
Our Annual Report is intended to offer an effective summary of the Board’s performance over the last year; looking at the areas where our performance has been strong, the areas which have proven difficult and where we expect to make improvements to the services we offer over the coming year.

2014/15 was a tough year and one which challenged our performance against nationally-set targets. Ensuring that we continue to deliver high quality care, which is both safe and effective, remains our number one priority and this has seen us challenged financially, particularly in our Acute Services Division where the demand for hospital care has seen our resources stretched to their fullest.

This last year has seen us invest heavily in improving the services that we provide. We have invested significantly in our workforce; increasing our nursing compliment and successfully recruiting across a number of medical specialities. This has supported us in many of the improvements we have made; improving speed of access to key services, improving patient safety and contributing towards a good overall performance.

In 2014/15, we have also invested heavily in our estate in order to ensure that we can continue to provide modern healthcare environments, which support the provision of high quality care. This is particularly evident at Queen Margaret Hospital,
where we have remodelled the site and created a new state-of-the-art diagnostic and treatment facility. Similarly, at the Victoria Hospital we have redesigned services, improved patient flow within the hospital and added new facilities, such as our Acute Hip Fracture Ward, which is a first in Scotland. Recent inspections by Healthcare Improvement Scotland have also demonstrated that, in addition to improving our facilities, we have improved the safety of the environment with these facilities also.

We have, of course, been challenged in some areas which we are now working to improve. Performance in Mental Health has proven to be particularly challenging, although a great deal of work is ongoing to improve in this area. A key element of this work will see us replace the Intensive Psychiatric Care Unit at Stratheden Hospital with a new, purpose-built facility at a cost of £4.4m. The new facility, which is due for completion in spring 2016, will allow us to care for the most vulnerable patients in a more modern and therapeutic environment.

Over the last year we have been building our executive team under the leadership of our new Chief Executive Paul Hawkins. Our executives have stepped up to the challenge and are already making a significant contribution towards improving the standards of services we provide for patients. We are continuing to build organisational capacity and capability and are now a more capable organisation than ever before.

Our challenges for this coming year are two-fold; firstly we must sustain areas of good performance throughout the year, inclusive of the challenges that winter brings. Secondly, we must work alongside our main partner, Fife Council, to meet the increasing need for community care, in what remains a tight fiscal environment. The integration of health and social care and the formal establishment of Fife’s Health and Social Care Partnership will be a great enabler in this.

A great deal is expected of the Partnership and we will endeavour to work effectively together to reduce delayed discharges and make fundamental improvements to primary and social care, including access to these key services. The important alignment of health and social care services will be achieved through both NHS Fife and Fife Council embracing new ways of working, for the ultimate benefit of the population we jointly serve.

NHS Fife has challenged itself to develop a reputation for excellence, and does so in some areas, but we know that a significant amount of work is required if we are to continue to deliver consistently high quality, safe and easily accessible healthcare services across the Kingdom.

The Board is committed to enhancing the services we provide and we have sought to do this by putting the patient at the centre of the developments we make. Our Person Stories, which are heard at each meeting of our Board, underline our commitment to encouraging and embracing engagement - ensuring that the patient voice is recognised and heard at a senior level in NHS Fife. These developments will be built upon the organisation’s core values of:-

- Safety First;
- Dignity and Respect;
- Care and Compassion;
- Fairness and Transparency;
- Excellence

It is these values which have ultimately informed the organisation’s overarching mission .... ....Transforming Health and Care in Fife to be the Best.

Allan Burns CBE,
Chairman,
Fife NHS Board
The Board of NHS Fife evolved significantly during 2014/15.

Within the Executive Team, the Board’s Chief Executive, John Wilson, who served NHS Fife in a number of capacities over more than 30 years service, retired in October 2014 and was replaced on an interim basis by the Board Medical Director, Dr Brian Montgomery. The Board also appointed a new Medical Director - Dr Frances Elliot - who returned to NHS Fife for a second spell having served previously in the role from 2004 to 2009.

The NHS Fife Board welcomed a number of new non-executive members, drawn from a variety of backgrounds and bringing a broad portfolio of expertise across a number of fields. Moira Adams, Dr Les Bisset, Martin Black, Christina Cooper, Rona Laing and John Paterson were appointed to the Board with a further appointee, Ann Faulds, also appointed before tending her resignation later in the year.

2014/15 saw the departure of Alastair Robertson from the NHS Fife Board having served eight years as a non-executive member, with the latter three years spent as the Board’s Vice-Chair. At the meeting of the NHS Fife Board on 16 December 2014, it was announced that Dr Les Bisset would take up the role of Vice Chair from 01 January 2015.

Since the end of the financial year, Dr Brian Montgomery retired from the position of Interim Chief Executive and was replaced by Paul Hawkins as Chief Executive in May 2015.
Our Performance

In common with all Health Boards, NHS Fife is judged against a number of key targets and performance indicators. These help to maintain good quality patient care and ensure that this care is delivered within an appropriate timeframe.

Over the course of 2014/15, there were a number of areas where the Board performed particularly well; in areas such as mortality rates, early access to Antenatal Services and rates of hospital-acquired *Clostridium difficile* all surpassing nationally-set targets.

We have faced challenges in some areas; such as access to Child and Adolescent Mental Health Services and Cancer 62-day Referral to Treatment. 18 weeks Referral to Treatment also saw a small reduction in performance with 88.5% of patients treated within the timeframe against a target of 90%. A comprehensive programme of work is now underway to support services to improve.

In emergency treatment, 94% of patients were treated and admitted or discharged within four hours, which whilst bettering the national average of 91.9% fell marginally short of the national target of 95%. Significant work has gone into making improvements in this area, resulting in an improved performance in the last quarter of 2014/15 which has also been sustained in the first half of 2015/16.

More detailed information on the Board’s performance and activity is presented at each meeting of the NHS Fife Board and is publicly available on our website at www.nhsfife.org/boardmeetings

Cancer Treatment

Over the course of 2014/15, NHS Fife consistently met the 31-day target for cancer diagnosis to commencing treatment, with 96.6% of patients treated within the timescale against a standard of 95%.

The Board did, however, face challenges in consistently meeting the 62-day target for those first suspected of having cancer to receiving initial treatment. Against a target of 95%, 90.3% of patients received treatment with the standard due to a lack of capacity in some specialties affecting performance. Changes in clinical practice, such as those for prostate cancer treatment, resulted in capacity challenges which were experienced nationally and the Board is working to make improvements in this area.

