

Annual
Report
2016/17



NHS Fife *in numbers*



3,058 babies born

63,168 A&E attendances



8,911 members of staff

2,974 children admitted to hospital



15,228 planned operations

7,050,132 prescriptions written



Contents



Foreword	4-5
Developing Services	6-11
Working Smarter	12-23
Shaping the Future	24-25
Improving Health and Wellbeing	26-29
Investing in Staff	30-39
Our Volunteers	40-43
Patient and Public Involvement	44-49
Performance	50-54
The Board	55
Chief Executive's Forward Look	56-57



On New Year's Day I had the privilege of marking my first day as Chair of NHS Fife Board by welcoming babies born that very day. It was a delight to meet them and their mothers and a perfect reminder of the responsibility we have to safeguard the health of the people of Fife from their first days to their last. It is a responsibility that I take very seriously and I give you my word that I will act to ensure the highest standards of healthcare are maintained and that central to our decision-making will be patient safety and wellbeing.

In this year's Annual Report you will find examples of just some of the work going on across the organisation to develop and improve our services. Some of this entails developing different ways of doing things while other changes have been made possible by new technologies. What they have in common is that they have been prompted by the determination of our staff to do things better, to make our services more efficient and more responsive to the individual needs of our patients. I hope you enjoy reading about these examples of innovation – both high tech and low tech.

Not all innovation takes place front of house, of course. We are justifiably proud of our laboratories which are accredited





Foreword

to the highest international quality standard and continue to innovate in their use of cutting edge technology. Combined with the professionalism of our staff they are able to return some types of test results in matters of minutes not hours and to deliver extra detailed information to clinical teams to assist diagnosis and help them make the best treatment decisions. I hope you like the factoids we have compiled for you to give you a flavour of the astonishing work they do every day.

Preventing avoidable harm due to Healthcare Associated Infection (HAI) is a vital factor in ensuring safe, quality care for every patient. I was therefore delighted that the Victoria Hospital was praised for its exceptionally high standard of cleanliness following an unannounced inspection by the Healthcare Environment Inspectorate in December 2016. The inspection covered maternity, medical high dependency and several wards. In the coming year we will continue to work to address the challenge posed by the number of infections brought into our acute hospitals from the outside.

We exceeded the 4 Hour Emergency Access Standard during 2016/17 and thanks in part to better communication and co-ordination between Acute and Health and Social Care teams have achieved a significant reduction in bed days lost due to delayed discharge. That said there is always room for improvement, particularly during the difficult winter period and we will work closely with our partners in Fife Health and Social Care to speed up access to

community services for those for whom it is more appropriate. The performance chapter gives a more detailed account of our performance during the past year detailing what we have done well and identifying areas for improvement.

I had the pleasure of meeting some of our very finest staff, volunteers and partners at the NHS Fife Achievement Awards held in May this year at The Bay Hotel in Kinghorn. It was genuinely inspiring to hear of the superb commitment and dedication displayed by so many in the course of their day-to-day work. NHS Fife is fortunate to be supported by almost 400 volunteers who regularly give their time and talents to the great benefit of our patients. You can read some of their stories in the Volunteers chapter.

Your feedback remains extremely important to us. This report outlines the ways in which we encourage you to let us know your views, either in response to your experience with us, or to inform service developments. This is your NHS Fife. I ask that you continue to participate in our engagement activities in the coming year so that we can develop our services with your needs at their heart.

**Rt Hon Tricia Marwick
Chair, NHS Fife Board**

Developing Services



Innovation is not always reliant on technology. We continually strive to improve our services by incorporating the latest thinking in best practice, seizing opportunities to make best use of our resources and listening to what patients tell us.

Delivering Care at Home for Young Patients

A Fife-wide service is providing care for children and young people in their own homes who have experienced acute episodes or who require longer-term support.

The Paediatric Home Visiting Service aims to prevent hospital readmission alongside maintaining effective links between hospital and community services.

Run by Community Children's Nurses, the service accepts referrals from a number of areas including the Children's Ward, A&E, Health Visitors and the wider Community Children's Nursing team.

The team not only looks at the needs of the child, but work closely with family members, as the main carers, enabling parents to feel confident when caring for their child at home.

The service's work is varied but includes:

- providing telephone advice via a 48-hour discharge support line, alongside home visits as necessary
- home review visits to ensure that a child's treatment and recovery is progressing well e.g. reviewing the use of an inhaler
- home visits to deliver treatment where a child does not need to be in hospital e.g. wound dressing follow-up and IV medication provision. Not only does this allow children to be at home during routine therapy but also helps to reduce school absence for children who may need longer-term care.



"Home visits for treatment have made my child's life much more bearable. Much of the stress caused by frequent medical treatments has been removed by the wonderful homecare given."

Parent

Working closely with hospitals and other healthcare professionals, the nursing team can refer children back to hospital services if necessary, and also work alongside specialist nursing teams to provide additional care for young patients in their own homes.

The Paediatric Home Visiting Service has received excellent feedback from parents, who have commented on the support they themselves have received, and the clear benefits of receiving care at home without the upheaval of hospital visits.



What Matters to You (WMTY)

Good conversations between staff and patients can provide an understanding of what matters most to an individual. As well as further developing relationships, a more personalised approach to care can be established so that best outcomes are achieved.

The 'What Matters to You' ethos is all about having skilled and useful conversations which make a positive impact on patient care.

This approach is already well established in several areas, including the Children's Ward and Medicine for the Elderly, with positive feedback received from patients and families and carers.

Children's Ward – boards are installed beside all patient beds to highlight likes and dislikes. Children are encouraged by staff to write down the most important things to them, whether that is a favourite toy or just wanting staff to know that they want their parent to be beside them. Parents and carers are also encouraged to populate the boards.

"It helps nurses know what you like and if you're scared of getting a needle or something - they can talk to you about that"

Patient

Feedback given at the end of a hospital stay has also been an important aspect of 'What Matters to You', driving improvement.

As a result of feedback the children's menu has been revamped to provide a larger range of food that children enjoy, whilst being healthy.

"Sometimes it's the little things, but it means a lot to that individual"

Staff Member

Medicine for the Elderly – a 'What Matters to You' form is completed when a patient is admitted. The form highlights important things to the individual e.g. a favourite TV programme they look forward to watching or wanting a family photo near to their bedside.

The aim is to alleviate some of a patient's anxieties whilst in the ward and gives staff the chance to get to know their patients better.

The form is displayed above the bedside and provides a visual prompt for staff, instigating conversation and more personalised care. If a patient moves on to a rehabilitation ward the 'What Matters to You' information accompanies them, providing an important point of reference for new staff and increasing the probability of getting it right for the patient.

Within Acute Services a 'What Matters to You' toolkit has been developed to further facilitate skilled and intentional conversations, delivering improved person-centred care.





NHS Fife Dermatology Skin Cancer Support Team

NHS Fife's Dermatology Team have developed a support service for melanoma skin cancer-care to such an extent that it is being adopted in centres across Scotland.

Using feedback from patients the team devised a number of ways to improve care and ensure it responds to the individual needs of each patient.

A clinic run by Skin Cancer Link Nurses adopts a holistic approach to patient care offering a variety of support services . This gives more rounded service to patients and has the additional benefit of making better use of consultants' time to see new urgent skin cancer referrals or patients with more complex needs..

There is a clear system for rapid access back into hospital should it be required, which reduces patients' anxiety when they are discharged. Melanoma Workshops have been piloted at Maggie's Fife offering education and psychological support.

These have been a big success and it is hoped an invitation to a workshop will become standard practice for every patient with melanoma.

The support service has been so well received - it 's now recognised across Scotland as the 'gold' standard model.

Gynaecology Minor Ops Clinic

The Gynaecology Minor Ops clinic at Queen Margaret Hospital provides a wide-ranging service including assessments for oncology patients, hysteroscopies, treatment for post-menopausal bleeding and removal of endometrial polyps.

The service has developed from a weekly clinic to one that runs two to three times a week, carrying out up to 500 procedures a year. It adopts a holistic approach in a relaxed and supportive environment.

All procedures are now carried out under local anaesthetic, where previously general anaesthetic would have been the norm. Not only does this allow patients to give feedback throughout their procedure, it also means that

"I came in nervous but was reassured and kept informed throughout. The nurses and doctors could not have been better."

Patient

recovery time is significantly improved. Without the need for a hospital stay, procedures can be carried out with patients experiencing minimum side effects.

The development of the unit's services and the high levels of care provided have been recognised widely. The clinic has recently been made a Hologic Centre of Excellence, meaning that consultants and nurses across the UK can visit the clinic to learn best practice for setting up their own service as an outpatient service.





