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Tricia Marwick
Chair

The 70th anniversary of the NHS on the 5th July 2018 was an opportunity to celebrate seven decades of continued service and care to our communities.

It is remarkable to think that the NHS will have touched each and every one of us at some stage in our lives.

To mark the anniversary in Fife, several local events were held. I was delighted to take part in an inter-faith thanksgiving and celebration service at the Abbey Church in Dunfermline, and to plant a commemorative tree at Victoria Hospital with staff.

Our population, as we know, is a changing one. In 1948 there were little over 300,000 people living in the Kingdom. That number has since grown to over 370,000. People are also living longer lives – 10,000 Fifers were aged 75 or over in 1948, this has risen to 32,000.

As the population changes, its needs change too. More people are experiencing multiple health conditions and living with chronic and complex conditions.

We know that preventing ill health and early intervention helps improve outcomes and that utilising new technology can bring real benefits to patients and clinicians.

In this review you'll find examples of work across the NHS in Fife, developing and improving our services to meet the needs of our local population.

From the innovative work within our hospitals enhancing safety systems, to the pioneering operations which are ensuring that patients' recovery is quicker and with fewer side effects, there is much to be proud of.

We are leading the way in a number of areas – becoming the first Health Board in Scotland to pilot Urolift, a minimally invasive procedure for enlarged prostate; and the first to successfully pilot day-surgery hip replacement.

Quality improvement work in Maternity has been recognised at a national level, and a programme which introduced significant changes to fluid management in Fife has seen members of the Fife team acting as advisors nationally.

Elsewhere, our Site Optimisation programme is delivering on the agreed recommendations of our 2016 Clinical Strategy, enhancing the quality and safety of patient care in our Acute hospital and making the best use of our estate.

From the innovative work within our hospitals enhancing safety systems, to the pioneering operations which are ensuring that patients' recovery is quicker, there is much to be proud of

None of this would be possible, of course, without the hard work, commitment and enthusiasm of our staff.

The strength of the NHS is in its staff and nowhere is that dedication and resilience better demonstrated than in their response to the unprecedented weather conditions last March created by the 'Beast from the East'.

I have heard extraordinary stories of staff walking miles through the snow, bedding down in hospitals to continue to care for our patients, and working together to collect colleagues who were struggling to get in.

Whilst extraordinary events elicit extraordinary responses, I know that our staff rise to the challenge every day of the year.

That is why events such as our annual NHS Fife Achievement Awards are so important and give us an opportunity to celebrate the diversity of talent and commitment of staff and volunteers around the organisation.

Our public and patient involvement remains as important as ever, and we are committed to listening and learning from the experience of patients, carers and service users. It is their experience and responses which are crucial in informing the service enhancements and developments of the future.

Right Honourable Tricia Marwick
Chair, NHS Fife



A&E attendances

64,350



Outpatient attendances

120,405



Emergency admissions

33,196



Prescriptions

7,026,850



Children's Ward
admissions

4,948



Babies born in Fife

3,179



Planned and
emergency
operations

18,408



Staff

8,584



Taming the 'Beast from the East'

The winter months are far and away the busiest period for health boards, both with an increase in the numbers of patients presenting and a sharp rise in the proportion who are more acutely unwell.

It is crucial that organisations such as NHS Fife prepares fully for the significant increase in demand that winter brings. We work with a number of partner agencies to carry out a full and thorough debrief of how well services coped over the previous winter. This allows us to take any learning we can from last year and ensure that any additional resources are in place ahead of the period of peak demand.

This preparation proved to be invaluable in 2017/18 as an increase in flu and flu-like illnesses, coupled with particularly adverse winter conditions, conspired to create an especially challenging winter. Flu was a particular issue with Health Protection Scotland reporting that the prevalence of the virus at the turn of the year being more than twice as high as it had been in 2016/17.

Despite the immense pressures on healthcare services, and in no small part due to the continued commitment and dedication of our staff, our

services proved to be incredibly resilient in the most trying of circumstances.

STAFF GOING THE EXTRA MILE

Winter 2017/18 will long be remembered as the year of 'The Beast from the East'.

After a period of unseasonably mild weather, a cold snap in late February caused widespread disruption across the whole of the UK. Despite great adversity, healthcare staff in Fife pulled out all the stops to keep vital services running in freezing temperatures and faced with several feet of snow.

Our staff worked much longer hours, with some staying overnight in temporary accommodation within the hospital to ensure they were available for duty. Colleagues offered spare rooms whilst others walked considerable distances to make sure that patients would continue to receive the care and treatment they needed.

We were also incredibly fortunate that the Ministry of Defence, Coastguard and a host of others offered their assistance in getting healthcare staff to and from the places where patients needed them most.



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Labs team takes top award for innovative flu testing

The winter of 2017/18 was a bumper year for flu and resulted in significant additional pressures on our already busy hospital services.

Confirming a diagnosis of flu ordinarily takes around 24 hours from the point where a patient is initially tested. With the pressures on services at their peak, the Board's Microbiology Service was tasked with speeding up the process of identifying patients with flu.

Within a matter of days our team had researched, sourced and implemented a rapid flu testing system within the Accident and Emergency and the Admissions Units of the hospital, and had trained staff in how to use the system effectively. The new system enabled staff to confirm whether a patient is positive for flu within 30 mins.

By identifying patients with the virus quickly, clinicians were able to prevent the spread of the virus and ensure that patients were able to get the correct course of treatment, and initiated much sooner.

Such was the success of the system that the Microbiology Service received a prestigious Advancing Healthcare Award at a ceremony in Central London in April 2018.