In 2014/15, the Board also made staffing appointments to a number of key medical specialties for the treatment of cancer, including Colorectal and...
Urology. NHS Fife is also working closely with other health boards as part of the South East and Tayside Regional Planning Group to ensure that we build future capacity for all patients who require urgent cancer treatment moving forward.

**Hospital Standardised Mortality Ratios (HSMR)**

NHS Fife strives to continually improve the quality of care that we provide for our patients, and indeed has made significant improvements in terms of patient safety, with our mortality rates now amongst the very best.

HSMR is one measure of patient safety within a hospital setting is the HSMR data which is published quarterly. The HSMR measured jointly for the Victoria and Queen Margaret hospitals has fallen steadily during the last three years and our continued commitment is positive for Fife.

HSMR data released at the end of April 2015 demonstrated that mortality rates in Fife are amongst the best in the country.

**Healthcare Associated Infections**

**C Difficile Infection**

During 2014/15, the rate of C difficile (CDI) infections per 1,000 total occupied bed days was 0.30, above the national target of 0.32.

Over recent years, hospital-acquired CDI has reduced to a very low level with two thirds of cases now originating in the community. Every case of CDI in NHS Fife is thoroughly investigated and since 2009, the Health Board has maintained an infection rate consistently below the national average.

In the summer of 2014, NHS Fife saw a sharp increase in community cases of CDI, which made achieving the nationally set target all the more challenging.

However, education for all sectors of the healthcare community on managing the use of antibiotics and on standard infection control precautions has been a cornerstone of NHS Fife’s success in CDI reduction and this continues.

**Staphylococcus aureus Bacteraemia**

During 2014/15, the infection rate of Staphylococcus aureus Bacteraemia (SAB) cases per 1,000 acute occupied bed days was 0.29, against a target of 0.24.

Work is underway with support from Health Protection Scotland to identify new initiatives to reduce SAB cases further.

**Emergency Departments**

In 2014/15, 94% of those attending our Emergency and Minor Injuries Units were treated within four hours. Whilst this fell short of the national target of 95%, it significantly bettered the national average of 91.9%.

NHS Fife, in common with many Boards across Scotland, experienced a very high demand for its acute inpatient services in 2014/15, particularly over the winter period. This was exacerbated by high numbers of delayed discharges and a growing number of patients presenting with increasingly complex medical needs, both of which negatively impacted upon patient flow around the hospital system.

We have seen a considerable improvement in the period since, with some 97.2% of patients receiving emergency treatment (treated within four hours) in the first half of 2015/16, with the 95% target achieved in all but one week.

NHS Fife continues to look at innovative ways of redesigning the services we provide in order to improve the flow of patients through the hospital system and to reduce the time patients wait for treatment.

**18-week Patient Pathway for Referral-to-Treatment**

In 2014/15, 88.5% of patients in Fife were treated within 18 weeks of referral, falling short of the target of 90%.

After successfully exceeding the standard to deliver an 18-week Referral-to-Treatment for at least 90% of patients throughout 2012 and 2013, NHS Fife’s performance deteriorated towards the end of 2014 due to longer waiting times for Diagnostics and Outpatients Services.
Antenatal Care

NHS Fife exceeded the national target for antenatal care throughout 2014/15. Health Boards are required to ensure that 80% of pregnant women had registered for antenatal services by the 12th week of gestation. In 2014/15, NHS Fife achieved this target in all four quarters with 90% of pregnant women in Fife.

Child and Adolescent Mental Health

Some children in Fife waited much longer to be seen than we would like after being referred to the Child and Adolescent Mental Health Service (CAMHS), however, we are fully committed to, and engaged with, the national effort to shorten waits for Child and Adolescent services.

Some 78.3% of those referred to CAMHS commenced treatment within 18 weeks, against a standard of 90%. Similarly, 60.5% of those children and young people requiring psychological therapies were seen within an appropriate timescale, again against a standard of 90%.

Whilst it is important to point out that not all children have a long wait, we are clear that the level of performance must be improved and we are working harder than ever to ensure that children and young people in Fife have timely access to the care and treatment they require.

Healthcare Improvement Scotland Inspections

Over the course of 2014/15, the Victoria Hospital in Kirkcaldy received two unannounced inspections by the Healthcare Environment Inspectorate (HEI) - an arm of Healthcare Improvement Scotland (HIS).

These visits reported good standards within our hospitals, reflecting the commitment of NHS Fife to ensuring that we provide the highest level of care possible. Helpfully, the inspectors highlighted areas for improvement, including cleaning protocols, for certain areas.

An initial action plan was put in place to address issues raised during the visit in December 2014. A further inspection carried out in late February 2015 showed that considerable improvements had been made and that patients felt positive about their care and treatment. The report noted new initiatives aimed at improving patient outcomes, good use of frailty assessments, well managed mealtimes, good teamwork and strong leadership within wards, alongside ongoing work to support patient flow.

A recent unannounced inspection carried out by HIS in August 2015 noted that significant progress had again been made to our caring environment.

Finance

In our Annual Accounts for 2014/15, NHS Fife met its financial targets to break-even against the Revenue Resource Limit and deliver a break-even position against the Capital Resource Limit.

As in previous years, NHS Fife implemented a range of initiatives to reduce expenditure and enable savings to be made, whilst crucially maintaining the quality of care we provide to our patients.

Progress towards achieving a breakeven position was challenging, with an increased demand for acute care coupled with significantly increased costs for new drug treatments.

The full NHS Fife Annual Accounts are published on our www.nhsfife.org/annualaccounts
Patient Feedback

NHS Fife is committed to listening and learning from all of those who come into contact with our services, whether patients, carers or our own staff. We want to make sure that anyone who wants to give feedback can do so and we want to be able to demonstrate where this feedback has made a difference.

In the last year we have made significant progress on this front and have developed a range of feedback mechanisms to make sure that people can tell us what they think about our services. This is about ensuring that our approach is ‘person centred’, where we meaningfully understand what matters to people and work with them to achieve the best possible outcome. In 2014/15, we implemented a range of measures to gather and act upon the feedback we have received, regardless of whether it is positive or negative.

‘Person Stories’

‘Person Stories’ are presented at each meeting of the NHS Fife Board and these allow patients, carers and staff to share personal stories of their healthcare experience.

