



**NHS Fife - Proudly caring for the people of Fife**

INCLUDES  
**2020**  
CALENDAR





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**Tricia Marwick**  
Chair

**As I take this opportunity to reflect on the achievements of NHS Fife during 2018-19, I also find myself looking forward into the new decade and what the 2020s might mean for**

**our health and social care sectors.**

It has been widely acknowledged that healthcare systems in all developed countries are undergoing pressure from ageing populations and slowing economic growth. NHS Fife is not immune to this. I am proud of the hard work and commitment our staff have demonstrated throughout 2018/19 to ensure that the services we deliver continue to meet the needs of the communities we serve, and put the population and patients at the heart of everything we do.

In this review you will find examples of work across NHS Fife, developing and improving services that directly address the changing needs of our local population, especially those living with chronic and complex conditions.

Our work in preventing ill health and early intervention not only improves outcomes for patients, but also allows us to utilise new technology that brings direct benefits not only to patients, but also to our clinicians and the treatments they can offer.

Over the coming decade, the NHS will inevitably need to look after more people, with more complex needs, as a result of our growing and ageing population. It is therefore important that we continue to listen and learn from the experience of our patients, carers and service users, along with our staff to inform further service enhancements and developments in the future.

One such example is our ambitious plan to create a centre of excellence for elective orthopaedic surgery. (Read more on page 6)

With NHS Fife's pioneering spirit and commitment to innovation, I am confident that the board will continue to lead the way for Scotland in a great many areas.

*With NHS Fife's pioneering spirit and commitment to innovation I am confident that the board will continue to lead the way for Scotland in a great many areas.*

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





# Fighting Flu

Each year the flu virus has an impact on our community based services and hospitals, causing a spike in the numbers of patients having to be admitted to hospital, and who then have to be nursed in isolation to prevent the virus spreading. As many of our services can be under greater pressure over the winter months, increasing the number of staff vaccinated reduces the impact that flu has on our services. Healthcare workers are much more likely to be exposed to the flu virus and so getting vaccinated not only helps protect staff; it helps protect patients and stops the virus being spread to friends and family members.

In 2018/19 around 54% of NHS Fife staff were vaccinated against flu, making Fife one of the highest performing boards in Scotland.

This year, NHS Fife sought to improve uptake still further. To help engage with frontline staff and encourage even more to take up the free offer of a flu vaccination, a 'Flu Wars' promotional campaign was developed, taking its reference from the global phenomenon that is the Star Wars franchise. The campaign invites staff to join the resistance and protect themselves and those around them by getting vaccinated and help fight the war against flu.

In support of the campaign around 60 'Peer Vaccinators' were recruited to help reach as many NHS Fife staff as possible through pop-up clinics and drop-in sessions.



Senior Charge Nurse, Sandra Connelly, receives her flu jab from peer vaccinator, Craig Orr.

## TRUST THE VACS FACTS

In October 2019, the Scottish Government, with some assistance from local celebrity and BBC River City star, Jordan Young, launched it's annual flu vaccination campaign at the Victoria Hospital Dialysis Unit.

The campaign focus is on people with health conditions and children aged between two and five years old.

Every year, thousands of children are hospitalised with flu and even healthy children can become seriously ill from the effects of it.

Protecting children can also stop flu spreading to family, friends and others.

NHS Fife is urging more parents and carers to take up the offer to have their child vaccinated for free in a bid to protect public health. We are also asking parents to trust the facts about vaccines provided by the NHS and not listen to misinformation around vaccines appearing online and across social media.

**Find out more at: [www.nhsinform.scot/campaigns/get-the-facts-about-flu](http://www.nhsinform.scot/campaigns/get-the-facts-about-flu)**



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## Dementia recovery area

In spring, a new recovery area opened at the Victoria Hospital aimed at minimising the anxiety of patients with dementia as they wake from surgery. The experience of coming round from an anaesthetic following surgery can be a frightening, particularly if you live with dementia, or are cognitive impaired.

Distress and anxiety can have a detrimental effect on the overall health of people with dementia, and developments such as the new recovery area assist staff in minimising the distress experienced by not only by patients, but also by their families and loved ones. The project was funded from the Fife Health Board Endowment Fund. Local artist Karen Masters was commissioned to create art within the surgical recovery area which provides a calming distraction for such patients.

Karen worked with theatre staff and specialist dementia nurses to understand the needs of this patient group before creating a beautiful mural of a tranquil Scottish loch side and the associated trees, flowers, birds and animals.

Spanning across 48 square feet, the mural was created using high contrast painting techniques to ensure that it could benefit patients with visual impairments. Relaxing mood music and subtle wildlife sounds have also been added to create as calming an environment as possible.