Focus on frailty

An out-of-hours frailty service has been developed within the emergency department, improving outcomes for older people who are identified as frail but who would benefit from an onward referral or assessment on discharge.

The emergency department team use an electronic screening tool to identify patients who screen positive for frailty and a referral is then completed which is then triaged by the frailty team. The patient can then be referred on to the most appropriate service, including Hospital at Home, day hospital, community rehabilitation and the medicine for the elderly clinic.

Patients who are deemed safe to leave the emergency department can have secondary prevention measures addressed in the community setting.

This can include reviews of medication and amendments to medication to minimise the falls risk, and the addition of bone protection where appropriate.

The introduction of the service has led to a number of onward referral options for patients, allowing pro-active management of frailty in the out-of-hours period.

Following review of patients screened in the out-of-hours period, 80% of those referred to a clinic or day hospital had interventions including medication review or further investigations.

The emergency department team use an electronic screening tool to identify patients who screen positive for frailty

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Fife fluid management

Fluid balance ensures that the body stays hydrated; this is important for normal functioning of the body.

A programme, led by Fife Consultant Anaesthetist Marcia McDougall, which introduced significant changes to fluid management practice in Fife, has proved so successful it has been adopted across Scotland.

The Fife project began in 2009 with audits examining fluid prescribing across the hospital, followed by education for clinicians, outlining the importance of maintaining fluid balance, for patients physical and mental performance and the need for careful prescribing and patient assessment.

The focus throughout has been on patient safety and avoiding harm from poor fluid prescribing. Over the years a wide range of work was undertaken, including the formation of the Fife Fluid Prescription Group, which developed fluid guidelines and the appointment of a Quality Improvement Nurse for Fluid Management, who has played a key role in introducing a new combined fluid prescription and balance chart. These changes are now embedded in NHS Fife and have been instrumental in the establishment of the Scottish Government's new National Intravenous Fluid Improvement Programme.

LEADING THE WAY IN MATERNITY QUALITY IMPROVEMENT

Quality Improvement or QI is about making healthcare safer, more effective, patient centred, timely, efficient and equitable.

NHS Fife's maternity, midwifery and obstetric staff have received national recognition for their QI work by winning the NHSScotland Event Safety Award category.

The award winning work included standardising a pathway for reducing and investigating stillbirths. This work highlighted the 'Movement Matters' campaign to raise awareness

about a change or reduction in baby's movements.

Elsewhere, the Enhanced Recovery Project, which aims to get new mums back to full health as soon as possible following elective obstetric surgery, was launched to improve the experience and recovery of women and provide information to help new mums cope well after surgery. Since the introduction of this project the length of patient stay has reduced, with women discharged on the first day following surgery increasing to 50%.



Medicines Efficiency

NHS Fife has gone from having one of the highest spends on medicine per patient for medicines prescribed in primary care to becoming the 5th lowest out of 11 mainland boards – a significant achievement as a result of our ambitious medicines efficiencies project. The project seeks to ensure that medicines are safe, effective and offer the best value for money.

Since the programme began in 2016, over £10 million in medicines efficiencies have been achieved across NHS Fife, without compromising on the quality of prescribing to patients.

A wide range of work has been undertaken, including the updating and streamlining of NHS Fife's Formulary, the list of medicines approved for use. This significant piece of work has been completed with support from the pharmacy team, consultants, GPs, nurse prescribers and Allied Health Professionals. Over 44,000 patient reviews have been completed in Primary Care, and where clinically appropriate and safe, medicines changed to comply

with the revised Formulary. This work also included specialist and hospital-only medicines to ensure best value for money and safe effective medicines.

In addition, work has also focused on priority areas such as medicines used in the treatment of respiratory conditions, diabetes and pain management, as well as reviews of patients who are prescribed multiple medicines (known as polypharmacy).

Elsewhere, there has been continued focus on reducing medicines waste. It is estimated that the annual cost of medicines waste to NHS Fife is £2 million.