These stories are generally a mix of positive and negative experience and ensure that the Board remains sighted on all aspects of patient and staff experience.

In October 2014 an evaluation of stories at the Board was undertaken which confirmed the importance of embedding stories as part of normal business.

To further promote learning from experience, where appropriate, stories shared at the Board have also been shared more widely both across NHS Fife and nationally.

It is also now normal practice to share learning from complaints and incidents at scheduled meetings where a range of professionals attend.

NHS Fife Patient Survey

In August 2014, NHS Fife published the results of its survey of patient experiences, which revealed significant improvements in the way people perceive their quality of care.

486 patients who had an overnight stay in hospital between April and September 2013 provided feedback on their experiences including; care and treatment received in A&E, the clinical environment and receipt of food and drink, when required.

Amongst the improvements from a similar survey conducted in 2012 are:

- Satisfaction with the amount of help provided for eating and drinking has increased by 20%
- Satisfaction with the hospital or ward environment has increased by 11%
- Satisfaction with the care and treatment received in A&E has increased by 10%
- Satisfaction with ward or room cleanliness has increased by 4%
Importantly, all of the areas assessed were considered as being either improved or similar to the satisfaction levels that were recorded in 2012.

NHS Fife will continue to strive to ensure that care provision across the region is not only maintained, but built upon over the coming months and years.

**Your Care Experience**

NHS Fife has developed the Your Care Experience questionnaire to ask people in real time about their experience of health care.

During 2014/15, NHS Fife’s eHealth Team developed an app to be used on tablet computers in order to pilot the scheme at the Victoria Hospital in Kirkcaldy.

Once the programme is fully rolled-out, the tablet computers will move from one clinical area to another on a regular basis to ensure patient experience is captured and feedback is received from all parts of the service, from people at different parts of their care journey. The information gathered from the questionnaires will be readily available at ward level and will be presented along with other clinical indicators and used to feed into improvement work for the specific area. The information will be reviewed at individual departmental clinical governance meetings, and outcomes reported through service performance review to members of the Executive Director’s Group.

**Welcome Boards**

Following feedback received from our patients, it was found that many of those under our care were unfamiliar with who managed the ward in which they were being treated. Similarly, feedback indicated that many people did not know how to give feedback or make a complaint.

In order to address this, Welcome Boards were introduced at the doors of each ward or unit, identifying the nurse in charge, encouraging feedback at the point of contact, signposting other feedback mechanisms, as well as publicising visiting arrangements and key information.

The Ward welcome boards were rolled out during 2014 and are now a prominent feature in all Wards/Departments and Units across NHS Fife.
Positive Feedback Count

Until very recently, NHS Fife did not collect, collate and measure the positive feedback it receives in the same way as it did negative feedback, despite the Health Board receiving significantly more compliments than complaints.

For that reason NHS Fife has taken the decision to monitor the compliments it receives in order that the information can be used to gauge where services are operating well and to improve the care and treatment we provide to patients.

Previously, the counting of compliments was restricted to only those being reported via our Patient Relations team, without counting the large amounts received by individual wards and departments. In the first quarter of 2015, however, NHS Fife began logging compliments at the point of contact.

During 2014/15, NHS Fife reported receiving 186 compliments. We anticipate a significant increase in the numbers of compliments being reported in 2015/16.

Commonhealth

In 2014/15, NHS Fife has worked in collaboration with the Scottish Health Council to develop a questionnaire to help gain a better understanding from a public perspective of engaging with NHS Fife.

A series of events were scheduled during a week in October 2014 to engage with the public around feedback and complaints, with a view to finding out what was most important to them. Events were hosted across Fife to ensure that a range of age groups and diverse cultures were included. The events were held at different times to ensure that those who wished to take part could do so at a time and venue that suited them. The week was supported by the Patient Advice and Support Service and by Patient Opinion.

A bi-annual ‘Commonhealth’ newsletter is now also produced to provide the wider public with information about the improvements carried out in response to public feedback.

Patient Opinion

During 2014/15 NHS Fife has worked to increase the local profile of Patient Opinion, an independent social media site developed to give people a way of sharing their healthcare experiences, to promote social media as a means of providing feedback.

NHS Fife promoted Patient Opinion across all acute and community hospital sites, using posters, banners, information in letters and postcards as well as using other media forms such as NHS Fife’s website and social media to raise awareness and generate interest.

NHS Fife’s Patient Opinion highlights include:

- 200% increase in stories posted (from 39 in 2013/14 to 118 in 2014/15)
- 100% of stories responded to
- 51% of stories posted were positive stories
- 15% of stories led to a change being made

“She was treated with respect and dignity that she deserved in her last few days. Not only did the staff care for her but the also gave support and comfort during this painful time.”

Carer’s comment from Patient Opinion
NHS Fife invested considerably in its workforce in 2014/15 to ensure that we can continue to deliver the standard of care our patients expect. The aim of this investment was twofold; firstly to enhance the staffing compliment to ensure it was above the statutory minimums, and also to provide the best possible working environment for our staff in which to deliver skilled and high quality care.

Investment in Nursing

In October 2014, the NHS Fife Board formally approved a major recruitment drive to significantly enhance the nursing workforce.

The initiative saw the creation of an additional 100 nursing posts to bolster the provision of nurses across seven sites; Victoria Hospital, Queen Margaret Hospital, Cameron Hospital, Glenrothes Hospital, Adamson Hospital, St Andrews Community Hospital, and Randolph Wemyss Hospital.

The recruitment drive followed a comprehensive Nursing Workforce Review, which profiled existing nursing staff numbers and assessed them against modern-day health requirements. This tool considered a number of factors, such as new models of service, and the increasing complexities of nursing, which previous reviews of nursing provision did not.

The decision to fund additional registered nurses is already helping shape and modernise the provision of nursing care, in line with the changing needs of the people of Fife, and reaffirms our commitment to providing safe, effective and person-centred care for our patients.

Recruitment of Consultants

In common with many other Boards in Scotland, NHS Fife has faced challenges in recruiting to consultant posts in some specialities, such as Care of the Elderly and Anaesthetics. However, the Board made significant inroads into reducing consultant vacancies in 2014/15.