The development is about more than the environment NHS Fife provides for patients - it is about embedding our organisational values and caring approach to ensure that treatment offered is not only therapeutic but puts the holistic needs of the person at the core of everything NHS Fife does.



Dementia recovery area staff with artist Karen Masters and Helen Buchannan, Director of Nursing



# New elective orthopaedic centre planned for Fife

NHS Fife is leading the way in Scotland for orthopaedic surgery. Innovations such as hip replacements in a day and virtual fracture clinics have gained national interest and establish our position as a centre of excellence in orthopaedics.

NHS Fife's orthopaedics service has been commended for its excellence in care by the British Orthopaedic Society and has built an international reputation for its innovative approach to elective surgery, as the first facility in Scotland to perform 12 hour stay hip and knee replacements.

Very much at the vanguard of pioneering surgery in the case of hip replacement surgery, NHS Fife seeks to build on this success and be able to offer patients the best care in the best possible environment. In May 2019 the NHS Fife Board was therefore delighted to announce a funding bid to build a new state-of-the-art elective orthopaedic centre planned for completion in spring 2022.

A contract has been established with GRAHAM construction to become the Board's principal

supply chain partner to manage the build which will take 18 months to construct on the Victoria Hospital site in Kirkcaldy. The building will provide three operating theatres and a 34 bed supporting ward with associated outpatient facilities and will incorporate the highest standards of sustainable design, using low energy technologies throughout the construction process.



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## EXCELLENCE IN CARE



Members of NHS Fife's Haematology and Oncology Day Unit

In October 2019, NHS Fife's Haematology and Oncology Day Unit received the The Macmillan Quality Environment Mark (MQEM). Following rigorous assessment, the unit achieved a score of 5 - the highest possible rating of 'excellent'.

The day unit at the Victoria Hospital cares for over 200 patients a week with malignant and non-malignant blood disorders, with patients receiving blood transfusions as well as treatments such as chemotherapy for cancer. With such treatments ahead of them, many patients are naturally anxious coming into the unit.

The MQEM award recognises the work that staff do in going the extra mile to ensure that patients

are treated in the best possible environment with the right care and compassion to support them during their treatment. The MQEM standards were developed in collaboration with over 400 people living with cancer. Launched in 2009, NHS Fife first received the award in 2012 and again in 2015, based on three yearly renewals (where facilities have maintained the quality standards)

The MQEM is a detailed quality framework used for assessing whether cancer care environments meet the standards required by people living with cancer. It is the first assessment tool of its kind in the UK and is assessed by Macmillan Cancer.



# New prostate procedures get the green light

The NHS Fife urology team has built a reputation for being one of the most innovative in the country, leading the way in the treatment of patients with a wide range of urological issues.

Now a Green Light Laser training centre, at the Day Surgery Unit at the Queen Margaret Hospital welcomes medical visitors from all over the UK to observe how medium-large prostates are treated.

Here, patients with enlarged prostates are treated using cutting edge laser technology, where the prostate gland is vaporised with green light laser treatment creating a wide cavity which then allows patients to pass urine freely - especially important for those with urinary catheters.

Of those treated in this way, 93% were discharged with 23 hours and of these between 70-75% left on the same day.



In another ground-breaking procedure; Holmium laser enucleation of the prostate, surgeons again use lasers to remove obstructing tissue in enlarged prostates. This procedure is also performed as day surgery with most patients discharged home on Day 1 post op - in comparison with 3-5 days with the open procedure, resulting in a much quicker recovery for the patient and reducing the need for a hospital stay.

*NHS Fife has a unique setup, perhaps the most complete in Scotland, if not in the whole of the UK*

**Mr Feras Al Jaafari;**  
**Consultant Urological Surgeon, NHS Fife**



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## LEADING THE WAY IN KIDNEY CARE

A first of its kind in Scotland, NHS Fife is now offering patients who previously had to use a Nephrostomy (urine bag) a life-enhancing alternative.

The urine from a normal kidney drains through a narrow, muscular tube, the ureter, into the bladder. When that tube becomes blocked, for example by a stone or a tumour, the kidney can rapidly become affected, especially if there is infection present. While an operation may become necessary, it is also possible to relieve the blockage by inserting a plastic tube, called a nephrostomy, through the skin, into the kidney.

This opportunity, to internalise their stents via the new procedure that places the stent under the skin will allow patients to get on with their daily lives without having to adapt to a life with a urine bag.

This new procedure which is known as extra-anatomical stent diversion is now performed here in Fife at the Victoria Hospital by Consultant Urological Surgeon, Mr Feras Al Jaafari, and his team who also welcome colleagues from across the UK to learn from Fife about this innovative procedure and its benefits.



The Fife-Malawi ENT partnership 'Ungweru' aims to improve Ear, Nose and Throat provision

## Global Citizenship

The Scottish Global Health Coordination Unit was launched in June 2018 to facilitate health partnership and global citizenship activities across NHS Scotland.