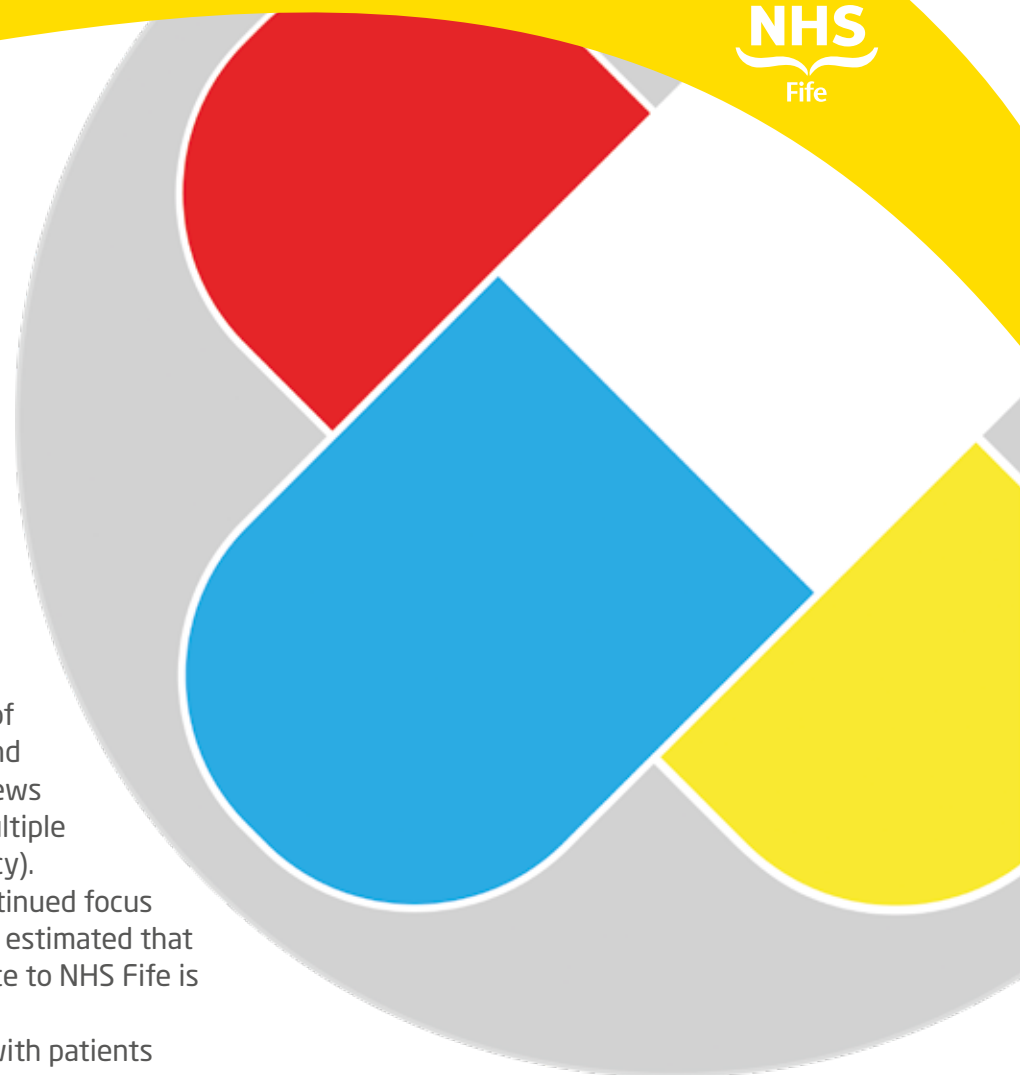
Public awareness campaigns, with patients encouraged to only order what they need and to discuss any problems or issues with the pharmacy team in their local pharmacy or GP practice, have been promoted across Fife.

Patients have also been encouraged to bring their own medicines into hospital. This helps staff to know which medicines patients are currently taking and

ensures continuity of care. As the patient already has a supply of the medicines they need, there is no need to give a further supply whilst in hospital, thus preventing any unnecessary waste.

Further work has been undertaken to streamline the ordering of wound care, stoma and catheter products to reduce waste in both GP practices and care homes.

Over £10 million in medicines efficiencies have been achieved across NHS Fife



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THE PRESCRIBING SUPPORT NURSE

The role of the prescribing support nurse is new to Fife and has improved adherence to the Fife approved list of medicines in areas including diabetes and respiratory, which often involve complex patient reviews.

Crucially, their role has improved patient care whilst reducing waste and associated prescribing costs.

Bringing specialist knowledge and experience to their roles, the prescribing support nurses have identified and screened appropriate patients, supporting changes in medication and providing opportunity for additional patient education.

The diabetes prescribing support nurse has helped to further improve patient safety, for example, reducing the risk of hypoglycaemia in patients whose diabetes may be over treated. In addition the prescribing support nurse has



The diabetes prescribing support nurse has helped to further improve patient safety

developed prescribing guidelines and provided input to the Diabetes Managed Clinical Network as well as delivering savings of around £100,000.

The respiratory prescribing support nurses have helped to simplify inhaler regimens and improve care for patients in GP practices across Fife as well as releasing significant savings of £453,000.

InS:PIRE



Supporting patients after critical illness

A new multidisciplinary project is providing dedicated support for patients who are recovering after a critical illness.

The InS:PIRE programme works with patients who have been admitted to the Intensive Care Unit (ICU).

Following discharge home, patients are invited

to participate in the InS:PIRE programme, which involves members of the medical and nursing team, physiotherapy, psychology and pharmacy staff. There is also input from third sector providers and community groups.

The key focus of the programme is on quality of life, supporting patients to adjust to their new

normality and signposting to available resources in their communities.

1:1 sessions explore an individual's concerns and realistic goals are set to guide recovery. Peer support is also an integral part of the project, with volunteers who have previously been patients in ICU sharing their own personal stories and providing support.

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Know the Score- Enhancing hospital safety

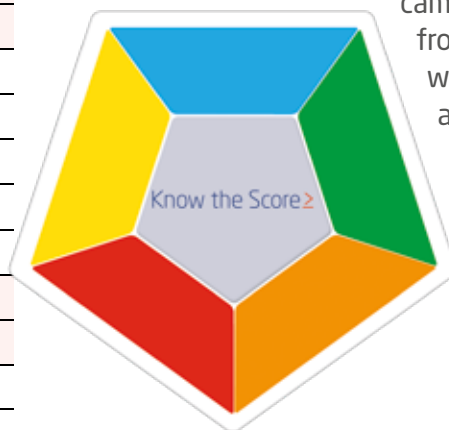
A successful patient safety campaign focused on the care and management of deteriorating patients is further enhancing hospital safety in Fife.

The Know the Score campaign looks at improving process and practice to help identify, assess and respond to clinical deterioration in a patient's condition, and as a result reduce cardiac arrests with cardio pulmonary resuscitation (CPR) in hospital.

The campaign's core message is that the right observations (vital signs) lead to the right treatment and care pathways and ultimately the right outcome for patients. This message is highlighted to staff through a visual aid called the patient safety pentagon, which focuses on the key elements and processes involved.