Over the course of the last year, the Board embarked on a targeted recruitment campaign, resulting in a number of appointments. This campaign involved print and social media, including advertising in the British Medical Journal, resulting in appointments within key specialities such as Anaesthetics and Radiology. The success of this campaign has continued into 2015/16, with a number of new consultants taking up posts over the summer months.

The Board acknowledges that there is still work to be done to further reduce consultant vacancies and continue to work pro-actively to recruit for remaining posts.

Existing vacancies are currently covered by other means to ensure that we continue to maintain safe and appropriate staffing levels, and we expect to make further appointments over the coming months.
Investing in the Health and Wellbeing of our Staff

NHS Fife’s efforts in improving health are not merely limited to the population we serve, but extend also to our staff.

In March 2015, NHS Fife was recognised with a Healthy Working Lives Silver Award for its efforts in promoting the health and wellbeing of its staff.

Healthy Working Lives is a national programme designed to support employers to promote a healthier workforce and covers a wide range of topics including health promotion, occupational health and safety, employability, mental health and well-being, community involvement, and health and the environment.

In April 2013, NHS Fife achieved a Healthy Working Lives Bronze award having taken a number of steps to improve the health, safety and wellbeing of staff. Following a rigorous assessment process, NHS Fife has now achieved the Silver Award having built upon the work already undertaken. This work included the promotion of healthy eating and exercise programmes, stop smoking programmes, health and safety checks and the provision of lifestyle health checks for workers.

The Healthy Working Lives programme in NHS Fife is driven by the organisation’s “Well at Work” group and is supported by a number of local ‘Well at Work’ groups from across the various facets of the organisation. These local groups have assessed and identified the needs of staff and implemented local actions to help address the challenges and stresses of everyday life. National challenges such as healthy eating, keeping active and smoking cessation are also promoted internally to staff.

As part of the assessment process, NHS Fife’s efforts to support the mental health of its workforce, along with the approach to promoting healthy eating were singled out for praise.

The Healthy Working Lives Award has been developed in consultation with businesses and health professionals across Scotland. It is supported by the Confederation of British Industry (CBI) Scotland, the Federation of Small Businesses (FSB), the Scottish Trades Union Congress (STUC), the Scottish Government, the Health and Safety Executive (HSE), NHS Scotland, the Convention of Scottish Local Authorities (COSLA), Jobcentre Plus, Scottish Enterprise and Highlands and Islands Enterprise (HIE).

NHS Fife is now looking at where further improvements can be made as work progresses towards achieving the Gold Award in 2015/16.

First Consultant Oncologist Appointment

NHS Fife appointed its first locally-based Consultant Oncologist, Dr Caroline Michie, who took up post in March 2015 and has overseen the development of a new Acute Oncology Service at Victoria Hospital.

Dr Michie helped establish a new team which facilitates the rapid specialist assessment of patients who are admitted to hospital as emergencies having been receiving cancer treatment; the appointment is the first of its kind in Scotland.

This appointment has also allowed the Board to provide chemotherapy for patients with ovarian cancer at the Victoria Hospital who would have previously had to travel to the Western General Hospital in Edinburgh for the specialist care they require.
Health behaviours such as smoking, drinking, eating habits and exercise play an important role in determining levels of health and wellbeing and contribute to increased risks of heart disease, cancers and stroke.

Over recent years, NHS Fife has placed an increasing emphasis on preventive medicine; helping to educate and support the population to make healthier lifestyle choices, allowing them to live longer and healthier lives.

**Director of Public Health Annual Report**


The primary purpose of the Director of Public Health’s Report is to keep a ‘watchful eye’ on the health of the Fife population. The Report examined the demographic factors that contribute to the varying health of the population; information which is vital for the planning of health services. The Report considered results from the 2011 Census, which contains important information on factors that contribute to the health of the population. It also included Fife-based data from the Scottish Health Survey; a periodic survey that asked people about their habits and behaviours that contributed to their health.

The report also demonstrated how organisations and services are tackling the new preventive challenges in young people, adults and the older citizens. The report provided details of the ChildSmile initiative (see more below), physical activity and the work of community-led projects funded by the Health Alliance within the Community Planning Partnership.

Finally, the report included information on health protection that highlighted the management of communicable diseases, where it was pleasing to see disease rates decreasing and immunisation rates increasing. For example, levels of immunisation against mumps, measles and rubella (MMR) have been crucial in minimising the spread outbreaks seen elsewhere in the UK.

**Childsmile**

The national Childsmile programme has been in operation in Fife since 2006 and there is increasing evidence of its effectiveness at improving dental and
oral health and in reducing inequalities in oral health by combining universal and targeted approaches to health improvement.

The programme commences with the universal 6-8 week child health surveillance visit where a decision is made – usually by a public health nurse - as to whether to refer the child for assessment by a Childsmile dental health support worker. These are community based workers who can provide additional support to families (including home based support) to enable them to develop good oral health awareness and skills and to establish patterns of regular dental visits for preventive advice and interventions during their pre-school years.

The support available from the Childsmile team includes advice on weaning and early foods and links with other local community based resources to help to establish healthy eating patterns.

Nurseries in Fife are offering daily supervised brushing with fluoride toothpaste and there is now good evidence of an association between nursery toothbrushing and recent improvements in the dental health of Scottish 5 year olds.

There are a number of other important elements to the Childsmile programme, including a targeted programme to provide twice yearly fluoride varnish applications for nursery and primary school children in Fife, together with a comprehensive programme to support family dentists to provide preventive care from birth onwards.

The launch of the campaign was timed to coincide with No Smoking Day 2015 and saw new eye-catching signage erected across all hospital sites across Fife to remind the public that healthcare sites are ‘A Place to Be Smokefree’.

A Place to be Smokefree….

NHS Fife sees every visit to our services as an opportunity to promote and improve people’s health.

On 11 March 2015, NHS Fife launched a new campaign urging smokers to refrain from lighting up on hospital grounds.

Although smoking has not been permitted on NHS Fife grounds since 2006, many staff, patients and visitors to NHS Fife sites were exposed to second hand smoke as a result of people smoking on our sites, particularly around the main entrances to buildings.

Smoking is not allowed inside buildings or on the grounds e.g. gardens, footpaths, car parks, staff residential areas, entrances, bus stops and in any vehicle whilst on NHS sites.

The ‘A Place to Be Smokefree’ campaign sought to increase compliance and remind smokers that they are not permitted to light up on hospital sites in Fife. The campaign built upon NHS Scotland’s ‘Green Curtain’ campaign, which saw all NHS sites across Scotland become smokefree on 31 March 2015.