NHS Fife is proud to be part of this work and the number of NHS Fife Global Citizenship Champions has steadily been growing over the past 12 months. NHS Fife has held a range of events to share best

practice, provide networking opportunities and support staff interested or already involved in global health work within the Board.

NHS Fife's lead Global Citizen champion is Dr Esther Currock, a Consultant in Public Health Medicine and the Board's Deputy Director of Public Health, outlines below two of our pioneering projects taking place in Malawi.



*"The benefits to staff involved in Global citizenship work include an improvement in staff leadership and management skills, as well as helping staff with communication and teamwork. Such work can also increase clinical practice skills as well providing staff more varied patient experiences".*

**Dr Esther Currock, Consultant in Public Health Medicine**



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## NURSE DIRECTOR'S VIEW



**Helen Buchanan**  
Director of Nursing

**As Director of Nursing for NHS Fife, I am the executive lead for the Nursing and Allied Health Professions (AHP) workforce, Child Protection and Spiritual Care.**

I am passionate about nurturing the next generation of nursing, midwifery and AHP leaders, encouraging professional development opportunities and working across the health system to put in place the optimal cultural conditions for all NHS employees to thrive. By empowering our teams, I feel that we enable our staff to provide truly patient centred care.

In the last year there have been a number of key developments across NHS Fife that clearly demonstrate this commitment including the appointment of over 150 newly qualified nurses.

We were also delighted for Laura Templeman who won the Support Worker Award at this year's Scottish Health Awards and for our Dementia Services team who were named as finalists in Scotland's Dementia Awards in the Best Hospital Care Initiative category.

## Fife-Malawi Partnership

46% of Scots can name a friend or family member with a connection to Malawi, making this one of the world's strongest north-south people-to-people links.

As part of NHS Fife's global health work a number of teams from Fife have been working with communities in Malawi to deliver life saving health care projects.

Two recent projects include the Malawi-Fife Diabetic Retinopathy Teaching Programme and the Fife-Malawi ENT partnership 'Ungweru'.

Established in 2014, the former project set out with the aim of preventing one person per week losing sight from diabetes in Malawi and to develop capacity for screening and treatment for diabetic retinopathy.

Numerous activities have been implemented to achieve this aim, including increasing capacity for screening clinics, training courses for optometrists and supplying ophthalmoscopes to community settings.

The Fife-Malawi ENT partnership 'Ungweru', aims to improve Ear Nose and Throat (ENT) provision through the training, education and support of ENT nurses, clinical officers and trainee surgeons. The project now in its third year has facilitated a number of visits from NHS Fife staff to Malawi, and Malawian staff to NHS Fife with all participants benefiting from the shared learning experience.

# Working in parallel - new Ophthalmology theatres

Earlier this year NHS Fife opened its new £560,000 ophthalmology theatre suite at Queen Margaret Hospital in Dunfermline.

The demand for patients requiring cataract surgery has increased considerably over recent years. Around 3,000 cataract procedures are carried out each year in Fife and this number is expected to rise to 3,500 by 2022/23.

The new facility was developed to reduce waiting times and allow patients in Fife requiring cataract surgery to have the procedure carried out locally.

Until very recently there was only one cataract theatre in Fife and keeping up with the increasing demand has meant providing weekend waiting list theatres, and in some cases patients travelling to Glasgow for their out-patient appointment and treatment.



A decision was taken to increase capacity in Fife by adding an additional theatre to run side-by-side with the existing treatment area, creating a parallel theatre set up. This enables a single surgeon to work simultaneously across two adjoining theatres and allows nursing staff to prepare the patient before the surgeon arrives to start the operation. Once the procedure is complete, nursing staff can prepare the theatre for the next patient as the surgeon moves on to the adjoining procedure room to start the next case.

The new arrangement provides capacity for around 500 cases per annum with scope to increase this still further as demand increases.

This approach has also helped to improve NHS Fife's performance against the 12 week treatment time guarantee and may potentially provide additional capacity to neighbouring health boards to reduce waiting times for patients outwith Fife.



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*“This additional capacity is already reducing waiting times for patients requiring cataract surgery and ensures all patients in Fife requiring cataract surgery will be able to have the procedure carried out locally.”*



A woman with long dark hair, wearing a white lab coat, is seated at a desk in a laboratory or office environment. She is looking at a computer monitor. In the background, another person in a white lab coat is visible, and there are various pieces of equipment and papers on the desk.