Patients admitted to hospital who are at risk of deterioration have better access to timely clinical assessment, supported by early decision making, with clear treatment and escalation plans in place.

A range of events have been held to support the campaign, with learning from practice shared with staff along with a range of tools and materials to enhance their knowledge and skills to support clinical practice and drive improvement.



MEDICAL DIRECTOR'S VIEW



Dr Frances Elliot
Medical Director

The Medical Director is executive lead for clinical governance, patient safety, medical workforce planning and Research & Development.

NHS Fife continues to drive improvements

in care and experience for patients.

Further refinement of the Quality Report that is presented to the Board has continued over the last year. This sets out how we measure the quality of care across a number of key areas.

As a result of the introduction of the organisational Duty of Candour, a major review of the way adverse clinical incidents are dealt with has taken place. A key element of this duty is reporting and a first annual report will be produced about incidents which activate the Duty of Candour in 2019.

Progress has also been made in implementing the Board's Clinical Strategy with some internal reconfiguration of services and redesign of processes of care.

The Board celebrated 10 years of the Scottish Patient Safety programme with an event in September 2018 showcasing the work that has taken place to improve safety and quality in our system.

Day-case hip surgery - A Scottish first

In December, NHS Fife became the first health board in Scotland to pilot successful day-surgery hip replacement.

The innovation was carried out by Director of Surgery, Mr Ed Dunstan, and his highly skilled team, and saw Kennoway man, Michael Sullivan, up and walking within an hour of his surgery. Since Mr Sullivan's procedure, a number of similar operations have been carried out.

By placing patients on a programme of Enhanced Recovery, the average length of a hospital stay can be reduced from an average of three days to less than 12 hours. The technique was developed in Denmark and ensures a patient is given the best care, treatment and information to make the quickest possible recovery. Mr Dunstan and his team learned firsthand of Enhanced Recovery's benefits in August during a trip to Copenhagen's Hvidovre University Hospital, which is internationally recognised for its fragility



fracture management and rapid recovery pathways. Central to successful day-case hip replacement is a move away from the use of opioids or spinal anaesthetic, which totally numbs legs and can render them unable for use for up to six hours. By switching to localised numbing of the capsule, tendons, and ligaments around the hip, the patient can walk straight afterwards as the muscles are still

working. The new technique also reduces the risk of clots and lost muscle mass, and increases oxygen saturation in the blood, which generally helps patients feel much better following the procedure.

Across Scotland there are around 15,000 major joint replacements carried out every year. Day-case hip surgery is suitable for around 15% of patients - generally those with a good level of fitness and a healthy Body Mass Index.



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Pioneering prostate procedure

There have been significant developments within Urology, with new procedures pioneered and services introduced to improve quality of care.

NHS Fife became the first Board in Scotland to pilot Urolift, a minimally invasive procedure for enlarged prostate.

A condition that affects almost 1:3 men in their 50s, symptoms can include urinary problems, sleepless nights and decreased quality of life.

Traditional treatment for enlarged prostate involves a general anaesthetic and surgery, and the risk of permanent side effects.

NHS Fife Urologist Petros Tsafrakadis was the first in Scotland to carry out the Urolift procedure, which is completed under a local anaesthetic, eradicating the risk of permanent side effects. Patients have a much faster recovery

time and report high satisfaction with good results.

In addition, the treatment means that men are treated as day surgery cases instead of being in hospital for several days.

NHS Fife became the first Board in Scotland to pilot Urolift

Elsewhere, a nurse-led overactive bladder service has been set up, improving quality of care and accessibility.

The service works with patients to make informed choices and a tailored plan, reflecting the needs of the individual patient.





Healthcare Professionals of the future

NHS Fife has been getting in early to recruit its next generation clinical staff.

The Board held a series of events across Fife for high school pupils to learn about the work of allied health professionals and find out more about career opportunities available across the various disciplines.

Second year pupils were selected specifically as they would shortly be choosing the subjects they wished to study in third and fourth year. It was hoped that if they found a discipline that was attractive to them then this could be factored into their course choices.

More than 70 pupils from six secondary schools across Fife attended the event at the Victoria Hospital alone, where they had the opportunity to gather some 'hands on' experience to explore roles in the hope that it may inspire some to consider a career in healthcare.

Staff from a range of clinical disciplines were on hand to talk about their roles and provide a flavour of life as an Allied Health Professional.

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Managing complex care needs

The approach to caring for patients in Fife with complex health conditions is changing as we target individuals to help improve health outcomes and reduce emergency hospital admissions.

A new assessment tool is being used by GP practices to assist them in identifying vulnerable patients who are predicted to have deteriorating health needs in the following year based on a range of risk scores.

By identifying people earlier and looking at the risk factors, such as the number of long term conditions they have and the number of prior emergency admissions, we can intervene earlier.

Intervention is led by a case manager who will assess the patient's ongoing needs. An anticipatory care plan is then developed in partnership with patients and their families with a strong focus on "what matters to you".

Resulting changes in the approach to caring for patients with chronic obstructive pulmonary disease has reduced the average length of stay from 3.8 days to 3 days in just three months. From a sample of patients 60% saw a reduction in unplanned admissions to hospital.

DIRECTOR OF NURSING'S VIEW



Helen Wright
Director of Nursing

The Director of Nursing is the executive lead for the nursing and Allied Health Profession workforce, Child Protection and Spiritual Care.

In the last year there have been a number of key developments for nursing, midwifery and Allied Health Professionals (AHP) in Fife which have helped drive further

improvement in services.