The launch of the campaign was timed to coincide with No Smoking Day 2015 and saw new eye-catching signage erected across all hospital sites across Fife to remind the public that healthcare sites are ‘A Place to Be Smokefree’.
Breastfeeding Support Service

In November 2014, NHS Fife released the results of a survey conducted into the impact its Breastfeeding Support Service was having.

Our Breastfeeding Support Worker Service, which is managed by the Health Inequalities Team based at Lynebank in Dunfermline, plays a key role in encouraging and supporting breastfeeding.

The service was established in Fife in 2009 to help increase the number of women who choose to breastfeed, and providing the necessary support required to help them breastfeed for longer.

The service operates by providing support within 48 hours of a new mum leaving hospital, with the option of continued support in the form of telephone calls or home visits.

Amongst the key findings of the survey were: that 76% of women who received support breastfed their babies up to six weeks – a rate of more than double the Scottish average. Over a third of respondents were from those mums living in less affluent communities in Fife, of whom 73% were breastfeeding their babies at six weeks – three times the Scottish average.

Baby-friendly is Best for NHS Fife

In July 2014, Community teams in Fife were awarded the internationally recognised Baby Friendly status by UNICEF (United Nations International Children’s Emergency Fund).

The Baby Friendly Initiative accredits maternity and community facilities that adopt recognised best practice standards, ensuring that parents are supported to make informed decisions about the feeding of their babies.

The prestigious certification also recognises efforts to protect, promote, and support breastfeeding, and demonstrates that health professionals give mothers the support, information and encouragement they need to continue their chosen method of feeding for as long as they wish.

Certification was awarded following strict external assessment by UNICEF; areas including breastfeeding policy, staff education, and care provided to pregnant women and new mothers were all closely reviewed. Areas where NHS Fife received particular commendation were:

- The kindness and sensitivity of staff.
- The commitment and proactive approach of the breastfeeding support coordinator to ensure staff are equipped with the relevant knowledge and skills.
- Staff training and levels of attendance of staff training.
- A proactive approach to making contact with women during pregnancy.

Baby Friendly status had already been achieved by hospital maternity services in Fife and the health board’s breastfeeding support has been selected by the Scottish Government Early Years Collaborative Partnership to be a pioneer site to improve breast feeding initiation across the region.
Early Years Collaborative - Pioneer Sites

In September 2014, NHS Fife and local partner agencies in Fife announced the launch of two small trial sites to look at the best ways to support families with breastfeeding and accessing financial help. The trial areas are known as Pioneer Sites.

This was part of NHS Fife’s contribution to the Early Years Collaborative set out by the Scottish Government. The Early Years Collaborative wants to ensure that all families in Scotland have easy access to the support available to give children the best start in life.

The first pioneer site was developed by the Breastfeeding Support Project with the aim of giving women more confidence about how to feed their babies. It is hoped that by signposting to the range of support available an increased number of women will choose to breastfeed and continue to do so up to the six week stage. This also ensures that more babies and mums are aware of the many health benefits associated with breastfeeding.

The second pioneer site is the Money Matters Service, a partnership between NHS Fife Maternity Services, Fife Council Corporate Services and Citizen Advice and Rights Fife (CARF). The aim is to train 60 ante-natal and community midwives in the Money Matters Service and create a referral system to ensure that vulnerable families have access to help and advice on their finances. Providing this training to midwives will be evaluated by reviewing the number of referrals made.

Kingdom Weight Challenge

The winners of the Kingdom Weight Challenge were announced at their annual awards ceremony in March 2015.

The challenge, which supported teams and individuals in Glenrothes and St Andrews to lose weight, culminated in a prize-giving ceremony at the Rothes Halls, Glenrothes.

348 people registered to take part, losing a combined weight of 134 stones, or around half a stone for each participant. The winning team – Gotta Lose 1– lost 5.5 stones, which is around 10% of its total starting bodyweight, whilst individual male and female winners, lost 1.57 and 1.13 stones respectively.

Since the challenge started five years ago, a total of 907 stones has been lost.

Improving Mental Health

Improving the Fife population’s health is about more than physical health. In 2014/15, NHS Fife has sought to improve accessibility to the mental health support it offers in the community.

Community Health Connections

NHS Fife is currently piloting a new initiative to improve mental health and wellbeing in Fife.

Community Health Connections, which was initially piloted in Lochgelly, is an innovative way of linking people who are experiencing mental health issues to sources of support that operate within or near to their local communities.

A partnership between NHS Fife, Fife Council and local voluntary organisations, Community Health Connections is designed to facilitate improved access to support and activities for those who are experiencing mental health issues.

There are lots of partnership services and activities, such as stress management and creative classes, parent and toddler groups, walking clubs or adult...
learning sessions that can help people become active and more connected – both of which are important steps on the journey to good mental health.

A key element of the initiative is the provision of a Health Coach to assist in identifying important influences on an individual’s mental health and wellbeing. The Health Coach co-ordinates referral to non-clinical community based sources of support and liaises with a range of organisations that provide social, recreational or therapeutic support.

The key purpose of Community Health Connections is to act as a link between people with poor mental health and wellbeing and sources of support in their local community.

**Enhancing self-help resources available**
Over recent years, NHS Fife has sought to improve the range and accessibility of the self-help resources it provides in dealing with psychological problems.

In 2014/15, NHS Fife has continued to increase the digital resources it makes available to allow the public to better manage any issues they have.

**Moodcafe**
The Moodcafe website was developed by NHS Fife’s Psychology and Public Health Departments, and contains information and resources relevant to various common psychological problems.

The website was originally set up in 2007 and has steadily grown in popularity, now receiving over 20,000 visits per year.

The redeveloped website provides a wide range of advice and information on a range of topics, including:
- Mental Health – coping with stress, depression and physical health problems.
- Well-being and Lifestyle – eating well, sleep, exercise and keeping life balance.
- Information for Children and Young People – coping with bereavement, bullying and anxiety.
- Information for Parents – advice on managing toddlers and helping children who are stressed or anxious.
- Information for Carers – resources on finances, getting support, relaxation, and young carers.
- Details of national helplines and groups in Fife.

A number of resources are also available including downloadable relaxation exercises and podcasts; a variety of psychological tools and exercises to help with difficult thoughts and feelings and online programmes to help people cope with stress and low mood.