Hollyview - Intensive Psychiatric Care Fit for the 21st Century

A year on from the opening of Hollyview, the Intensive Psychiatric Care Unit at Stratheden Hospital near Cupar, the benefits are clear - a 77% reduction in physical aggression and the use of restraint.

This purpose built facility offers a homely environment to up to eight men and women suffering from acute episodes of mental ill health.

Its unique design incorporates great outdoor spaces including a large enclosed courtyard and separate garden which visitors can also access.

The art and music room, group therapy room, gym, relaxation area and self catering kitchen create an outstanding environment and allow staff to offer groups and individual therapy.

Making the most of the opportunities presented by these facilities, staff have designed new ways of working, revolutionised risk assessment procedures and instigated a new training programme - all aimed at tailoring care to fit each individual's needs and aiding more successful recovery. Patients also benefit from a comprehensive activity programme of individual and group activity.

Seclusion is no longer used as a way to manage aggression. De-escalation techniques are employed as a first step in managing any increased levels of violence.

The team at Hollyview are delighted to be able to deliver safe and effective care in an environment where the focus is very much on a positive outlook to recovery.

Working Smarter



Our teams look for new ways to work together to provide services that are truly responsive to the needs of patients.

Hip Op' Record

Having been recognised as one of the most efficient theatres in Scotland, NHS Fife's Orthopaedic Surgery Team at the Victoria Hospital were challenged by the Scottish Government to carry out five hip replacements in one day.

The team usually performs four procedures on its list each weekday and the standard across Scotland is generally less than four a day. The only exception is the Golden Jubilee Hospital, in Clydebank which is a unique facility catering exclusively for procedures scheduled in advance.

The team completed their task on the 31st October 2016 and provided feedback to the Scottish Government who are exploring how to maximise efficient use of operating theatres across NHS Scotland. Of the five patients that underwent surgery, three were discharged within 24 hours.

The average length of stay following hip replacement in Fife is now 3.2 days, a significant improvement from eight days in 2008. This statistic is one of the best in Scotland.

"In Fife we are committed to being as efficient as we can and making the best possible use of our resources to benefit our patients. We plan our patient lists well in advance, we make sure our staffing levels are appropriate and we always ensure our pre-operation assessment is as effective as it can be. We have separated our elective and emergency Orthopaedic work and have a dedicated elective theatre suite, ward and team. As such we are uniquely placed to lead from the front when it comes to reducing the amount of time patients are waiting for operations."

Edward Dunstan, Consultant Orthopaedic Surgeon and NHS Fife Director of Surgery



Dementia Support

New initiatives combine the old and the new to provide support for people living with Dementia.

Playlist For Life

NHS Fife, Glasgow Caledonian University and the charity Playlist for Life joined forces to conduct groundbreaking research into the effects of using music in a clinical setting to reduce anxiety and stimulate memory.

Although music's beneficial effects for people with dementia are well recognised there was no clear understanding of the role it could play in a hospital ward where agitation and distress can become marked in patients who are already disorientated.

Playlist for Life is a charity launched by broadcaster Sally Magnusson, who founded the charity after noticing how much music helped her mother while she struggled with the illness.

The charity encourages families and caregivers to create a playlist of personally meaningful music on an iPod for people with dementia. They can then have access to this music, and the memories and familiarity it can create, night and day.

The research has very positive results and Playlist for Life has now been rolled out on the wards.

"People with dementia who come to an acute care environment can find this very unsettling and disorientating".

Helen Skinner, Alzheimer Scotland Dementia Nurse Consultant

Living With Dementia

A new Fife website launched in Spring 2017 provides support for people diagnosed with dementia and their families.

The 'Living With Dementia in Fife' website is a multiagency initiative, bringing together NHS Fife, Fife Council, Fife Health & Social Care Partnership, Alzheimer Scotland, Fife Sports & Leisure Trust, Fife Forum and Fife Carers Centre.

The website signposts patients and their families to sources of support on a range of topics to help them live with dementia and plan for the future.

The site points to advice on living independently and maintaining an active lifestyle, as well as information on practical legal matters such as managing property or organising power of attorney.

Visit:

www.livingwithdementiainfife.scot.nhs.uk





Cosy Neuk

With its 1960's wallpaper, archive photos of Scotland and Baby Belling Cooker, it does not look like a room in a modern hospital ward.

The Cosy Neuk, located in the Victoria Hospital was opened in December 2016 and is one of Scotland's first hospital vintage rooms.

It has been specifically designed to stimulate feelings of familiarity amongst patients with dementia by replicating the designs, products, sights and sounds they may remember from days gone by.

The Cosy Neuk is a kitchen and living room area with numerous objects and references to the 1950s and 60s and a soundtrack of Perry Como and Glenn Miller to match.

An in-patient stay can often be a distressing experience for someone with dementia and being surrounded by unfamiliar objects and people can lead to feelings of disorientation. The Cosy Neuk is a reassuring environment which stimulates memory and conversation.

The room was funded by the Friends of Victoria and Whyteman's Brae Hospitals, alongside contributions from endowment funds.

"It's wonderful to be able to bring patients to this area where they can relax. Seeing the old furniture and looking at the old pictures helps them make connections and encourage them to communicate and tell stories as their memories come back to them."

Helen Caithness, Senior Charge Nurse

Musculoskeletal Redesign

A success story of Health and Social Care Integration in Fife has been the reintegration of community and acute musculoskeletal (MSK) physiotherapy services. This has resulted in improvements to the service including the efficiency and equity of musculoskeletal physiotherapy services across Fife, despite the changing Fife demographics and increase in service user demand.

As part of service developments, a multidisciplinary 'AHP Hub' has been developed at Whyteman's Brae Hospital. The Hub provides a consistent approach to the management of AHP referrals, which includes podiatry, physiotherapy, occupational hand therapy and orthotic services. All referrals go to the Hub, where staff triage patients to ensure that appropriate appointments and advice are given. Not only has this resulted in equity of access across Fife, there are no delays associated with part-time clinics or during holiday periods and, additionally, patients can self-refer into the Hub.

MSK staff have undertaken training in 'Good Conversations', a personal outcomes approach which focuses on what matters most to a person, improving their health and wellbeing. Early feedback from service users and staff is that it is having a positive impact on delivering person-centred care.

An innovative multidisciplinary Allied Health Professions (AHP) 'Virtual Clinic' has also been formed, which has enhanced communication and learning across the AHP services and improved the service user pathway, through improved cross-boundary working and significantly reducing service 'hand-offs' between services.

The MSK service has also undertaken a service evaluation in partnership with patients, which will help shape future service delivery. The feedback highlighted the importance of patients feeling that they are truly listened to, with a desire to access ongoing advice and support, when required.





Activity Wristbands Help to Support Reduction in Falls

An initiative aimed at helping reduce inpatient falls by visually recording a patient’s mobility levels has been rolled out in community and acute wards across Fife.

The programme was introduced and piloted in Ward 1 at St Andrews Community Hospital by the multi-disciplinary Intermediate Care Team, in support of wider organisational work to reduce falls and encourage safe physical activity for inpatients.

Patients admitted to the ward were given an initial physiotherapy assessment to identify safe levels of mobility.

Following this, patients received a coloured wristband which was then applied to their wrist or walking aid corresponding to their level of mobility:

- Red – assistance with mobility
- Amber – supervision with mobility
- Green – independent with mobility

The wristbands allow all staff to instantly identify patients requiring close supervision and those considered to be more independent, with patients monitored throughout their stay. The pilot in Ward 1 resulted in a 25% reduction in falls, with the lowest number of falls recorded in a three-year period.

“When I first came to the ward I was in a red band and the lady in the next bed was amber so I wanted to get to green first.”

Patient

Feedback from patients, relatives and carers has been positive, with many patients using the coloured bands as an important marker of their rehabilitation progress. The initiative has since been rolled out to Adamson Hospital, Glenrothes Hospital and Queen Margaret Hospital, with Acute Medical for the Elderly wards also trialling the wristbands.

Our Laboratories - the engine room of diagnostics.





NHS Fife's labs achieved the international quality accreditation standard known as ISO 15189 back in 2015 – one of the first labs in the whole of the UK to be awarded this gold standard.

Surveillance visits this year show that we have maintained the very high standard reached then. We are justifiably proud of this as it requires a huge level of commitment from all groups of staff – Medical Consultants, Biomedical Scientists, Clinical Scientists and Healthcare Support Workers.

Cutting edge technology also plays its part in maintaining excellence. The Victoria Hospital's South Laboratory is home to a highly automated track system which directs blood samples to the correct analysers for testing, prioritising urgent specimens along the way. Thousands of results can be produced every hour using this efficient track system.

This means turnaround time for blood test results is super fast – measured in minutes rather than hours – allowing timely intervention and treatment for the patient where required. All of the automated tests are closely monitored and quality controlled to ensure that, although fast, the results are always accurate.