The Nursing, Midwifery and AHP Professional Assurance Framework was published in March 2018. The framework sets out how the Director of Nursing provides assurance to the NHS Fife Board on the quality and professionalism of nursing, midwifery and AHP care. It provides evidence that structures and processes are in place to provide the right level of scrutiny and assurance across all services, ensuring the highest standards of care.

There has been particular success in recruitment, where we have employed considerable numbers of new nurses, midwives and Allied Health Professionals. Not only do our existing teams create a welcoming environment, we have also demonstrated that Fife is an attractive place to forge a career.

A key success for our midwives this year has been the achievement of the prestigious Baby Friendly award from UNICEF which demonstrates our commitment to providing the best possible care.

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.

A large, modern NHS building with a curved facade and many windows, some of which are tinted green. The building is the background for the entire page.

Celebrating our NHS

On July 5, 1948, the NHS came into being. No one in Britain alive at the time or born since has remained untouched by an institution which has become the envy of the world. The vision was simple - high quality healthcare, free at the point of need. For the first time everyone in Britain had free access to a family doctor, prescription drugs, glasses or dentures. Half a million Scots were able to have free spectacles within four months of its inception. Half a million also got free dentures in the first year.



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The first year of the NHS provided the biggest single improvement in the everyday health and well being of the people of Scotland - before or since. Nearly all doctors, dentists and opticians took part.

Over the last seven decades the NHS has gone from strength to strength - many conditions which were previously untreatable can now be treated. There have been huge strides in clinical diagnosis, advances in medicines, surgery and technology and immunisation and screening have reduced the

*Over the last seven decades
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strength to strength*

incidence or prevented the development of many diseases. At the heart of the NHS are its staff - their skill and dedication make the NHS what it is today.

On Thursday the 5th of July 2018, staff in Fife joined others across the UK in celebrating the 70th anniversary of our NHS. A number of events were held to commemorate the landmark occasion and we took the opportunity to showcase Fife's own journey over the last seven decades and to look forward at how care may evolve in future.



The power of social media

Whilst unthinkable at the inception of our NHS in 1948, social media continues to play an ever-growing role in modern society and the way we communicate. Indeed, NHS Fife now uses social platforms such as Facebook, Twitter and Instagram every day - not just to communicate with patients, but also as a valuable tool to engage with staff.

Social media played a valuable role in our anniversary celebrations and in the run up to the 5th of July we posted regular NHS 70 content for 70 days. This content included interviews with past and present staff, old photographs from days-gone-by, archive videos of occasions such as royal visits and gala events, and local health literature from the 1940s.

If you missed any of our exclusive NHS 70 content, you can revisit it by searching our social media pages using the hashtag **#nhsscot70**.

www.facebook.com/nhsfife
www.twitter.com/nhsfife
www.instagram.com/nhsfife

PUPIL POWER - Promoting physical activity

The Children and Young People's Physiotherapy team have been involved in a number of projects aimed at promoting physical activity and addressing some of the issues caused by a modern lifestyle.

The team developed a group-based rehabilitation class for young people aimed at improving attitudes to exercise, enhancing social interaction and improving pain issues.

By focussing on having fun in a safe environment, young people attending the group were encouraged to be active and supported to continue activity themselves or move to community-based exercise.

Young people attending the group noted that the class made them work harder and feel stronger, whilst bringing lots of enjoyment. In addition pain was reduced and most participants said that they would start attending a gym.

Another project has focussed on providing health information to S1 school pupils to tackle poor posture, increased screen time and inactivity.

The pilot, with 300 pupils, involved 10 dedicated interactive presentations alongside a range of supporting materials, including information on local teen gyms.

A follow-up three months later noted that over half of the pupils had changed their posture habits, whilst 70% were doing the recommended daily physical activity.



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DIRECTOR OF PUBLIC HEALTH'S VIEW



Dona Milne
Director of
Public Health

The Director of Public Health is the executive lead for health improvement and reducing inequalities.

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, and the work undertaken and planned by NHS Fife and its partners.

The 2017 report noted:

- The population of Fife has grown consistently year on year since 1998 and is now an estimated 370,330 individuals. Fife has seen, and is projected to see, considerable increases in the population aged 75 and over.
- Rates of premature mortality (deaths to those under 75 years) have reduced by 6% in Fife over the last 10 years. However, premature mortality rates are higher in our most deprived communities.
- Fife has made good progress in recent years in reducing smoking. Reductions in

smoking have been seen in the most and least deprived communities in Fife, however, smoking rates are higher in the most deprived.

- Cancer continues to be the leading cause of death in Fife followed by Heart Disease.

It is evident that we need to maintain our focus and increase our efforts on reducing inequality in Fife, with public and third sector partners working together to support those facing the highest levels of inequality.

There is a lot of work underway already to address issues such as school attendance and educational attainment, to improve employment opportunities, to provide good housing and to increase household income levels.

Local projects are 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.

All of this work is a key feature of our Plan for Fife and of the Public Health Priorities for Scotland. These are challenging times but we have strong universal services in Fife that we can build on to support families and communities.



Staff Achievement Awards

In September, we celebrated the hard work and dedication of our staff at our annual awards ceremony.

Over 100 people attended the NHS Fife Achievement Awards, held in partnership with Unison Fife Health Branch and the Royal College of Nursing, at the Bay Hotel in Kinghorn. The awards have become an important event in the NHS Fife calendar, with a record number of nominations from across the organisation being received. Individuals and teams were recognised in 10 award categories including, Young Achiever, Support Services, Unsung Hero, Doctor, Allied Health Professional and Nursing & Midwifery.