The Moodcafe website can be found at www.moodcafe.co.uk

**Pole to Pole**
Pole to Pole is an innovative programme which supports people with bipolar disorder and their friends and families.

Pole to Pole, a joint initiative between NHS Fife and Fife Bipolar Group, is based on Acceptance and Commitment Therapy (ACT) which seeks to support awareness and acceptance of high and low mood states, alongside promoting improved communication.

The Pole to Pole programme consists of three group sessions, with activities and discussions based around a travel-themed resource pack. The pack includes a map, guide, travelog and itinerary, helping us to explore how we react in different situations and how we identify what is important to us, and offers a direction of travel to follow in future.

The programme was first run in 2012 and is growing from strength to strength with classes in St Andrews, Kirkcaldy, Dunfermline and Cupar.
For more information on Fife Bipolar Group and the support they provide visit www.fifebipolargroup.org

**Step on Stress**

Stress is a very common problem and it is important that people have access to the help they need quickly and easily.

Step on Stress is a free course developed by the NHS Fife Psychology Department which aims to help people to understand stress as well as offering practical tools that can be used in everyday life. The course operates on a self-referral basis and is open to everyone.

Step on Stress focuses on ways to tackle the most frequent causes of stress. Running over three weekly sessions, the course begins by examining the impact of factors like diet and sleep on mood and offers some simple lifestyle tips so that people can start tackling their stress straight away.

The course also looks at how stress can affect physical reactions and thoughts, and provides relaxation techniques to help people to deal with their worries. People on the course are given handouts at each session so that they can get the most out of Step on Stress and go through these at their own pace at home.

For further information or to book a place, please visit www.moodcafe.co.uk.

Each day 50,000 blood samples are tested by laboratories in Scotland. Often when a blood sample is sent for routine clinical testing, a small amount is can be left over and later discarded. This left over blood can be a valuable research resource.

The GoSHARE initiative asks Fife residents for permission to store any excess blood from these tests for use in genetic research. Blood samples gathered will be analysed with the genetic data collected and cross-referenced against a participant’s coded medical data to uncover any trends or patterns. The samples gathered will then be used to enhance the study of the role of genes in disease to improve future treatment.

GoSHARE is one element of the Scottish Health Research Register (SHARE) project - a partnership between the NHS, Government and Universities in Scotland to develop a Scottish research register of people aged 16 or over and living in Scotland who have expressed an interest in assisting with medical research.

For more information on GoSHARE, visit the website at http://www.registerforshare.org

**GoShare**

NHS Fife worked alongside colleagues in NHS Scotland and University of Dundee to support the launch of Genetics of Scotland Research Register (GoSHARE) in Fife in September 2014.

Research is an essential part of the process of developing new treatments and cures for conditions including heart disease, diabetes and cancer. Genetic research also helps us to understand why people develop different conditions, and why certain treatments work well for some people and not for others. The study of gene variations will eventually allow the development of more tailored drug treatments specific to individual patients.
Providing the best possible quality of patient care is at the heart of what we do. In 2014/15, NHS Fife embarked on a series of initiatives designed to enhance the care we provide for our patients.

2014/15 saw us invest considerably in our facilities and ensure that they are fully equipped with modern and state-of-the-art apparatus. This investment has also allowed us to enhance our services, provide more services locally and adapt to new ways of working; all of which contributes towards the provision of high quality care.

Service Improvement and Developments

Redevelopment of Queen Margaret Hospital

Queen Margaret Hospital is continuing to play a significant role in the provision of acute care in Fife, as well as providing a range of primary care services focused on the needs of the local population.

Diagnostic and Treatment Facilities

A number of new diagnostic and treatment facilities have been opened with the Regional Endoscopy Unit, Urology, Day Surgery and Clinical Intervention Units all opening in 2014 and 2015.

Regional Endoscopy Unit

The new Regional Endoscopy Unit opened to patients at Queen Margaret Hospital in May 2014 at a cost of £1.8 million.

The purpose-built unit, which operates seven days a week, provides a local service for Fife patients as well as diagnostic and surveillance tests for patients from NHS Lothian and NHS Forth Valley.
Urology Diagnostic and Treatment Centre
In September 2014, we were delighted to welcome the Cabinet Secretary for Health and Wellbeing, Shona Robison MSP, for the official opening of the Urology Diagnostic and Treatment Centre (DTC).

The Urology DTC relocated to new purpose-built facilities at Queen Margaret Hospital, from its previous base at the Victoria Hospital. The service, which focuses on outpatient and day case work, provides new and review clinics and urological tests for patients from across Fife, with over 1000 patients treated there each month.

The new Urology facilities will see the number of treatment rooms increased from one to two, alongside five consulting rooms, a large reception/waiting area and a four-bed recovery area.

Since 2010 the Urology service has operated a ‘one-stop clinic’, allowing patients to have a range of investigations completed within a single visit without the need for different appointments in separate departments. The relocation of Urology to the Queen Margaret Hospital site will further enhance this way of working.

Day Surgery Unit
The Day Surgery Unit opened to patients in January 2015 and provides treatment for a wide range of conditions, with patients admitted, treated and discharged within 23 hours.

The unit, which was developed at a cost of £1.6 million, is equipped with the latest specialist equipment, allowing NHS Fife to continue to provide an effective and efficient service in a bright and spacious environment. It comprises a 12-bed recovery area for patients requiring an overnight stay, two pre-assessment rooms, excellent recovery facilities, separate sitting rooms for day and overnight patients and an education/seminar room for staff.

With no emergency operations carried out on-site, all surgeons, anaesthetists and theatre staff are dedicated to carrying out planned day surgery, minimising the potential for late cancellations.

Currently, around 500 patients are treated in the unit each month, although that figure is expected to increase significantly.

Clinical Intervention Unit
The Clinical Intervention Unit undertakes a range of day case activities including blood transfusions and rheumatology treatments. It is located near the Urology and Day Surgery units.

Community Services - Therapy Suite
A number of community and primary care services are being relocated to Queen Margaret Hospital. As part of this, Adult and Child Physiotherapy and Children’s Occupational Therapy have been brought together in a new Therapies Suite.
Adult and Child Health Physiotherapists relocated from Carnegie Clinic to Queen Margaret in autumn 2014. The move allowed out-patient activity from Carnegie Clinic to move alongside the existing Queen Margaret Hospital Physiotherapy Team in a new Therapies area.