Technology also enables us track specimens from the hospital to ensure test results are reported as quickly as possible. One of the key performance indicators from the Royal College of Pathologists is that 95% of acute electrolyte results should be reported within 60 minutes of being received in the laboratory. Current performance for NHS Fife is that 98% of these are reported within 60 minutes with the average turnaround time being 31 minutes. This allows our critical areas to make speedy decisions regarding a patient, which helps with capacity and flow issues.

This year in Microbiology new technology has been used to improve patient management and antimicrobial therapy to ensure patients are treated using the correct antibiotic therapy at least 24 hours earlier than using conventional systems. Combined with principles of good practice this will also have a positive impact on prescribing.

Cellular Pathology meanwhile recently took delivery of a Macropath pro-x analyser. This is used to take photographs of specimens for multi-disciplinary team meetings and for incorporation into diagnostic reports. It helps medical teams check a biopsy is complete and see the size and position of a tumour. This informs discussion around diagnosis and treatment.





Under the *microscope*

NHS Fife Laboratories



We perform more than five million tests per year

We process around 1.3 million specimens per year



80% of diagnoses are made by diagnostic testing

Our labs are accredited ISO 15189 standard, the international gold quality standard



We can test over 700 types of specimens

Mental Health Physiotherapy & Exercise Service

An innovative mental health physiotherapy service, based at Stratheden Hospital, is supporting mental health patients in their recovery through the provision of wide-reaching physical activity and exercise opportunities.

The team work with a range of different patients from acute, rehab, over 65's, forensic, outpatient and community services.

All older adults admitted to wards within Stratheden are given a comprehensive physiotherapy assessment, with a strong focus on falls prevention. Working closely with nursing staff, a range of work is undertaken to minimise falls, including falls prevention exercise classes and ward based exercise groups for frailer, older adults aimed at maintaining strength, balance and mobility.

Wider assessment and treatment is also provided, from patients requiring advice and support around exercise whilst suffering from or recovering from eating disorders, to patients with severe and enduring mental health problems who have musculoskeletal complaints or difficulties with balance and mobility.

In addition, the service provides multiple exercise and activity opportunities for wider patient groups, with referrals taken from staff

nurses, psychiatry and occupational therapy. Patients are screened prior to any interventions and their journey is tailored to their goal.

The service hosts a fully equipped gym space filled with commercial standard gym equipment. A variety of group-based activities including walking groups catering for all fitness levels, tai chi classes and weekly badminton sessions, and also links with a local day hospital to help staff deliver a weight management course.

Part of the aim of the mental health physiotherapy service is to provide a pathway to get individuals back into community facilities, such as local leisure centres, local sports and walking clubs.





Trakcare

Earlier this year we successfully rolled out a new digital patient information system across all our sites.

Trakcare is an electronic health record and clinical information system that allows our hospitals to seamlessly and securely share important patient information across one platform.

It automates a number of previously manual processes and brings into line information used across acute, mental health and community services. Trakcare's introduction has also allowed us to access hospital bed occupancy in real-time.



Shaping the Future



To respond to the changing needs of the population and make best use of resources we continue to look at new ways of working and delivering services. Through innovation and by embracing change we will continue to deliver effective, high quality patient care.

IMPACT

The Strategic Improvement Planning and Change Team (IMPACT) was formed during the past year to help transform our services to meet the changing needs of our population.

It is a multi-disciplinary project support team that brings together expertise in Strategic Planning and Performance, Project Management, Quality Improvement, Clinical Governance, Organisational Development and Communications. IMPACT can be commissioned by operational teams tasked with delivering key corporate objectives, such as improving ways of working and changing the way our services run, so that they are more efficient and respond better to individuals' needs.

IMPACT Projects

To date IMPACT has supported a range of improvement initiatives covering areas as diverse as Urgent Care, Outpatient Appointments and Procurement. There has been an unprecedented effort to scrutinise the efficiency and effectiveness of our medicines choices to ensure they are safe, clinically effective and make best use of NHS resources.

A new Formulary – the list of medicines recommended for use in Fife - was introduced in December 2016 and a comprehensive project to promote adherence to its recommendations and to reduce medicines waste resulted in savings of over £4 million by the end of the financial year in March 2017. This work is ongoing.

Regional Working

We have been working proactively with colleagues across southeast Scotland to combine our collective resources for the benefit of patients in the region.

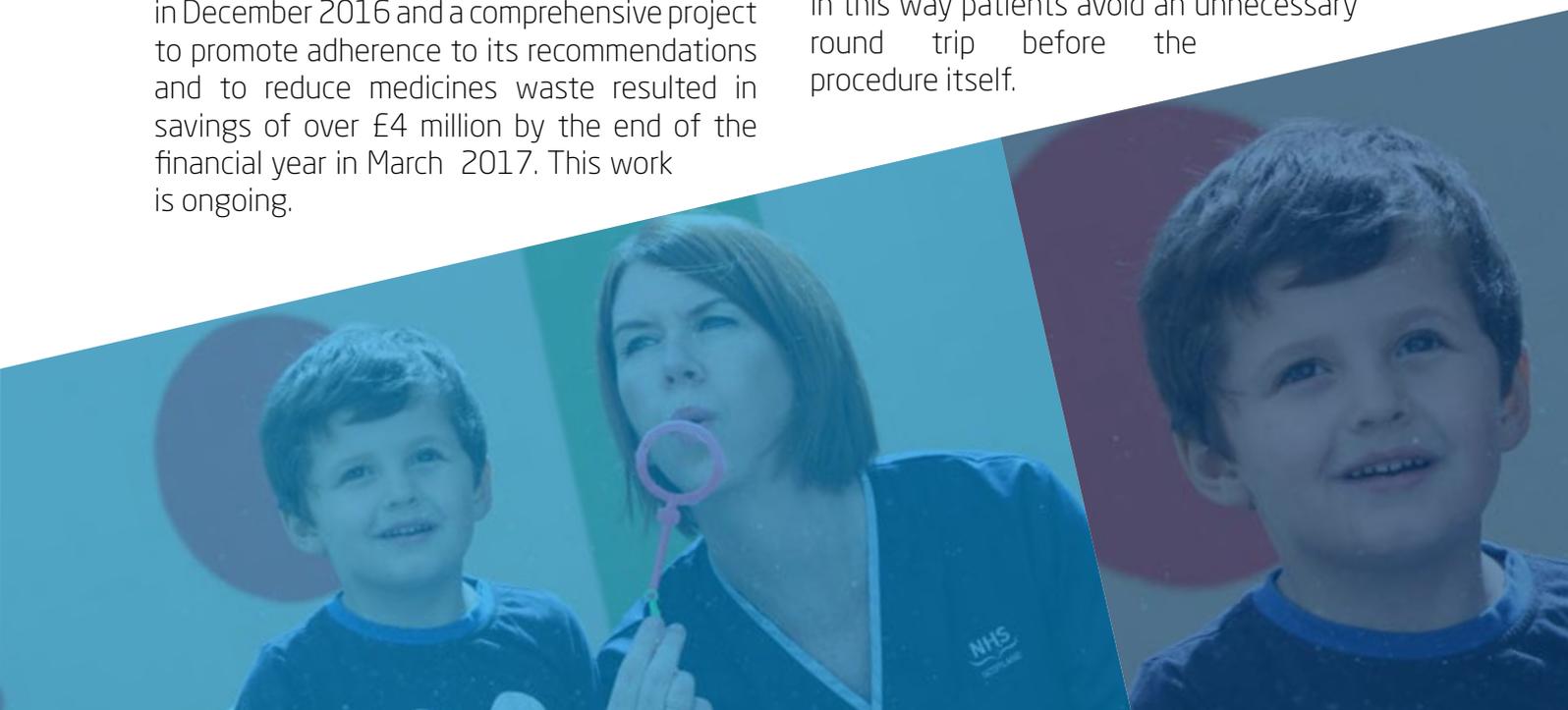
NHS Fife is behind an innovative approach in Radiology reporting, launched in Spring 2017, which enables images taken in Fife to be reported on by Radiologists across southeast Scotland. This improves the radiology provision available to patients in Fife and ensures patients continue to be seen as locally as possible.

NHS Fife is the pilot site for the use of cutting-edge telehealth technology in Ophthalmology, linking outpatients at the Queen Margaret Hospital in Dunfermline with their consultant at the Golden Jubilee Hospital in Clydebank, the national specialist centre for cataract surgery.

As part of the pilot, patients have a pre-assessment appointment with Fife's nursing and ophthalmic staff.

The innovative collaboration between the Golden Jubilee and NHS Fife makes it possible for patients to attend a high tech consultation without leaving Fife.

In this way patients avoid an unnecessary round trip before the procedure itself.