In addition, a new award was launched - the Outstanding Member of Staff Award. The award, voted for by staff across NHS Fife, was won by Arlene Higgins, a Ward Clerk in Maternity. Finalists were also treated to a performance by the NHS Fife staff choir, Healthy Harmonies, who sang a medley of songs taken from their successful show at the 2018 Edinburgh Fringe.



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2018 AWARD WINNERS



Allied Health
Professional Award
Marianne MacLeod



Doctor
Award
Dr Gavin Simpson



Hotel Services Award
Irene Rae
(Collected by colleagues,
Lee Graham & Gary Balfour)



Nursing &
Midwifery Award
Collete Ross



Outstanding Member
of Staff Award
Arlene Higgins



Primary
Care Award
Mary Thomson



Support
Services Award
Lisa Logan



Top Team Award
**Microbiology &
Emergency Care Team**



Unsung
Hero Award
Dr Paul Cunningham



Volunteer
Award
Heart Buddies



Young
Achiever Award
Jenna McCartney



More than just a job

The recruitment and retention of clinical staff has been a key performance area over the last 18 months, and it is an area where we have seen real success.

Some 27 new Consultants were recruited to substantive posts during 2018. Perhaps even more importantly, the Board successfully recruited to a number of key specialties including: Anaesthetics, Child & Adolescent Mental Health, Care of the Elderly, Emergency Medicine, Neurology, Paediatrics, Pathology, Psychiatry, Rheumatology, Sexual Health, Surgery and Trauma & Orthopaedics.

The Board's participation in the new ScotGEM Medical Training initiative for GPs has been a further highlight. Through this initiative with the Universities of Dundee and St Andrews, 7 new GPs were recruited in 2018 to work in general practice in Fife.

Great strides have also been made to sustain and enhance the numbers of nursing staff working in Fife. During 2017/18 over 147 student and newly qualified nursing staff chose to begin their career here in the Kingdom.

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Staff health and wellbeing

A healthy, well-supported workforce is better placed to provide the very best care for patients. NHS Fife's Well at Work programme has sought to improve and promote staff health and wellbeing while aiming to reduce sickness absence.

In 2016, NHS Fife's efforts to improve the health, safety and wellbeing of its workforce saw the Board receive the Healthy Working Lives Gold Award – the highest possible standard. A great deal of effort has gone into maintaining this award and NHS Fife continues to build on its achievements in this area with the Live Positive Stress Toolkit, alongside a variety of other health improvement activities for staff.

Receiving feedback from staff about how they feel about their work, both as an individual and as part of a team, is crucial to developing a healthy organisational culture.

The iMatter staff engagement tool replaced the National staff survey and is now established as the primary source of feedback from our staff in relation to their experience of working for NHS Fife. The Board achieved a response rate of 53% in 2018 and in answer to every question posed to staff the results were as good as or better than the responses in 2017.

DIRECTOR OF WORKFORCE'S VIEW



Barbara Anne Nelson

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

NHS Fife continues to progress the key elements of its Workforce Strategy, which was approved by the Board in July 2018 to support delivery

of the Clinical Strategy. Concentrated efforts have been made to recruit and retain trained medical staff.

Within 2017/18 stronger links have been developed with the Developing Young Workforce Board and the Board looks forward to progressing these further in the coming year along with stronger links to all high schools within Fife.

There has been particular focus around the further progression of the iMatter staff survey tool to ensure that we have valuable feedback from our staff around the issues that are important to them within the workplace.

NHS Fife held another very successful Staff Achievement Awards recognising the achievements from all areas of our workforce.

Having achieved the Gold Healthy Working Lives Award in May 2016 we continue to build on this achievement in a range of areas.

Concentrated efforts have been made to recruit and retain trained medical staff

A photograph of a woman with short blonde hair and glasses, wearing a purple top, smiling. She is standing next to a large, abstract, brown sculpture that resembles a stylized animal head or a large ear. The background is a bright yellow wall.

Listening and learning

During the last 12 months NHS Fife has demonstrated 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. This feedback has improved practice and influenced service developments. Approaches used include What Matters To You? (WMTY).

One example of What Matters to You in action saw work between the Fife branch of the National Ileostomy and Internal Pouch Network and the Equality and Participation team. The group ran a pop-up session to gather views and raise awareness of hidden disabilities, which centred around changing hospital signage from the 'wheelchair' toilet user symbol to an accessible toilet symbol.

The idea has now been supported with a commitment to change hospital signage.

Elsewhere, Participation and Engagement opportunities have also been extended to more Equality Groups, addressing under-representation within existing structures. This improvement is already contributing to the development of new services and functions.

Care Opinion also continues to be an important vehicle for people to share their experience of NHS care anonymously. Work continues to promote awareness of Care Opinion and to introduce new responders across the Board.

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Patients supporting patients

Patient groups have continued to play an important role in supporting services, with one Fife patient group creating and producing a guide highlighting local advice and support available to patients, families and carers affected by stroke.

NHS Fife's Stroke Patient Participation Group (PPG), part of the Stroke Managed Clinical Network (MCN), were inspired to create the guide following the success of an information booklet for heart patients produced by the Heart Disease Patient Participation Group.

The stroke guide brings together information on:

- Local services providing practical advice for patients and carers
- Support to help get out and about
- Activity and exercise options
- Accessible options for recreation and entertainment
- Useful local and national contacts



Our volunteers

Our volunteers play an invaluable role across NHS Fife, regularly giving up their time to support patients and staff. From teenagers to older people, our volunteers come from all walks of life and play an important part in patient wellbeing.



