunched Staff Governance Standards. By 2020, NHS Grampian will employ a leaner, more flexible, multi-skilled workforce, who will enable and empower people to take responsibility for their own health. The workforce will be organised in an integrated way, focusing on the needs of the individual rather than the desires of the professional.

## People are able to live at home or in the community

The Director of Modernisation and the Medical Director explained how significant change will be required to ensure people are supported to be as safe and as independent as possible in their own homes with admission to hospital only when required. The use of technology to provide multi-professional decision support and enable people to stay well at, or close to, home was starting to happen now. Average lengths of hospital stay were falling and those with long term conditions were being supported at home without hospital admission. The Change Fund has provided a way to work with other partners to implement plans for better use of combined resources and provide early opportunities to build relationships as we move towards the further integration of health and social care. The vital role of carers was endorsed in response to a public question.