Improving Health and Wellbeing



Whilst overall health and wellbeing is improving in Fife, there remain a number of challenges. Reducing inequalities and improving health is a key focus for NHS Fife and our partners.

Tackling Inequalities and Improving Health in Fife

Whilst the overall health and wellbeing of Fife's population is improving, the gap between the health of those living in the most and least disadvantaged circumstances persists.

A range of work is underway aimed at reducing inequalities and improving health. Leading this work is Fife Health and Wellbeing Alliance whose health inequalities strategy, Fairer Health for Fife 2015-20, promotes evidence-based ways of working.

Fife Health and Wellbeing Alliance's aim is to increase understanding of health inequalities, improve service responses and create opportunities for people to improve their own health and wellbeing.

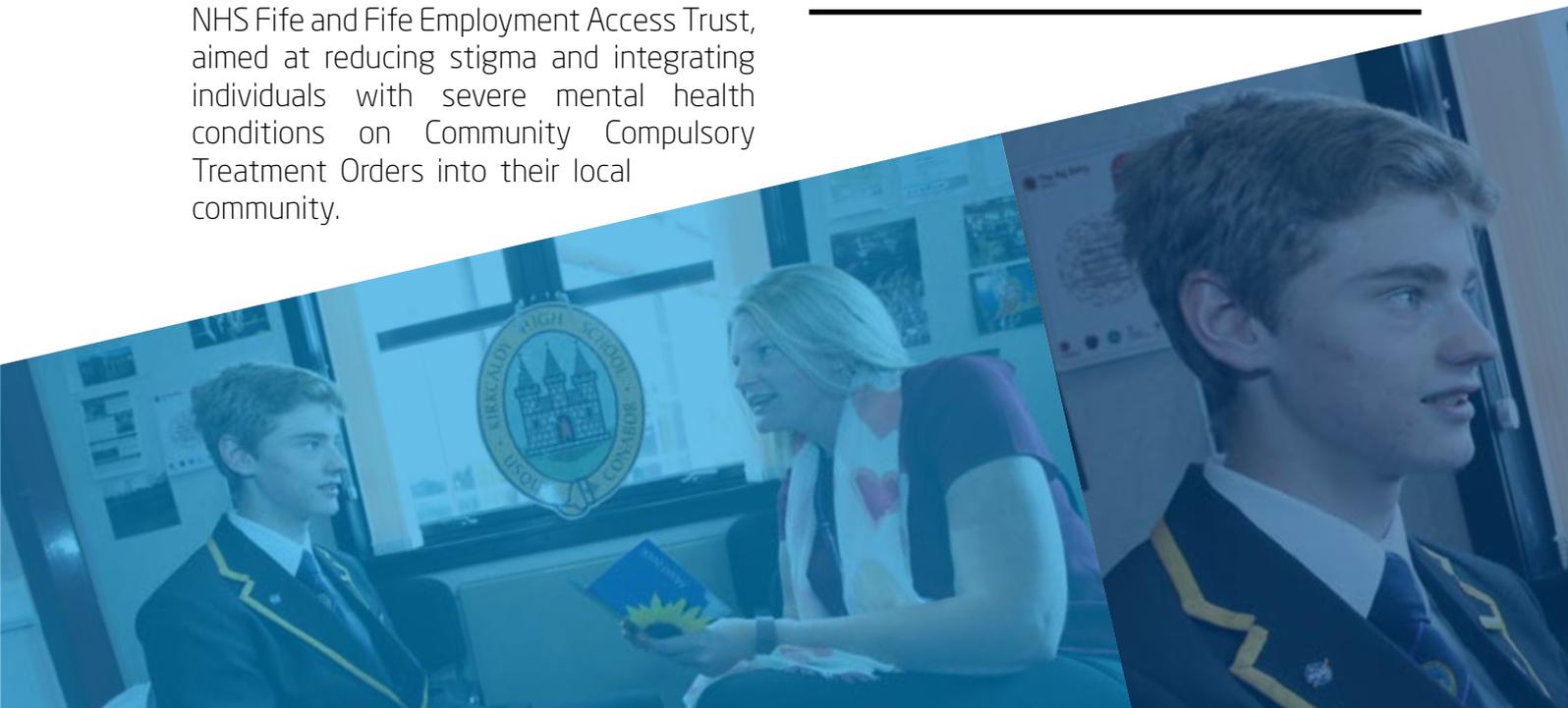
Work currently includes:

- Research into food poverty in Fife - improving understanding and reviewing the range of initiatives which exist to address food poverty. This research will help inform a strategic approach to food poverty in Fife.
- Support for partnership working to enable people to access appropriate services and opportunities to improve their life circumstances. This has included the Employ Your Mind initiative, a partnership between NHS Fife and Fife Employment Access Trust, aimed at reducing stigma and integrating individuals with severe mental health conditions on Community Compulsory Treatment Orders into their local community.

- Support for community-led initiatives which improve health, by providing volunteering and skills development opportunities, social connection, access to healthy food and encouragement to take part in physical activity. Grounded in and led by local communities, these initiatives are more likely to be self-sustaining after the ending of any grant funding.
- Working with Fife Employability and Training Consortium (a partnership of eight third sector organisations) to increase their effectiveness in reducing health inequalities. This has included work on health and wellbeing, so that effective interventions can be more easily identified and replicated. In addition there is an innovative programme of research in unemployment 'hotspots', aimed at reshaping service provision for long-term unemployed people.

"In 2016, work has focused on implementing the Fairer Health Strategy for Fife and delivering recommendations from the report of the Fairer Fife Commission."

Dr Margaret Hannah, Director of Public Health



- Supporting services to become “trauma-informed” i.e. understanding links between adverse childhood experiences and health issues in adulthood. A new GP referral pathway has been successfully piloted, in which self-help coaches working under the supervision of NHS Fife’s Psychology Department, offered safety and stabilisation for those who had experienced trauma. This approach is now being developed to target homelessness – equipping homeless people to manage the symptoms of trauma, thereby reducing repeat homelessness.

NHS Fife is also working towards the Health Promoting Health Service, making every healthcare contact a health improving one. Improving health and reducing inequalities requires extensive partnership working with Fife Council and other partners, the third sector, families, carers and communities.

“Concerted effort is helping the NHS become a health promoting service, making a difference with every contact that staff have with patients.

“Health and social care staff are in the excellent position to incorporate brief advice and brief interventions into their conversations with patients, and show commitment and leadership in early intervention and health promotion, encouraging people to make healthier choices.”

Dr Margaret Hannah, Director of Public Health





Director of Public Health's Annual Report

The Director of Public Health's Annual Report outlines a number of key areas of health and wellbeing affecting the people of Fife, the challenges ahead, and the work undertaken by NHS Fife and its partners in helping to address some of these challenges.

The 2016 report noted:

- The population in Fife continues to increase and age, with projections indicating that between 2014 and 2039 it will increase by 5.4% to almost 387,000 people. By 2039 the population aged 65 and over is also expected to have increased by 52% to almost 108,000 people.
- Mortality rates have fluctuated but overall there has been a 13% reduction in deaths between 2006 and 2015, with rates consistently lower than the national average. Despite decreasing rates the relationship between those living in poorer areas and higher mortality rates continues to exist.
- Coronary Heart Disease incidence is falling, with 1,156 cases in Fife in 2014/15 - the lowest number in the last 10 years and, when expressed as a rate, lower than the national average.
- The number of people living with Diabetes in Fife is increasing, with 21,000 individuals affected (5.7% of the population). Of those living with Diabetes in Fife, 54% were aged 65 and



over and 90% had Type 2 Diabetes. Of those with Type 2 Diabetes 58%, were obese, with 31% overweight, showing the strong link with weight problems.

Dr Margaret Hannah
Director of Public Health

Investing in Staff



Our staff are our greatest asset. We continue to invest in our workforce and support staff health and wellbeing through a range of different initiatives. We take great pride in celebrating the achievements of our staff throughout the year, culminating in the annual NHS Fife Achievement Awards.

Staff Health and Wellbeing

NHS Fife achieved the Gold Healthy Working Lives Award in May 2016 and is continuing to build on this achievement by implementing the Staff Health and Wellbeing Strategy and associated action plan, alongside various health improvement activities for staff.

We have continued to promote the Live Positive stress toolkit and the revamped Staff Well@Work Handbook. These initiatives are designed to proactively improve and promote staff health and wellbeing and aim to reduce sickness absence.

A particular success has been the Healthy Harmonies staff choir, which has gone from strength to strength, with several concerts and a highly acclaimed performance at last year's Edinburgh Fringe Festival and the Achievement Award celebrations.

A staff health and wellbeing survey is being planned for the Summer of 2017, which will capture staff views on being well at work.

iMatter - Staff Engagement Tool

Receiving feedback from staff in terms of how they feel about working as an individual and part of a team within the Board is crucial to developing a healthy organisational culture.