## Innovation and research partnerships

NHS Fife has an ambitious research and development (R&D) strategy designed to support the organisation's strategic aims by promoting a culture that supports and encourages research as part of routine practice. A list of annual priorities is made and agreed at Board level which included ambitions to build on partnership working to increase the volume and quality of our research, to develop the research and skills knowledge of our staff and also to work in partnership with the citizens of Fife. Over the last year, one of the most significant developments within R&D is the relationships we have built with the Universities of St Andrews and Dundee which have produced palpable benefits in terms of major research grants, innovative research projects and reinforcing our research culture in NHS Fife. Within R&D recent studies have included cancer; cardiovascular & stroke, renal, musculoskeletal and neuroprogressive disease. The outlook for next year is

- to continue to build on this proactive research activity
- to continue the upward trends in academic publications by NHS Fife staff.
- to increase the number of clinical academics, compliance with research governance requirements
- to deliver a comprehensive R&D education programme that will directly benefit patient care and staff development.



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## MEDICAL DIRECTOR'S VIEW



**Dr Christopher McKenna**  
Medical Director

**I was delighted to take up the position of Medical Director with NHS Fife on 1st March 2019.**

I see the role as fundamental to any organisation that has high value, high quality patient care at its heart.

I like to think that in my role as Medical Director I do more than lend a clinical voice, but advocate for the patient at the organisation's highest level and can directly contribute to improving the quality and value of care by working with colleagues across NHS Fife

In the past year following feedback from the post graduate deanery, there has been a focus within Acute Services with regard to improving the working conditions of our junior doctors. This has involved ensuring that we balance the needs of training alongside the requirement to deliver services. More work is still required and efforts are underway to look at the pressures faced by clinical teams in the out of hours period as well as working to improve clinical handover.

This year the importance of innovation and the role of Research and Development has been recognised with NHS Fife forming a regional innovation hub with NHS Lothian and NHS Borders focussed on developing strategies to raise the profile of innovation locally. This has been a positive year for

the Realistic Medicine team, NHS Fife has introduced and is developing a range of initiatives around Realistic Medicine, recognising that a one size fits all approach to health and social care is not the most effective path for the patient or the NHS.

All of the initiatives put the person receiving health and social care at the centre of decisions made about their care.

Our realistic prescribing plan is one such initiative with overall aims of ensuring prescribing is appropriate for the individual, reducing harm from unnecessary prescribing of medicines and implementing shared decision making with patients taking into consideration the potential risks versus potential benefits to the patient.



## Fife's future nurses

36 children made their nursing debut at the Victoria Hospital this summer to learn more about a career as a nurse, midwife or allied health professional.

Their visit was part of the Future Nurses of Scotland initiative, which aims to change commonly held misconceptions of nursing,





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such as that nurses mainly take temperatures or that males don't become nurses, by connecting with children in the early years of their education.

One of the main ways the initiative does this is by providing child-sized versions of national nursing uniforms and showcasing the benefits of nursing as a modern and progressive career – a great hit with kids and parents alike.

The children, who were all aged between three and ten years old, visited the Children's Ward where they met working nurses and took part in a series of activities using real or replica equipment. They had the chance to see how real nursing works. They learned that it is a fast paced, dynamic, multi-faceted profession that involves cutting edge technology and that it is not all about taking temperatures and measuring pulse rates. The initiative has done great work to widen perceptions and showcase a more realistic representation of nursing in Scotland.



STV News covered the initiative

## UNICEF Baby Friendly - First in Scotland



In 2019, NHS Fife has become the first maternity service in Scotland to receive Gold Baby Friendly Accreditation from UNICEF.

This award recognises the gold-standard level knowledge and commitment of staff in promoting breastfeeding and bringing mothers and babies closer through the feeding experience.

Baby Friendly was established in 1992 and came to the UK two years later with a programme for maternity services to support and encourage mothers to breastfeed. Since then the programme has been expanded to include neonatal units, children's centres and universities.

[www.unicef.org.uk/babyfriendly](http://www.unicef.org.uk/babyfriendly)

# Staying connected with open visiting

There is growing recognition of the importance of encouraging and supporting people in hospital to stay connected to the people that matter most in their lives in aiding their care and recovery. NHS Fife is fully committed to open visiting - where visiting times are not restricted, this is also known as Person Centred Visiting.

This year restrictions on ward visiting times were lifted to allow the person receiving care to decide when they see their loved ones and friends.

To further support this commitment, the wards, known as Welcome Wards have issued a Ward Promise (right) which is prominently displayed in all of our wards outlining the key rights of visiting families, carers.



Welcome wards - Person centred visiting and the Ward Promise

We welcome families, carers and friends to:

- ☒ Visit the ward as much as their family or friend would like, at any time of day or night
- ☒ Share what matters to them and their experience with us
- ☒ Have the opportunity to participate in care delivery



For more information on how this will affect you visiting your friends and relatives, visit:  
[www.nhsfife.org/welcomewards](http://www.nhsfife.org/welcomewards)



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## DIRECTOR OF PUBLIC HEALTH'S VIEW



**Dona Milne**  
Director of  
Public Health

### Priority actions for prevention in 2020/21

Throughout 2019/20 We will continue to maintain our focus and increase our efforts on reducing inequality in Fife, working together with public and third sector partners to

support those facing the highest levels of inequality.