Roles are diverse and include:

- Meet and greeters at the hospital front doors
- Chatting to patients and making tea
- Play volunteers supporting children in hospital
- Volunteer drivers
- Therapet owners
- Volunteer gardeners

The work of our volunteers has been recognised at both local and national level.

Andy and Roslyn Hume, volunteer drivers for Victoria Hospice, won the Volunteer Award at the 2017 Scottish Health Awards; whilst the work of volunteers from InS:PIRE, Victoria and Queen Margaret Hospices, and the Heart Buddies peer support group were celebrated at the 2018 NHS Fife Achievement Awards.

Building a better future

Working to improve the care we offer

The needs of our population are constantly evolving and this means that we have to continually develop our services if we are to ensure those needs continue to be met.

In 2016 we published our Clinical Strategy. The Strategy outlined how we would shape delivery of healthcare in Fife and was our response to the changing needs of a rising and ageing population.

In recent months we have begun work on our Site Optimisation programme, a significant piece of work for our Acute Services which is delivering

on the agreed recommendations of the Clinical Strategy and is the next step in our continual efforts to improve the services we offer to patients.

The Site Optimisation programme is building upon work to date and aims to improve our services and the experience of our patients further, by:

- Improving patient pathways and flow
- Enhancing the quality and safety of patient care in the Acute setting
- Making the best use of our estate, ensuring services are in the most appropriate places

Site Optimisation provides an opportunity to explore enhanced ways of working, ensuring safe, effective, efficient and sustainable care in the right place at the right time. A range of short-term, medium-term and long-term projects are currently being undertaken across the programme, with our staff playing a crucial role in shaping and developing these service changes as it moves forward.



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Making the most of our facilities

A crucial element of our Site Optimisation work has been our efforts to optimise space within the Victoria Hospital and ensure that services are in the most appropriate places to deliver the best quality patient care.

This has resulted in the movement of a number of wards and departments over recent months as our last remaining inpatient areas moved from their base within our tower building to space within the new wing, which opened in 2012.

One such example is our Medicine for the Elderly wards, which were previously divided between the old and new parts of the hospital. The safety of the patients in our care is our biggest priority and the tower block, which was built in the 1960s has limited access routes. Furthermore, our clinical staff spent a considerable amount of time travelling across our large site to see their patients - time that would, of course, have been better spent with patients.

Such moves in turn have enabled other departments, such as our Urology Diagnostic and Treatment Centre, to move from a cramped space in the older part of the hospital site into much larger and newly refurbished facilities within the tower building.





In the coming months, and with investment in the existing areas, a number of other services are due to do likewise.










Ensuring that services are in the most appropriate places to deliver the best quality patient care

NHS Fife continues to perform well against key indicators and targets including 4-Hour Emergency Access and Cancer 31-Day Decision-to-treat.

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.

		Standard	Scotland 2017/18	NHS Fife Performance
	4-HOUR EMERGENCY ACCESS	95%	92.2%	95.1%
	OUTPATIENT WAITING TIMES	95%	74.9%	93.6%
	PATIENT TREATMENT TIME GUARANTEE	100%	79.5%	89.8%
	18-WEEK REFERRAL -TO-TREATMENT	90%	82.4%	81.5%



	CANCER 31-DAY DECISION-TO-TREAT	95%	94.3%	98.5%
	DRUG/ALCOHOL WAITING TIMES	90%	93.8%	96.3%
	PSYCHOLOGICAL THERAPIES WAITING TIMES	90%	75.4%	70.2%
	HEALTHCARE ACQUIRED INFECTIONS - C.DIFFICILE	0.32	0.27	0.21
	HEALTHCARE ACQUIRED INFECTIONS - SABS	0.24	0.33	0.39
	CAMHS WAITING TIMES	90%	75.6%	67.6%
	SMOKING CESSATION	779	N/A	457

ACUTE SERVICES VIEW

Acute Services combines a range of emergency and planned care, and is a core area within the NHS Fife Clinical Strategy.

The Clinical Strategy was produced in 2016 and provided the strategic direction of travel for health care services in Fife for the next 5-10 years.

In 2017/18, we designed and established a programme to deliver the key Acute objectives of the Clinical Strategy. Site Optimisation is the Acute Services ambitious transformation programme for 2017/18 and continuing through to 2019/20 which aims to enhance the delivery, quality and safety of acute patient care by bringing together strands of work to provide innovative new ways of providing services with an optimal use of our resources both at the Victoria Hospital, Kirkcaldy and Queen Margaret Hospital, Dunfermline. Key programme strands will better use our beds and theatres and will also see development of ambulatory medical and surgical care with improved use of technology and a modern approach to our workforce both now and in the future.