The implementation of iMatter is now in the final year of a three year roll out programme which will be completed by June 2017.

The Board report for 2016 is currently showing a 66% response rate and a current Employee Engagement Index score is 71%. Its success has been through ensuring local management teams take ownership of the process. The progress is positive in every area between the 2015 and 2016 responses.

iMatter reports to the Area Partnership Forum, Staff Governance Committee and will report to the Full Board when NHS Fife as a whole is using the tool at the end of 2017.

Workforce Strategy

The Clinical Strategy developed through working with clinicians, partners, patients, carers and staff was approved in Autumn 2016. It sets out the ways healthcare services will change over the next five years and beyond, to ensure NHS Fife continues to meet the evolving needs of the population. Work is now underway to develop a Workforce Strategy to support these changes as the principles of the Clinical Strategy are implemented.

The Workforce Strategy will ensure staff have the right skills, knowledge, training and flexibility to be deployed in the right place at the right time. The strategy and implementation plans will be living documents, allowing our services to adapt to the changing needs of the people we serve.



Medical Workforce

NHS Fife has continued to make inroads in reducing Consultant vacancies, with 25 new substantive Consultants taking up post during 2016/17 and a further 8 due to start later this year.

There have been concentrated efforts during 2016 and into 2017 to recruit and retain trained medical staff to sustain the Board's medical workforce.

The Board successfully recruited new Consultants for a number of key specialties during 2016, including appointments within the following specialties:

- Anaesthetics;
- Cardiology;
- Care of the Elderly;

- ENT;
- Obstetrics & Gynaecology;
- Ophthalmology;
- Paediatrics;
- Pathology;
- Psychiatry;
- Rheumatology;
- Surgery and;
- Urology.

It is acknowledged that proactive work needs to continue to successfully recruit to any Consultant vacancies which may arise. Should it be necessary services have alternative provision in place to cover services, where this is required, to ensure that safe and appropriate staffing levels are maintained.





Medical Director's View

NHS Fife continues to drive improvements in care and experience for patients.

The Board approved a new Clinical Strategy in October 2016 and we are now in the process of developing the key projects which will see us reshape care for patients to improve local access to care and treatment when this is appropriate. Further public engagement will take place as we define the specific projects.

Our focus on patient safety and reducing harm which can occur within our healthcare system has been maintained over the last year.

As a Board we have been developing a Quality Report to show not just Board Members but also the public how seriously we take their safety when they are in our care. This shows the progress we are making in tackling some of the most common harms that can occur such as falls within our hospitals and healthcare settings, particularly falls that cause harm.

Dr Frances Elliot
Medical Director



Nursing Workforce

We continue to recruit to ongoing nursing vacancies. Direct contact by the Director of Nursing with students from the University of Dundee helped boost the number of newly qualified staff recruited to commence their career within NHS Fife upon completion of their studies and subsequent registration with the Nursing and Midwifery Council. This includes 134 new nurses and six midwives.

The Nursing Workforce Planning Group continue to support the implementation of new models of care, as established by the Board's Clinical and Workforce strategies, through the use of national workload measurement and workforce planning tools, whilst ensuring key national priorities such as advanced nurse practice and an increase in health visiting numbers are delivered. The Group also continue to recognise the challenges faced in some areas of nursing, developing proactive plans to support these areas.





Nurse Director's View

In the last year there have been a number of key developments for nursing in Fife which have helped drive further improvement in the services we offer.

One area of particular success has been in our recruitment where we have employed considerable numbers of new nurses, midwives and allied health professionals. There are a number of reasons for this success; firstly, our existing teams create a welcoming and supportive environment where clinicians in training can develop their skills and where they are keen to return to as qualified staff. Furthermore, we have demonstrated that Fife is an attractive place to forge a career, where there are clear pathways for career progress and where ability and dedication is rewarded in equal measure.

One such career path is *advanced practice* and this is an area where we have made great strides in 2016/17, and which will

expand further in the coming year. Advanced practitioners undertake further study and training to go beyond their traditional role. This enables greater continuity of care for patients and reduces the number of hospital visits that many required to make. There are now 45 advanced practitioners working in Fife, and this number will increase further in the coming year. A summit was recently held to look at how these new roles can be used to provide maximum benefit for patients.

Whether on our wards and departments or in our community teams, our nurses, midwives and allied health professionals continue to be a credit to the organisation. With their undoubted skill and unyielding dedication to high quality care, patients in Fife remain in very good hands.

Helen Wright
Director of Nursing

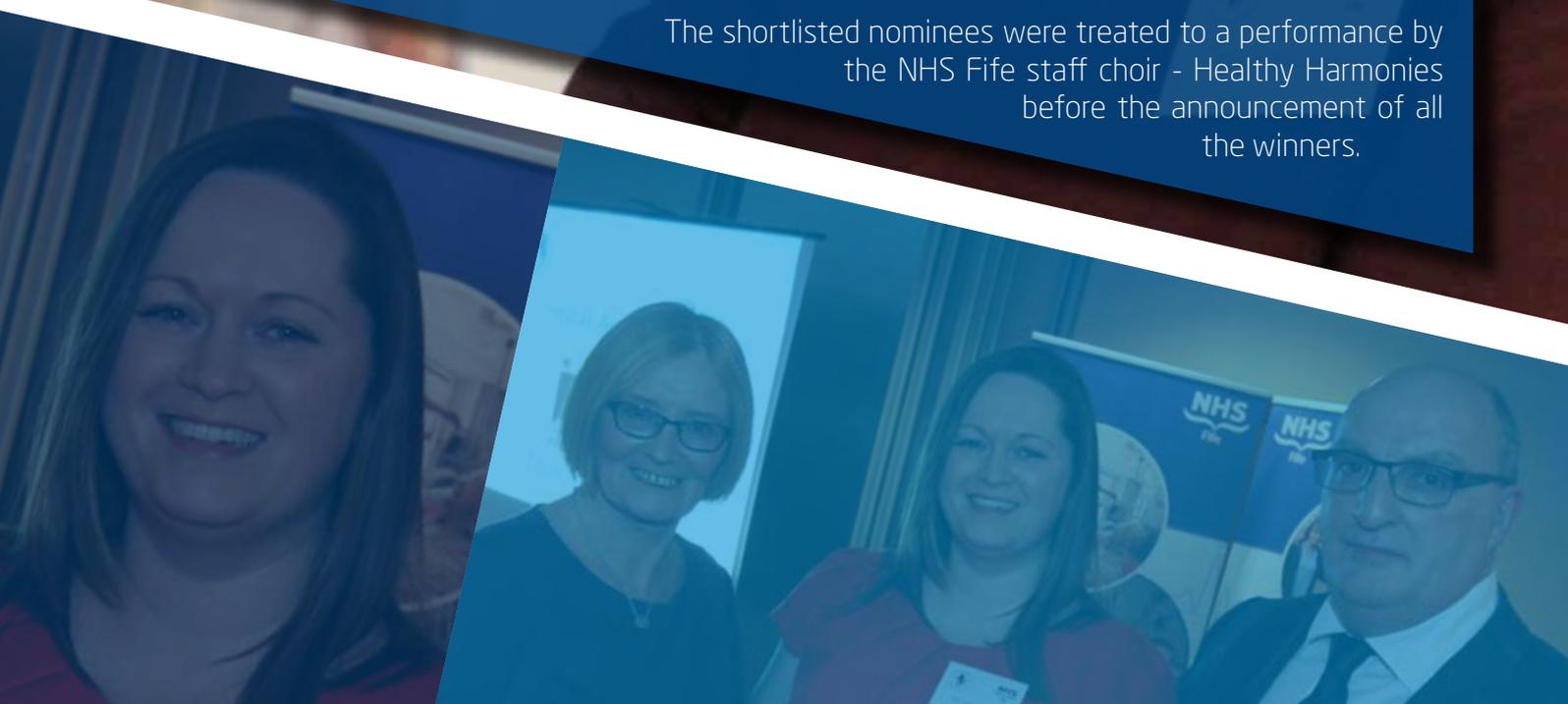
Achievement Awards 2017

The recognition of staff achievement has again been celebrated in style this year at an Achievement Awards night.

The ceremony celebrating the innovation and dedication of NHS Fife staff, public partners and volunteers was a great success. More than 100 people filled the Bay Hotel, Kinghorn to celebrate their partners, friends and colleagues at the NHS Fife Achievement Awards.

Held in partnership with Unison and the Royal College of Nursing, the evening celebrated staff that go the extra mile in their work.

The shortlisted nominees were treated to a performance by the NHS Fife staff choir - Healthy Harmonies before the announcement of all the winners.