In 2018/19 a wide range of initiatives were introduced to directly address issues such as school attendance and educational attainment, to improve employment opportunities, provide good housing and to increase household income levels.

Local projects also included supporting communities to address immediate issues such as food insecurity, ensuring that families have enough food to eat and that the food they have is healthy, along with a range of preventative work.

The greatest gains for those facing the highest levels of inequality will come from addressing the social and economic determinants of health.

As such, our future priorities will include:

- Work to address poverty and inequality through income, housing, education and employment programmes as part of the Plan 4 Fife
- Deliver the Fife Child Poverty Plan with Fife Council and other partners
- Support NHS Fife to achieve Living Wage accreditation
- Create new programmes of employability within NHS Fife through a policy of Apprenticeship First and other support into employment opportunities
- Establish a new system for the review of drug related deaths and increase prevention activity jointly with the Alcohol and Drug Partnership
- Partnership working via the Fife Suicide Prevention Core Group, including establishing a multi-disciplinary suicide review group and further developing the Fife Suicide Prevention action plan
- Support the development of a dual diagnosis approach to mental health and substance use disorders
- Collaborate in the East of Scotland Partnership for the prevention and reversal of Type 2 Diabetes

# Staff Achievement Awards

The annual NHS Fife Achievement Awards, held in partnership with Unison Fife Health Branch and the Royal College of Nursing have become an important event in the calendar, with a record number of nominations received from across the organisation in 2019.

Individuals and teams were recognised at this year's award ceremony, hosted at the Bay Hotel in Kinghorn. Over 100 people attended in recognition of their hard work and dedication in serving the people of Fife.

10 awards were presented, with categories including, Young Achiever, Support Services, Unsung Hero, Doctor, Allied Health Professional and Nursing & Midwifery.

In addition, a new award was launched - the Chair's Commendation. The award, recommended by NHS Fife Board Chair, was awarded to the NHS Choir, Healthy Harmonies in recognition of the contribution they make to raising the profile of NHS Fife.

As part of the evening finalists were also treated to a performance by the Healthy Harmonies, who sang a medley of songs taken from their successful show at the recent Edinburgh Fringe.





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## 2019 AWARD WINNERS



Allied Health  
Professional Award  
**Karen Mellon**



Doctor  
Award  
**Dr Kim Steel**



Hotel Services  
Award  
**Brian Hutton**



Nursing &  
Midwifery Award  
**Evie Maxwell**



Outstanding Member  
of Staff Award  
**Fiona Allan**



Primary  
Care Award  
**Dr Gerald Burnett**



Support  
Services Award  
**Louise Berry**



Top Team  
Award  
**Levendale Team**



Unsung  
Hero Award  
**Craig Orr**



Volunteer  
Award  
**David Jack**



Young  
Achiever Award  
**Craig Hamilton**

# The values that guide us

At NHS Fife we put people at the centre of everything we do and work to a common set of values which guide the work we do, the decisions we take and the way we treat each other.

Our vision, values and behaviours have been developed through engagement with teams from across the organisation, including our staff, board, service users and the wider community. They are firmly rooted in the founding principle of the NHS in Scotland to provide good, strong and reliable healthcare to all at the point of need.

These values represent how we do things and the expected behaviours of people working for NHS Fife. These values are embedded in our organisational culture, not just a check list, but values that we can genuinely live and breathe in our workplace. We will seek to continually embed these, ensuring that we have a culture that drives high quality and well led services organisational wide in support of our journey to consistently deliver outstanding patient care for people in Fife.



## NHS Fife - Our Values



Safety First



Dignity &  
Respect



Care &  
Compassion



Excellence



Fairness &  
Transparency



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## DIRECTOR OF WORKFORCE'S VIEW



**Barbara Anne Nelson**

**The Director of Workforce is lead for workforce planning and staff health and wellbeing.**

During 2018/19 NHS Fife has continued to review it's Workforce Strategy to ensure that we both recruit and retain

staff across all job families to support delivery of the Clinical Strategy and also support the implementation of national initiatives such as the new General Medical Services contract.

In terms of Youth Employment we have increased our commitment to the number of apprenticeships available across NHS Fife.

Following our annual staff survey (iMatter) we are now focussed on supporting teams to develop action plans.

We continue to build upon our Going Beyond Gold work in the area of staff health and wellbeing and have invested in raising awareness and providing training on mindfulness, resilience and the art and benefit of having "good conversations" between staff and patients and also between colleagues.