The Therapies area at Queen Margaret Hospital houses a large outpatient treatment area alongside bespoke rooms for the Hand Service, Continence and Pelvic Health Service. The move to Queen Margaret Hospital also allowed access to the hydrotherapy pool and a large gym area for rehabilitation work for patients with complex musculoskeletal problems or those recovering from surgical procedures.

The Children and Young People’s Physiotherapy and Occupational Therapy Departments work with children from birth to school leaving age, with difficulties which impact on their ability to participate and perform in daily activities, which they need to do or want to do, at home, in school and in the community.

As part of the development, new clinic and gym facilities have been created with the new facilities large enough to accommodate workshop education sessions, drop-in activities and provide greater capacity for group work. In addition, the site provides improved accessibility, with better changing facilities and hoisting systems available.

Overhaul of Reception Area

A key part of the project to redevelop the Queen Margaret Hospital site saw an overhaul of the main entrance and reception to make the area more welcoming and comfortable for patients.

Improvements were also made to the signage to more effectively direct patients around the hospital and a host of new facilities were added, including the new ‘Aroma’ coffee shop, which opened in April 2014. Staffed and managed by NHS Fife, any profits are reinvested in patient care.

Improvements were made to make the reception area more accessible. A new ‘Changing Places’ facility for disabled visitors was opened providing visitors, their families and carers with the specialist equipment they require to meet toileting and changing needs.

The main waiting area was enhanced with improved public toilet facilities and infant changing/feeding provision. TV screens were installed so that patients and visitors could keep up-to-date with the latest hospital and health information. A new Carer’s Information Hub was also completed, providing information on organisations offering support and advice to carers along with wider health information.

Investment in Mental Health

Over recent years, there has been considerable investment in mental health facilities in Fife.

Nowhere is this more apparent than at Stratheden Hospital, where a project has been undertaken to modernise large parts of the hospital site. This process began with the opening of two new purpose-built units; Elmview in 2009 and Muirview in 2010, and latterly the creation of the Radernie Low Secure Unit in May 2013.

The Intensive Psychiatric Care Unit (IPCU), which is currently housed in one of the older buildings on the site, provides care for patients who are particularly vulnerable. In spring 2015, formal approval was granted to replace the existing IPCU with a new state-of-the-art facility on the north-eastern part of the hospital site. Construction of the £4.4m project began earlier this year, with the new facility due for completion in spring 2016.
The design and layout of the unit, which has been strongly influenced by patients and staff across Fife, will allow for more privacy for patients whilst maximising the use of natural light and ensuring a more homely environment. Each patient will have their own personal ensuite bedroom, whilst also being able to spend time together with visitors in private rooms or the landscaped internal courtyard.

The construction of the new unit will allow us to deliver the highest quality care to these patients in a therapeutic environment, appropriate to their needs.

**Primary Care**

NHS Fife is committed to ensuring that our primary care facilities are of the highest standard and fit for the purposes they serve.

The new Glenwood Health Centre in Glenrothes was officially opened in April 2014. The purpose-built facility, which cost £5.8m to construct, houses two medical practices and brings together a range of community services including health visiting, dietetics, podiatry, physiotherapy and district nursing, all under one roof.

The new facility allows local staff and practitioners to provide care in a state-of-the-art environment which is larger and brighter, and enhances patients’ experience of both GP and community services.

The project was also the first to be completed through the new HUB East Central Scotland initiative, which is a joint partnership between public and private sector organisations with the aim of developing and delivering better local services across East Central Scotland.

**Scotland’s First Dedicated Acute Hip Fracture Ward**

Patients in Fife are the first in Scotland to have access to a dedicated acute hip fracture ward.

Hip fractures are most common amongst the elderly population and it is predicted that this condition will increase significantly across Fife over the coming years, in line with an increased life expectancy.

A year-long pilot began at Victoria Hospital in January 2015 which has seen a dedicated acute hip fracture ward established with the aim of improving outcomes for patients with acute hip fractures and establishing a dedicated pathway for their care.

Previously, any patient who experienced a hip fracture would visit Accident and Emergency before being transferred to more general trauma wards, where they would receive care in an environment populated by people suffering from a range of injuries.

The dedicated acute hip fracture ward ensures that patients can be cared for by staff who specialise in this particular injury. This specialist care ultimately improves a patient’s potential outcomes and increases the chances of an earlier discharge.

The £220,000 investment has funded five ward
nurses and allied health professionals, as well as the purchase of specialised equipment.

The new ward is part of a wider national quality drive around orthopaedics and we firmly believe it will prove to be a fantastic asset to patients in Fife.

**A Centre of Excellence for Research and Development**

Clinical research plays a crucial role in ensuring that the care provided to patients is evidence-based and effective and NHS Fife has shown a clear commitment to supporting research and development as a means of improving health outcomes for patients.

In 2014/15, the Board invested in its Research and Development department, which has swiftly established a reputation as a Scottish centre of excellence in this field.

Established at Lynebank Hospital, Dunfermline, in 2002, the department initially employed only two part-time members of staff to promote research activity throughout Fife. Due to the increasing emphasis placed upon evidence-based practice and medicines, the new expanded Research and Development department now employs 17 people – 10 of whom are research nurses.

In June 2014, NHS Fife officially opened its new Research and Development department in Dunfermline. The facility, which is based at the Queen Margaret Hospital, has helped to establish the Kingdom as an important hub for local, national, and international research, and will play a key role in shaping the way that healthcare is delivered in the future.

The department specialises in providing guidance on research design, the critical appraisal of research evidence and the interpretation of statistics and other data. Current areas of research include dementia, mental health, diabetes, rheumatology, and oncology.

The Research and Development team in Fife have already contributed to service improvements in a number of areas including cardiology, podiatry and stroke and it is hoped that the new department will help to further establish our reputation as a small health board that is making a big contribution to national Research and Development.

In order to support the development of Research and Development in Fife, our new Clinical Research Facility was formally opened by Scotland’s Chief Scientist for Health, Professor Andrew Morris, and Dean of the Medical School at St Andrews University, Professor David Crossman, in spring 2015.

The facility, which is based at the Victoria Hospital, supports the delivery of high-quality research and enhances collaboration with scientists and biotech companies to develop therapies and treatments to benefit patients across Fife. It is anticipated that the new facility will significantly increase revenue from commercial research.