"The Achievement Awards started off low key with a small tea, but they have grown to the point where staff can now bring their families and partners along to share in their moment. When you speak to past winners they are so surprised at their nomination and, if they have won, they are absolutely delighted and take that sense of pride with them back into to the workplace."

Wilma Brown, Employee Director







and our winners were:-

- **Ellen Gray**
Volunteer Award
- **Network & Telephony Team**
Top Team Award
- **Gina Harley**
Support Service Award
- **Claire Fernie**
Public Partners & Friends Award
- **Margaret Pirie**
Outstanding Contribution Award
- **Lesley Bruce**
Inspiration Award
- **Dermatology Skin Cancer Support Team**
Innovation Award
- **Gynaecology Minor Ops Team**
Hospital Award
- **Intermediate Care Team St Andrews**
Community Award
- **Dr Kerri Baker**
Clinical Award



Achievement Award Winners 2017

Our Volunteers



Our amazing volunteers work right across the organisation, from 'Heart Buddies', who connect with patients through their own experiences of heart trauma, to our tea and toast staff, who ensure our patients enjoy their drinks and snacks between meals.

Just under 400 people across Fife regularly give up their time to support the work we do and, for the first time in our history, our acute services division now boasts over 100 volunteers at the Queen Margaret and Victoria Hospitals.

The 'Heart Buddies'

Our *Heart Buddies* have provided peer support to over 100 people awaiting heart surgery over the last year.

Supporting ward staff and Consultant Cardiologist, Dr Mark Francis, our Heart Buddy volunteers all have personal experience of heart disease, giving them insight into a patient's emotions and concerns in the run up to their surgery.

Feedback has been extremely positive with patients reporting our volunteers provide a unique understanding and support that helps them through an often worrying time.

The next stage of Heart Buddies will see the initiative rolled out into communities, where our volunteers will extend their reach beyond those who are due to undergo surgery.

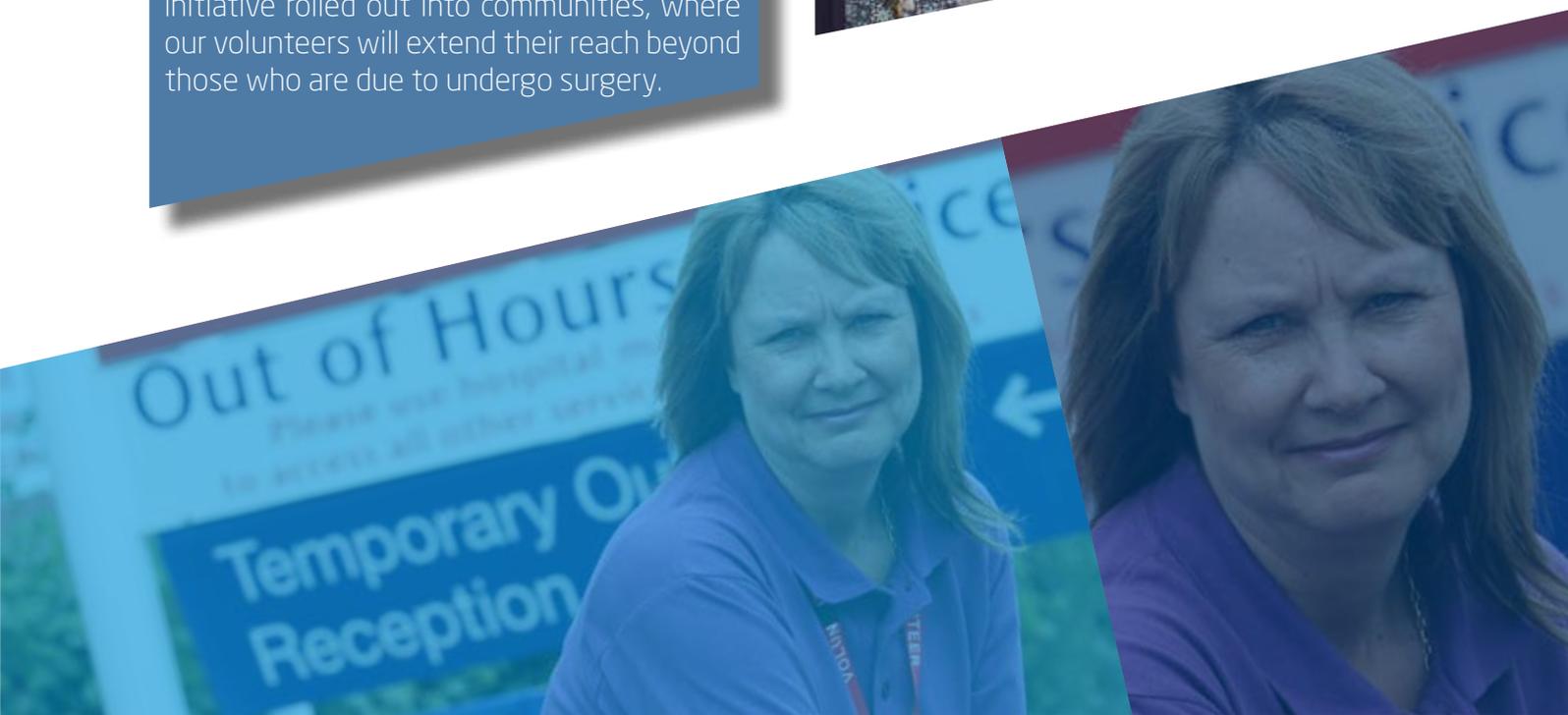
Hazel Rooke

Long-serving Play Volunteer, Hazel Rooke, is retiring this year after almost three decades of supporting children in our hospital.

Throughout her time as a volunteer, Hazel showed great commitment to her role and will be sorely missed by staff and patients alike.

In June 2017, Hazel was presented with a length of service award and a special bouquet of flowers by Chair, Tricia Marwick.

She leaves NHS Fife with our best wishes, to spend more time at home with her family and grandchildren.



Alison Robertson - Volunteer, Haematology/Oncology

Alison Robertson is a highly valued and respected member of the team, whose friendly, gentle and intuitive manner supports both patients and relatives.



Whether making tea and chatting, listening to a patient's story, or assisting in providing advice and support on issues such as finances and housing, Alison is very much the patients' advocate.

Nursing, Pharmacy and Medical teams are grateful for the support she provides and know that she makes the world of difference to the patients she comes into contact with.

Ellen Gray - Volunteer, Maternity & Paediatrics

Ellen Gray has volunteered in Paediatrics and Maternity for over 7 years.

Having spent long periods in hospital as a child, Ellen has used that experience in her work as a Play Volunteer, helping to make young patients' hospital visits as easy as possible.

Working in Maternity she is a familiar and welcome face at ParentSmart classes and provides valuable assistance collating patient information packs.



She is renowned for her attention to detail and ensures that everything she does is completed to the very highest standard.

Cheery, empathetic and dedicated, she will always go the extra mile to assist.





Victoria and Dunfermline Hospice Volunteers

Compassionate and enthusiastic, the Hospice Volunteers carry out a wide range of work.

From manning the reception desk and providing transport for patients, to making tea and toast and providing therapy sessions, they are devoted to helping improve the lives of patients.

Nothing is ever too much trouble and they will always go the extra mile to ensure a patient can enjoy a garden fete, Christmas party or other gathering.

The Hospice Volunteers bring wisdom, wit, tenacity and vibrancy to their work, helping to enrich the experience of patients.

Patient and Public Involvement



The last 12 months have seen NHS Fife demonstrate an ongoing commitment to listening and learning from the experience of patients, carers and service users.

We have continued to seek feedback using a range of methods, recognising that no one size fits all. We have used feedback to improve practice and to influence service developments.

What Matters To You?

We have used *What Matters To You?* (WMTY) as our mantra in an effort to embed the principles of person centred care.

Examples of WMTY in practice:

Rheumatology, Occupational Therapy and Physiotherapy have included the What Matters Most question in patient telephone screening and triage system. This helps the teams to be patient centred and helps them to prioritise patients and be more collaborative in treatment planning. This has significantly improved waiting lists and times in Occupational Therapy.

The Podiatry Service was awarded Allied Health Professional (AHP) fellowship funding to introduce or further embed the Care Aims philosophy into practice.

This model aims to drive evidence based practice, places the patient at the centre of the intervention and supports the individual to achieve his or her goals.

Following training the Podiatry Service and some AHP colleagues

are continuing to embed this model of care through the development of departmental training. Podiatrists have attended good conversations training to support the Care Aims model.