*To support youth employment we have increased our commitment to the number of apprenticeships available*

## Healthy Working Lives

As any athlete will testify, it is one thing to achieve the gold standard but quite another to maintain standards to this level. This is why NHS Fife is rightfully proud to have retained the Healthy Working Lives Gold Award in 2019.

This is the highest level of award and reflects the great work being carried out across NHS Fife in the areas of staff health and wellbeing. This year the programme was extended to include a range of new initiative including the introduction of mindfulness practice, yoga classes and resilience training.

NHS Fife is not resting on its laurels, with an ambition for 2020 of Going Beyond Gold and looking to further invest in our commitment to staff initiatives as the key to a healthier and happier workforce, which ultimately will pay dividends on the wellbeing of our staff and patient care.



**Healthy Working Lives**

## The gift of giving

Thanks to our big-hearted donors and the hard work of staff, community partners, as well as our patients, families and carers, a total of £947,000 was given in donations and legacies to the Fife Health Board Endowment Fund in 2018-19.

This money has allowed us to support a wide range of projects and initiatives that directly benefit our patients and their carers.

In 2018-19 over 20 diverse projects received funding, from hospice gardens, to a premature baby simulator, to gym equipment to aid patient rehabilitation through to mindfulness training.

Other direct purchases from the fund have included items such as presents for patients in the hospitals on Christmas day, improvements to the physical environment and therapies for palliative patients.

These projects and purchases would not have been possible without the generous donations and fundraising efforts of the people of Fife.

*'The Queen Margaret Hospice Garden is a great example of the Fife Health Board Endowment Fund working in partnership with the community. We were delighted to be able to support staff and volunteers in providing patients with a beautiful, tranquil, outdoor space where families and friends can spend time together.'*

Queen Margaret Hospice Garden

**The Endowment Fund Chair, Rt. Hon. Tricia Marwick**



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## Happy 10th Anniversary to St Andrew's Community Hospital

St Andrew's Community Hospital celebrated its 10th birthday in 2019 and to mark the occasion, a garden party was held on Wednesday 11th September to which all volunteers and staff based in the hospital were invited. Also in attendance were some former staff and teams who were involved in the development and building of the hospital as well as various members of the Hospital League of Friends who provide year round support and fundraising. A sun dial was donated to mark a decade of the Community Hospital along with garden furniture.

Students from Elmwood College in Cupar who have been managing the garden were joined by pupils from Madras High School in St. Andrews to provide the entertainment for the garden party with singing, a musical recital and a bagpipe solo.



Madras pupils and teacher with Karen Nolan, Community Hospitals Manager.

## Friend's of Victoria & Whyteman's Brae Hospitals












### 50 Golden Years!

The Friends of Victoria and Whyteman's Brae Hospitals group was founded in 1969 to "provide funds for comforts, amenities and other items for the benefit of patients and staff".

Fifty years on and the Fife fundraisers 'the Friends' celebrated their Golden Anniversary with a reception party on Friday 13th September. Over the years their donations have been put to great use, funding projects as wide and varied as The Haven in Victoria Hospital, decorating the Victoria Hospital's Children's Ward with artwork as part of an initiative with students from Fife College and the introduction of the E-link system for patients in the Victoria Stroke Unit. The Friends Committee comprise of staff and lay members representing the communities they serve.

The 'Friends' have always been held in very high regard throughout the community and their success is due, not only to the hard work and dedication of the Committee through the years but, perhaps most importantly, the generosity of the people of Fife in supporting them.



		Scotland 2018/19	NHS Fife Performance
	4-HOUR EMERGENCY ACCESS <sup>1</sup>	91.2%	95.2%
	NEW OUTPATIENT WAITING TIMES <sup>2</sup>	75.0%	98.2%
	PATIENT TREATMENT TIME GUARANTEE <sup>3</sup>	72.1%	72.5%
	18-WEEK REFERRAL-TO-TREATMENT TIME <sup>4</sup>	80.2%	79.0%
	CANCER 31-DAY DECISION-TO-TREAT <sup>5</sup>	95.0%	95.6%
	DRUGS/ ALCOHOL WAITING TIMES <sup>6</sup>	93.6%	95.9%
	PSYCHOLOGICAL THERAPIES WAITING TIMES <sup>7</sup>	76.3%	68.1%
	HEALTHCARE ACQUIRED INFECTIONS - C.DIFFICILE <sup>8</sup>	14.8	7.2
	HEALTHCARE ACQUIRED INFECTIONS - SABS <sup>9</sup>	16.8	20.9
	CHILD & ADOLESCENT MENTAL HEALTH WAITING TIMES <sup>10</sup>	70.7%	76.0%
	SMOKING CESSATION <sup>11</sup>	N/A	434