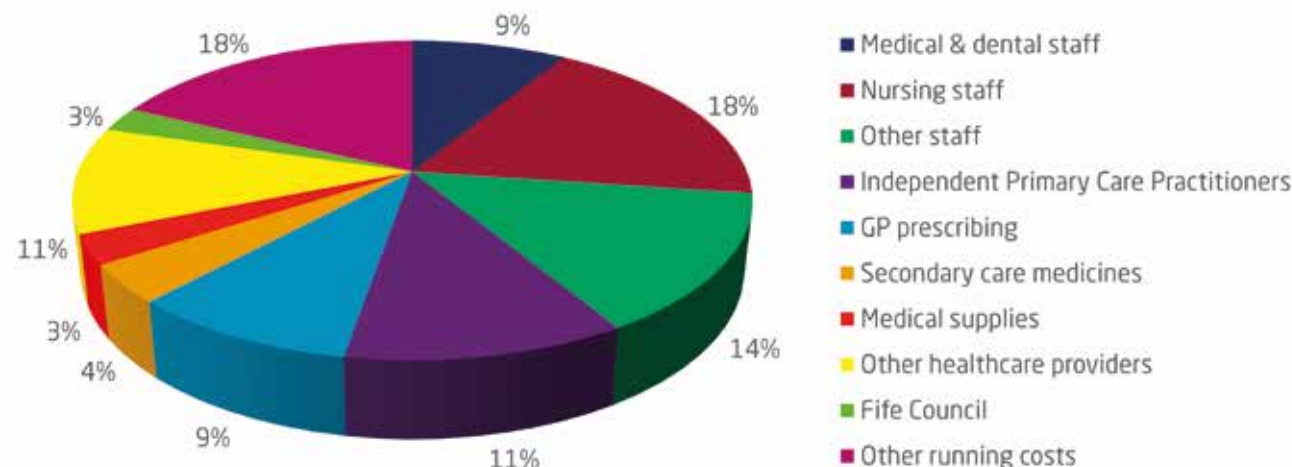
Built into all our future work is the critical learning from this year where we delivered excellent care and performance through some very challenging winter conditions. Our plans, featured in more detail within this report, will ensure we continue our success through the outstanding commitment and care shown by each and every one of our staff.

How NHS Fife's budget is allocated

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

In 2017/18 this budget was made up of £685m of core funding, which is allocated internally to the various directorates to allow them to operate, and an additional £8m to fund capital projects.

The Board of NHS Fife approved its annual accounts for 2017/18 on 27 June 2018, which confirmed that NHS Fife met all of its financial targets for 2017/18 and delivered an underspend of around £1.5m.



DIRECTOR OF FINANCE'S VIEWS



Carol Potter
Director of Finance

The Director of Finance is the executive lead for financial planning.

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 2017/18 and into the current financial year, our managers and staff have worked exceptionally hard on a range of projects and initiatives to meet the financial challenges, while continuing

we continue to face a challenging financial climate but remain committed to making the best use of the resources available

to deliver safe, effective and high quality care for our patients. This includes reducing prescribing costs and medicines waste, tighter management of our supplies and range of other efficiencies. Together these measures had a significant impact on our financial position and we ended last year in balance.

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 2017/18 was an unqualified opinion – a clean bill of health in all aspects of the accounts.

The Chief Executive's Forward Look



Paul Hawkins
Chief Executive

As accountable officer for NHS Fife, 2018 has been a landmark year for the National Health Service and here in Fife it provided a unique opportunity to both reflect on the ways that care has evolved

over the last 70 years, and consider how it may further develop in the years ahead.

Whilst it was great to look back at fond memories of old colleagues, buildings, treatments and social occasions, the opportunity to reflect also served as a timely reminder of how far we have come. Many of the innovations and services now provided by the NHS would have been unthinkable in 1948. New technologies and ways of working mean we are now able to understand, diagnose and treat far more conditions that we were all those years ago. A greater knowledge of the importance of infection control, immunisation and the links between physical and mental health also mean our NHS is able to support people in ways that we could never have dreamed of in the past.

And - in 2019 - we continue that rich tradition of progress, dynamism and innovation.

Over recent months we have welcomed both the BBC and STV to the Victoria Hospital to promote the incredible work of our staff and

showcase projects where Fife continues to lead the way. Whether it is being the first health board in Scotland to perform a successful day-case hip replacement, the pioneering way we are maintaining the skills of nurses looking after preterm babies (link), or working towards becoming the first maternity unit in Scotland to be Gold accredited by UNICEF for Baby Friendly status, there is a lot of pioneering work going on in Fife and it is not going unnoticed.

Progress and innovation will continue to take centre stage over the coming year. In last year's Annual Report I wrote about the steps we have taken towards implementing our Clinical Strategy; our blueprint for the future which was published in 2016 and outlines how we will meet the changing needs of a rising and ageing population. Over the next twelve months we will continue to implement these changes and a key strand of this will be our Site Optimisation project, which began last year. Site Optimisation is a significant programme of short, medium and long term projects designed to improve our acute services

Progress and innovation will continue to take centre stage over the coming year

Over recent months we have welcomed both the BBC and STV to the Victoria Hospital to promote the incredible work of our staff

and ensure we make the best use of our estate for patients. Site Optimisation will further enhance the quality and safety of the care we provide in the acute setting and improve patient pathways and flow. In addition to local plans, we continue to work with neighbouring health boards to develop high quality, sustainable regional services that will benefit from a regional, population based planning approach. I am very pleased to report that a regional approach has already made a positive difference in numerous areas including Radiography, Oncology and Endoscopy.

The NHS has laid strong foundations. 70 years ago these foundations revolutionised healthcare and we have been building on them ever since. In 2019/20 we will continue to do this. I look forward to your participation as we continue to evolve this great institution.

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



Tricia Marwick
Chair



Paul Hawkins
Chief Executive



Dr Frances Elliot
Medical Director



Dona Milne
Director of Public Health



Carol Potter
Director of Finance



Helen Wright
Director of Nursing



Janette Owens
Chair of the Area Clinical Forum



Wilma Brown
Employee Director



Cllr David Graham
Fife Council Representative



Dr Les Bissett
Vice Chair & Non Exec. Board Member



Martin Black
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

2020 CALENDAR

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

Board meetings in 2019/20

30 January
27 March
29 May
26 June
31 July
25 September
27 November
29 January
25 March

For further information please visit:
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***
- 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***



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