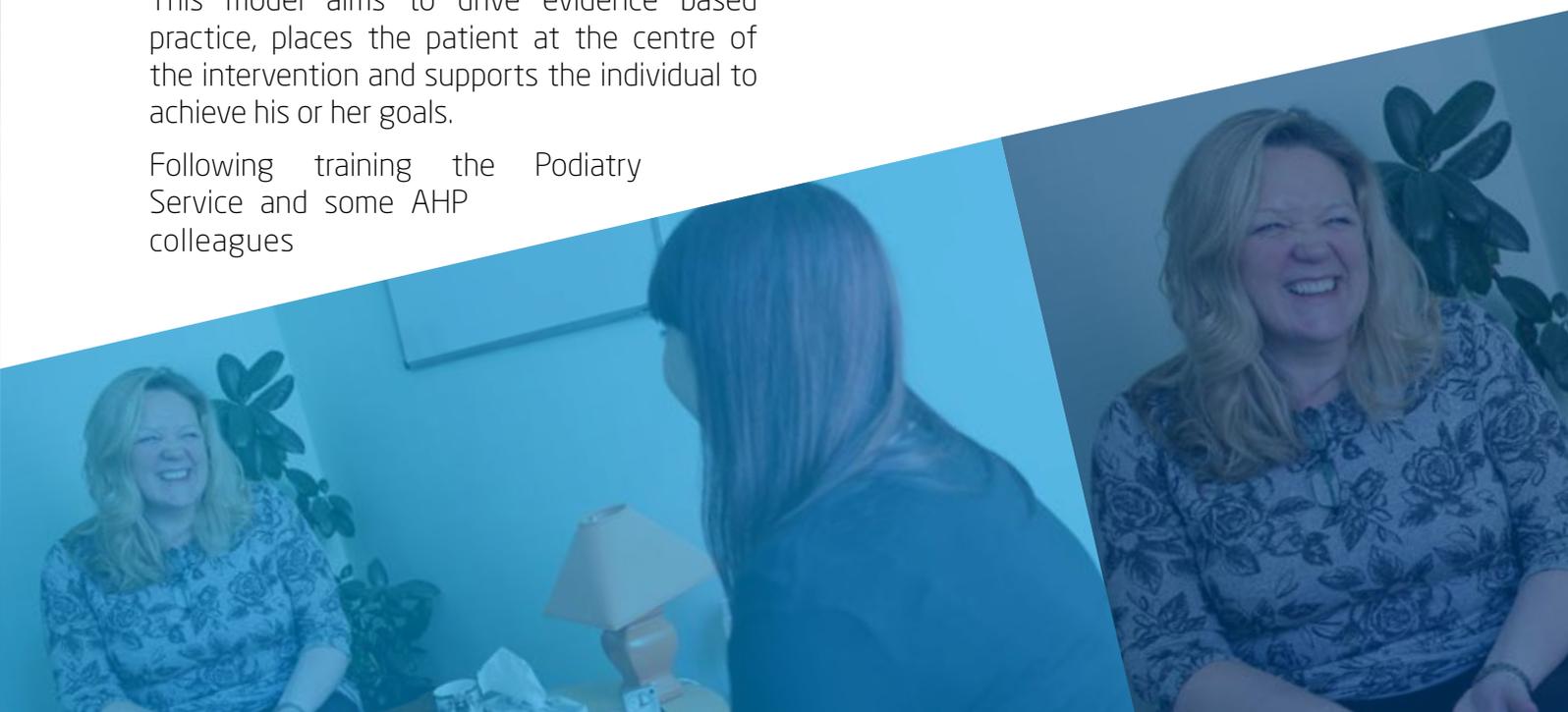
Person Stories at the Board

This year the Board heard about the experiences of a number of patients, carers and staff, who shared their personal stories of healthcare experiences.

The stories are a mix of positive and negative experience and are a means of ensuring that the Board is sighted on real patient and staff experience.

The following stories have featured:

- Hospital at Home Service
- Introduction of a social prescribing model into a settled gypsy traveller encampment
- Playlist for life (using music to support patients and families coping with a dementia diagnosis)
- Transforming Care After Treatment (Integrated Community Cancer Care)
- Coping with a child with a life limiting illness.



Positive Feedback for staff

Story - I came into the unit for a colonoscopy and although I have been many times before, this time I was more apprehensive but I need not have worried. All the staff in this unit are kind and caring to everyone but my three gold stars go to Callum, S/N Ashley and S/N Natalie; for making me feel so much better, there is so much negativity about the NHS I just wanted to make a positive remark, so thanks for making this wee old wreck walk out feeling 10 ft tall.

Response - Thank you so much for your lovely comments about your experience and our staff in the Endoscopy Unit, Victoria Hospital. I can understand why you felt apprehensive about coming for a colonoscopy and it was great to read that our staff made you feel better about it. I will share your post with all our team who will be grateful that you took the time to post. Callum and Natalie are not on duty today, however Ashley has been presented with her three gold stars!

Thanks again and I hope that you have recovered well from your procedure.





Care Opinion

What's your story?

Care Opinion

NHS Fife has remained committed to using Care Opinion (an independent social media site developed to give people a way of sharing their healthcare experiences) as a means of providing anonymous feedback.

Formerly *Patient Opinion*, last year we outlined out plans to increase the number of stories posted to the site; to improve our response times and to increase the number of responders across the Board area.

The following highlights demonstrate that we have achieved what we set out to do and more:

- 175% increase in stories posted (303 stories compared to 110 stories posted in previous year)
- 100% of stories responded to (90% within 5 days compared to 87% in previous year)

- 78% of stories posted were non critical (51% in previous year)
- 14% of stories led to a change being made (11% in previous year)
- 50% increase in the number of responders (currently 17)

Much of the success of Care Opinion in the year 2016/17 is down to the leadership and commitment of the Board's Planned Care Directorate, who have actively promoted Care Opinion and involved staff in the process of responding.

We have seen responding rights devolve from Clinical Nurse Manager to Senior Charge Nurse and have seen a number of improvements materialise as a result of the feedback received.

Visit: www.careopinion.org.uk

Participation and Engagement

In 2016 we successfully achieved endorsement of our Participation and Engagement Strategy by NHS Fife Board and by the Integration Joint Board; a strategy developed in partnership with a wide range of stakeholders.

Our Strategy clearly defines our values and commitment to Participation and Engagement and identifies the experience and involvement of people as key to the successful implementation of the Strategy.

The model of engagement was tested during the development of the Board's Clinical Strategy, which included visits to a diverse range of community groups and forums.

Service Feedback initiatives:

- In maternity services, a Dad's feedback questionnaire was used to seek feedback from father's following the birth of their baby. The results were used to support the development of services aligned to what is important to parents following birth.
- The Minor Injuries Unit (MIU) and Outpatient areas in Adamson and St Andrews Community Hospitals have been using feedback trees. These provide a useful mechanism for capturing real time feedback and have been very successful. The plan is to roll this out to other areas across Fife.

Feedback influencing change

- A complaint about access to and quality of interpreting services prompted the engagement of NHS Fife's Equality and Human Rights Lead to work more closely with Services. This provided an opportunity to increase awareness of staff and to work collaboratively with individual clinical areas to identify specific areas of need and provide advice and guidance on appropriate use of translation. The Lead presented work and shared information resources at the Senior

Charge Nurse group, and followed this up with ward visits and communication.

- Changes were made to appointments information provided by the Speech and Language Service as a result of feedback received
- Mayfield's Assessment and Treatment Unit updated their Ward information booklet following a complaint.
- Occupational Therapy - Patient and carer workshops were developed in response to service user feedback. An evening and Saturday morning telephone triage is now in place following service user feedback.





Equality and Human Rights

NHS Fife is committed to advancing equality for communities across Fife. Equality and Human Rights continues to strengthen our patient centred care approach across all services.

Providing accessible communication is essential for any individual to be able to make choices, be involved and be heard.



NHS Fife provides a range of communication support services including interpreting and translation.

A two way text messaging service is also available for those who are hard of hearing or deaf which is particularly helpful for arranging or changing appointments. Short British Sign Language films have also been produced this year to provide information on available support and explain how to access out of hours and emergency services.

A recent series of awareness sessions for staff and patients aimed at improve our staff knowledge of the deaf community, were held during Deaf Awareness week.

Equality Outcomes for 2017-2021

The publication of our new Equality Outcomes document outlines ways in which staff across the organisation can improve the service information they provide for people from LGBTI+ communities, improve access to Spiritual Care and address inequalities experienced by Gypsy Travellers.



A Queens Nursing Institute Scotland (QNIS) Award was granted to NHS Fife to assist in the development of a community-led, issue based, health program on one of the Gypsy Travellers sites in Fife.

Performance



NHS Fife continues to perform well against key indicators and targets including the 4-Hour Emergency Access Standard, 18 Weeks Referral to Treatment and 31-Day Cancer Waiting Times.

National standards have been met in a number of areas both within the Acute Hospital Services and Fife Health and Social Care Partnership Services.