1. % of those admitted, discharged or transferred within 4 hours
2. % of outpatients waiting under 12 weeks for first outpatient appointment
3. % treated within 12 weeks of decision to treat
4. % treated within 18 weeks of GP referral
5. % of patients diagnosed who commence treatment within 31 days

6. % of patients commencing treatment within 3 weeks of referral
7. % of patients commencing treatment within 18 weeks of referral
8. Cases per 1,000 occupied bed days
9. Cases per 1,000 occupied bed days
10. % of patients commencing treatment within 18 weeks of referral
11. Number of people assisted to give up smoking



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## Focus on performance



In 2018/19 NHS Fife continued to perform well against key indicators/national standards and we remain one of the top performing boards in Scotland.

NHS Fife continues to perform better than the Scottish average against the majority of key indicators and targets, including 4-Hour Emergency Access and New Outpatients Waiting Times. This information provides us with the assurance that we are providing good quality care to our patients.

However, we are not complacent and we recognise that there is always room for improvement.

The introduction of the funded Waiting Time Improvement Plan for Elective Care in 2019 ensures patients are seen and treated in a timely

manner and performance is sustainable into the future. Alongside this, the transformation plan for acute services is being further developed, which will see a redesign of services, to ensure the care NHS Fife provides is modern, sustainable and fit for the future.

Performance continues to be monitored closely throughout the year, with improvement plans in place for some of the other standards where recent performance has been challenging. Improving performance for Child and Adolescent Mental Health Services and Psychological Therapies Waiting Times remains a key area of focus in Fife, with work ongoing to enhance the support available.

## DIRECTOR OF FINANCE'S VIEWS



**Carol Potter**

Director of Finance

**Across the health and care system in Fife, we continue to face a challenging financial climate but remain committed to making the best use of the resources available**

During 2018/19, our staff worked exceptionally hard on a range of projects and initiatives to reduce costs where possible, while continuing to deliver safe, effective and high quality care for our patients. In particular this included

*The outcome of the independent review for 2018/19 was an unqualified opinion – a clean bill of health in all aspects of the accounts.*

reducing medicines waste, tighter management of our supplies and a range of other efficiencies. Together these measures had a significant impact on our financial position and we ended last year in balance. Much of this was non recurring in nature, or in other words, a one off. This means that our longer term financial position continues to be challenging.

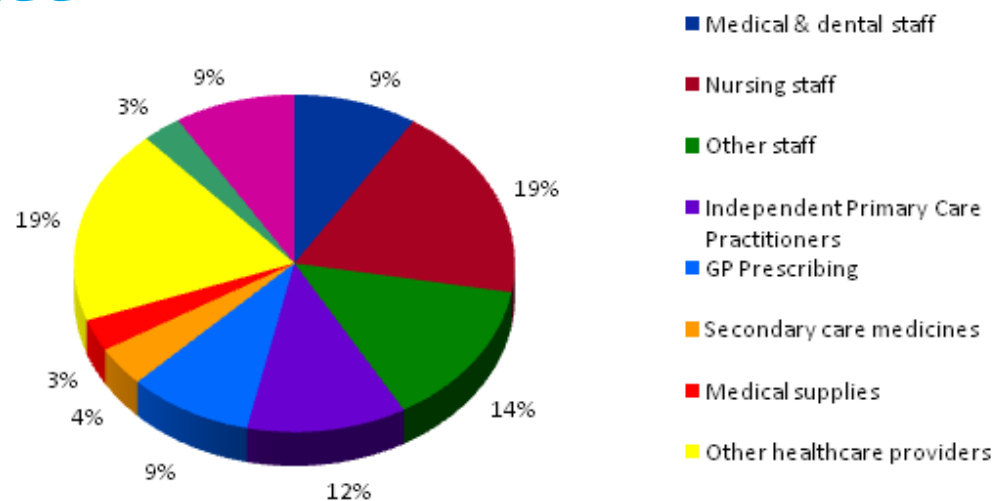
Audit Scotland provides an external audit assessment of the Board's financial statements and wider aspects of financial management and sustainability; governance and transparency; and best value. The outcome of this independent review for 2018/19 was an unqualified opinion – a clean bill of health in all aspects of the accounts.

## How NHS Fife's budget is allocated

Each year NHS Fife is allocated a budget to enable the Board to provide healthcare services for more than 370,000 residents.

In 2018/19 this budget was made up of £707m of core funding, which is allocated internally to the directorates to allow them to operate, and an additional £8m to fund capital projects – a term used in governmental accounting to track the financial resources used to acquire and/or construct a major capital asset.

The Board of NHS Fife approved its annual accounts for 2018/19 on 26th June 2019, which outlined that NHS Fife had met all its financial targets for 2018/19 and delivered an underspend of £0.219m.