Information on activity and performance is provided at each Board meeting, and is also available on the NHS Fife website at: www.nhsfife.org/boardmeetings

- **4-Hour Emergency Access Standard**
During 2016/17, NHS Fife achieved 95.4% against the national standard of 95% of patients admitted, treated and discharged within a 4-hour period
- **18 Weeks Referral to Treatment**
90.1% of patients completed a pathway from referral to first treatment beginning within 18 weeks, meeting the national standard
- **Patient Treatment Time Guarantee**
For inpatients/day cases, 95% of 16,617 patients were treated within 12 weeks. Although this is short of the Treatment Time Guarantee, it remains above the national average
- **Outpatient Waiting Times**
Performance during 2016/17 was consistently in line with the standard of 95% of patients waiting no more than 12 weeks for first outpatient appointment
- **Cancer Waiting Times (31-Days from Decision to Treat to First Treatment)**
NHS Fife continues to perform well, with 96% of patients starting treatment within 31 days
- **Alcohol Brief Interventions**
5,448 Alcohol Brief Interventions were completed during 2016/17, exceeding the standard of 4,187.
- **3-Week Referral to Treatment for Drugs and Alcohol Support Services**
97.7% of patients started treatment within 3 weeks of referral against the standard of 90%
- **Dementia Registration**
Local management information shows that the number of patients registered by GPs as suffering from dementia was 3,248 at the end of March, above the standard of 3,176.



Financial Position

2016/17 was a challenging year financially for NHS Fife with an initial gap of £30m against our revenue budget.

Across the health and care system our managers and staff worked exceptionally hard on a range of projects and initiatives to address the financial challenges, while continuing to deliver safe and effective care for our patients.

This includes reducing prescribing costs and medicines waste, tighter management of our supplies and other efficiencies and also an unexpected cap on the insurance premium we pay towards NHS Scotland's clinical negligence policy (CNORIS). Together these measures had a significant impact on our financial position and we ended the year in balance.

Audit Scotland concluded their external audit assessment of the Board's financial statement and wider aspects of financial management and sustainability; governance and transparency; and best value in June. The outcome of this independent review was an unqualified opinion – a clean bill of health in all aspects of the accounts.



As we move into the new financial year, we will continue to scrutinise operational financial performance and delivery of the savings linked to our transformation programme and to a rigorous programme of efficiencies and good housekeeping. We are committed to making the best use of the resources available while delivering safe, effective, high quality care to the people of Fife.

Carol Potter
Director of Finance





Healthcare Associated Infections

C.Difficile Infection Incidence: NHS Fife has continued to meet the standard for incidence of C-diff infections, showing a rate of 0.25 cases per 1000 total occupied bed days against the standard of 0.32 cases. This equates to 64 cases, down from 67 in 2015/16.

Staphylococcus aureus bacteraemia (SAB): Although the standard was not achieved, with 0.32 cases per 1000 acute occupied bed days against the standard of 0.24, significant improvement has been made. In 2016/17 there were 87 cases, a fall from the 117 cases seen in 2015/16.



The main challenge continues to be addressing the number of infections caught outside the Acute Hospitals, with a number of improvement measures underway.

Healthcare Environment Inspectorate (HEI) Inspections



NHS Fife underwent an unannounced inspection at Victoria Hospital in December 2016, with the Maternity Unit, Medical High Dependency Unit and Wards 22, 23, 42, 43 and 53 all visited.

The inspection commended the cleanliness of the hospital environment, noting a number of areas of good practice including staff adherence to infection prevention and control precautions, and cleanliness of equipment.

A single action point - to improve written documentation of conversations with patients about infection control and prevention - has been addressed.

There are certain areas which continue to be challenging, and where work is being undertaken to improve performance further, in both Acute Hospital Services and Fife Health and Social Care Partnership services.

- **Cancer Waiting Times (62-Days from Suspicion of Cancer Referral to First Cancer Treatment)** - 85.7% of patients were treated within 62 days, against the standard of 95%. Whilst the majority of patients are seen within the target, work continues to improve performance, including looking at ways to make treatment pathways more effective and work with regional partners.
- **Smoking Cessation** - 361 successful post-3 month quits were achieved in the most deprived communities by the end of January against a trajectory of 650. Efforts to increase the number of quits in populations with the highest smoking prevalence continue, with processes streamlined and further research taking place.
- **Child and Adolescent Mental Health Services (CAMHS) Waiting Times** - 83.7% of patients started treatment within 18 weeks of referral against the 90% standard. Targeted work has focussed on the general flow of referrals to treatment with the aim of achieving a consistent performance in the longer term. It is expected that by continuing this current approach, improved performance will be achieved over the next year.
- **Psychological Therapies Waiting Times** - 69.4% of patients started treatment within 18 weeks of referral, against the standard of 90%. Service development and redesign, including increased access to options in Primary Care, is expected to see performance improve in the next year.

Staff Absence

In terms of the Board's sickness absence position the average rate during 2016/17 was 5.02%, a reduction of 0.03% from the 2015/16 rate and 0.09% lower than the NHS Scotland average. The sickness absence rates were within the 4% range during the first seven months of the 2016/17 financial year.

The Board's 'Well at Work' initiatives are designed to improve and promote staff health and wellbeing and aim to reduce sickness absence in a proactive manner. Management reviews of sickness absence are also in place across acute, community and support services.



The Board

as on 31 March 2017



Tricia Marwick
Chair



Paul Hawkins
Chief Executive



Dr Frances Elliot
Medical Director



Dr Margaret Hannah
Director of Public Health



Helen Wright
Director of Nursing



Carol Potter
Director of Finance



Dr Les Bisset
Vice Chair



Janette Owens
Chair of ACF



Andrew Rodger
Council Representative



Wilma Brown
Employee Director



Moira Adams
Non Executive Member



Martin Black
Non Executive Member



Christina Cooper
Non Executive Member



Rona Laing
Non Executive Member



Simon Little
Non Executive Member



John Paterson
Non Executive Member



Alison Rooney
Non Executive Member



My commitment to you last year was that NHS Fife would place the quality of our services and the experience of our patients at the heart of all we do. That commitment holds just as true today as we set about our efforts to evolve to meet the challenges of a changing world. It has been rewarding to see staff embrace this commitment during the past year as they introduce new ways of working that respond better to the needs of individual patients. I hope you have enjoyed reading about some of this work in the Developing Our Service and Working Smarter chapters of this report. They are just some examples of many service improvements that began by listening to you.

The publication of NHS Fife's Clinical Strategy during 2016-17 was a landmark moment, defining our vision for the delivery of healthcare for the next five years and beyond. Work has now begun to implement its recommendations, designing services that meet the challenge of a growing population who are living longer and which seize the opportunities afforded by advances in medicine and technology.

Working closely with Fife Health and Social Care Partnership and colleagues in Fife Council and the Third Sector, the emphasis is on delivering care that is responsive





Chief Executive's Forward Look

to individual needs and closer to home wherever possible, thereby reducing stays in hospital.

In the year ahead we will be looking closely at how best to serve all our communities across Fife to offer more services in community settings. We want to make it easier for people to access care earlier, to get the treatment and support they need before their health deteriorates. There will also be an increasing emphasis on preventative care. These measures will help us achieve one of our principal aims; to reduce health inequalities so that everyone has the opportunity to live healthy, active lives. We must ensure that our young in particular have the best possible start in life and that they learn healthy habits early that will stand them in good stead all their lives.

Urgent care services have been facing increasing challenges as more people seek help and advice, especially at night and at the weekend. In common with all Health Boards across Scotland, NHS Fife will seek to reorganise these services in line with the findings of the independent review led by Professor Sir Lewis Ritchie. His report recommends a clinician-led model for out of hours and urgent care that brings together multi disciplinary teams that include GPs, nurses, physiotherapists, community pharmacists, social care workers and other specialists. You can expect to hear more about this in the coming year as we seek your views to shape our proposals.

We will also continue to work with neighbouring Health Boards to ensure we provide specialist care for our patients and make best use of NHS

resources.

Work is underway to identify services that will benefit from a regional, population based planning approach to build on existing successful examples of regional working in areas such as Radiography, Endoscopy and Oncology. Working together we will design regional services of the highest quality that are also sustainable and cost effective.

2017/18 promises to be an exciting year of opportunities to do things better and to improve on our performance in areas where we can do better. I look forward to your participation in helping us shape tomorrow's health services in the months to come.

Paul Hawkins
Chief Executive





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www.flickr.com/nhsf

If you would like further support information or an accessible format please use the contacts below;

- Fife-UHB.EqualityAndHumanRights@nhs.net
- NHS Fife Equality and Human Rights Department on 01592 648151
 - For those who are speakers of BSL please use the NHS Equality and Human Rights SMS text service 07805800005
 - You can contact the Fife Centre for Equalities who will help you.