# The Chief Executive's Forward Look



**Paul Hawkins**  
Chief Executive

**As accountable officer for NHS Fife, I am charged with ensuring that we deliver the best care for the people of Fife and continue to enhance the quality and safety of the care we provide in our community, throughout**

**our services and hospital facilities, by improving patient pathways and flow.**

In NHS Fife we are proud of our staff and the services we provide. Patient safety and care is at the heart of everything we do and with a culture that fosters openness and innovation allows us to continually improve and deliver patient focused services that make best use of our allocated resources and estate.

The challenges of driving greater improvements and addressing the numerous challenges of developing a health and social care system that is fit for 21st century are well-rehearsed.

People are living longer and increasingly need services that can support multiple health conditions. At the same time, parts of Fife continue to experience health inequalities.

While all public services are affected by financial challenges, these are being particularly felt in health and social care due to the increasing demand for services. The key to meeting these challenges

*The challenges of driving greater improvements and addressing the challenges of developing a health and social care system that is fit for 21st century are well-rehearsed. The key to meeting these challenges is joining up the care people receive from the NHS and other public services, working together to deliver improved outcomes.*

is transforming the care people receive from the NHS and other public services, working together to deliver improved outcomes.

In NHS Fife we have a good foundation on which to build. Throughout 2018-19 we continued to demonstrate positive progress and improvement in a number of high-level indicators, including 4-hour emergency access, where NHS Fife performed higher than the Scottish average along with our patient treatment time guarantee (TTG) where eligible inpatients and day case patients receive treatment within 12 weeks of their treatment being agreed.

We have also delivered a range of innovative services including our new Jack and Jill Ophthalmology Theatre which has reduced patient waiting times and increased capacity and we've announced plans to undertake our largest capital project since the opening of phase three of the Victoria in 2012, to build a state-of-the-art £34 million Elective Orthopaedic Centre. The new building will house

the region's orthopaedics service, commended for its excellence in care by the British Orthopaedic Society

It is also worth noting that last winter was particularly challenging with significant increase in demand for unscheduled care, along with the impact of cold weather.

For those areas that continue to be challenging we are continuing our work in joint planning with the IJB (Integration Joint Board) and Fife Council.

Moving forward our priorities will focus on collaborative work, locally and nationally, to improve people's health and reduce health inequalities.

I look forward to your participation as we continue to work with the communities we serve to deliver for Fife.

**Paul Hawkins, Chief Executive**

## NHS Fife Board Information

NHS Fife is managed by a Board of Executive and non-Executive Directors who are accountable to the Scottish Government through the Cabinet Secretary for Health and Sport.

The NHS Fife Board holds its Board meetings in public every two months. Members of the public are welcome to attend and observe proceedings.

Meetings have set agendas and accompanying papers are available on the NHS Fife website five days prior to the meeting, visit [www.nhsfife.org/boardmeetings](http://www.nhsfife.org/boardmeetings)



**Tricia Marwick**  
Chair



**Paul Hawkins**  
Chief Executive



**Dr Chris McKenna**  
Medical Director



**Dona Milne**  
Director of Public Health



**Carol Potter**  
Director of Finance



**Helen Buchannan**  
Director of Nursing



**Wilma Brown**  
Employee Director



**Janette Owens**  
Chair of the Area Clinical Forum



**Cllr David Graham**  
Fife Council Representative



**Dr Les Bissett**  
Vice Chair & Non Exec. Board Member



**Martin Black**  
Non Exec. Board Member



**Alistair Morris**  
Non Exec. Board Member



**Sinead Braiden**  
Non Exec. Board Member



**Eugene Clarke**  
Non Exec. Board Member



**Christina Cooper**  
Non Exec. Board Member



**Rona Laing**  
Non Exec. Board Member



**Margaret Wells**  
Non Exec. Board Member



# 2021

*All Board meetings are held in the Staff Club, Victoria Hospital, Kirkcaldy and begin at 10am.*

## Board Meetings 2020/21

**29 January 2020**

**25 March 2020**

**27 May 2020**

**29 July 2020**

**30 September 2020**

**25 November 2020**

**27 January 2021**

**31 March 2021**

For further information please visit [www.nhsfife.org/boardmeetings](http://www.nhsfife.org/boardmeetings)

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

- **[Fife-UHB.EqualityAndHumanRights@nhs.net](mailto:Fife-UHB.EqualityAndHumanRights@nhs.net)**
- NHS Fife Equality and Human Rights Department on **01592 729130**
- For those who are speakers of BSL please use the NHS Equality and Human Rights SMS text service on **07805 800005**
- You can contact the Fife Centre for Equalities for further support:  
**[www.centreforequalities.org.uk](http://www.centreforequalities.org.uk)**

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