These new facilities represent a significant step forward for clinical research in Fife and allow us to continue building upon our position as a national centre of excellence for clinical research and support the recruitment and retention of high quality clinical research staff.
Enhancing Our Caring Environments

NHS Fife is committed to making the patient experience as positive as it can be and we believe that the provision of good quality of care extends beyond the medical treatment a patient receives. In the last year we have made great strides in improving the environments in which we provide our services to ensure that they are as comfortable as possible for patients.

Day Unit Recognised with the Macmillan Quality Environment Mark

The Haematology/Oncology Day Unit at Queen Margaret Hospital was recognised by Macmillan Cancer Support for the high quality environment it offers to patients.

The Haematology/Oncology Day Unit cares for patients with malignant and non-malignant Haematology disorders. The unit offers supportive care treatments like blood transfusions, IV infusion or IV antibiotics as well as providing chemotherapy treatment for those with breast, pancreatic and gastro-intestinal cancers. Around 120 patients from across Fife are treated in the unit each week.

The Macmillan Quality Environment Mark (MQEM) assesses whether cancer care environments meet the standards required by people living with cancer and is the first assessment tool of its kind in the UK. In order to meet the MQEM standards, the Haematology/Oncology Day Unit had to demonstrate that the environment is welcoming and accessible, respectful of patients’ privacy and dignity, and gives choice and control to those using the service.

Following a rigorous assessment process, the Unit has successfully maintained the MQEM and has been certified by Macmillan for the next three years.

Enhanced Outdoor Spaces

The improvements made to our environment were not limited to indoor spaces in 2014/15, with enhancements made to areas of our grounds and gardens.

A new sensory garden was opened at the Victoria Hospice by Rt Hon Gordon Brown MP. The impressive garden was the result of the efforts of a small and dedicated group of volunteers who put a great deal of time and effort into transforming the outdoor space for the benefit of patients and visitors alike.

Similarly, a new outdoor space providing a therapeutic garden and relaxation area for patients was opened at Queen Margaret Hospital.

As part of upgrading works to the Older People’s Wards (Wards 5, 6 and 7) last year, patient access was created to the existing internal courtyard area. This space has been transformed through the efforts of staff, volunteers and the Friends of Queen Margaret Hospital into a vibrant area for patient use.

The courtyard now boasts a pergola, summer house, greenhouse and gardening hut, all donated by the Friends of Queen Margaret Hospital, alongside an astroturf area which will allow patients to take part in activities such as bowling.

As well as providing a relaxation area there are plans to develop the therapeutic side of the space further to support patients in their recovery,
including encouraging patients to grow plants in the greenhouse which can then be used for practising kitchen skills. The project has received support from NHS Fife’s Endowment Fund alongside donations from patients and their families.

**Patient Wi-Fi**

Spring 2014 saw the roll out of a free wireless internet service for patients across hospital sites in Fife. With the ever-increasing use of social media, the roll-out of patient Wi-Fi makes it easier for patients to keep in touch with friends and loved ones during their stay in hospital.

To ensure maximum ease of access, there is no requirement to register to use the service although patients will be asked to read and agree to the terms and conditions of use. Users of the service also have free access to the web, as well as information about the hospital and the services available.

The new service operates entirely separately from the current internet connection, meaning that clinical systems and data security are not compromised.

**Improved Parking at Our Hospitals**

In 2014/15, NHS Fife sought to improve parking provision at our hospital sites.

The redevelopment works at Queen Margaret Hospital also led to improved parking provision along with an extensive remodelling of the roadways and car parks. This included the implementation of a one-way system on the site in order to better separate traffic flow and provide a safer environment for patients and visitors.

The result of this remodelling was an increased number of blue-badge spaces and the addition of a new parent and child parking area. These changes had been suggested as part of the public consultation process and were incorporated into the eventual layout.

Work also began in spring 2014 to provide additional parking at the Victoria Hospital. This resulted in the demolition of the Old College buildings and meant changes to the access roads around the Victoria Hospice, Diabetes Centre and the Dental Access Centre. Works were completed in April 2015 with the opening of Car Park F and the creation of an additional 117 new spaces. This built upon works completed last year, which saw the parking compliment at the Victoria Hospital increase by some 198 spaces.

The completion of Car Park F has ensured that NHS Fife has fully complied with planning conditions for the completion of the new wing of the Hospital, which opened in 2012.
NHS Fife is fortunate to have a hard-working, skilled and dedicated workforce, committed to providing the best possible standards of care. In 2014/15, a number of these staff were recognised, both locally and nationally, for the contribution they have made to improving patient care.

NHS Fife Staff Achievement Awards

The second NHS Fife Staff Achievement Awards were held on 27 March at the Bay Hotel, Kinghorn.

The ceremony, which was hosted by Board Chairman Allan Burns, recognised individuals and teams from across the organisation whose hard work, innovations and achievements have made a real difference to patients and colleagues.

NHS Fife staff were asked to nominate colleagues across the following categories:-

- Volunteer Award
- Top Team Award
- Support Service Award
- Public Partners & Friends Award
- Outstanding Contribution Award
- Inspiration Award
- Innovation Award
- Hospital Award
- Community Award
- Clinical Award

Almost 200 nominations were received from staff members across Fife, and with such inspiring stories, shortlisting proved to be a very difficult job. The shortlisting panel, made up of staff and staff representatives, scrutinised each nomination before selecting the worthy finalists and winners.

Their stories are a fantastic reflection of the hard work that’s going on right across Fife.

The Board thanks Unison, the Royal College of Nursing Scotland and the Bay Hotel for their support in making the NHS Fife Staff Achievement Awards such a success.
REHIS Showcased at International Federation of Environmental Health World Congress

A partnership between NHS Fife and Fife Council, which provides free health and safety training to workplaces across the Kingdom, received global recognition.

The project involves the NHS Fife Healthy Working Lives team, based at Cameron Hospital, working alongside Fife Council’s Consumer and Business Education Team to offer Royal Environmental Health Institute of Scotland (REHIS) Elementary Health & Safety Certification to workplaces.

Commencing in 2012, the initiative has been deemed so successful that it was showcased to a global audience as part of the International Federation of Environmental Health World Congress on Environmental Health, which took place in Las Vegas, Nevada, USA.

The one day course is delivered several times per year as part of NHS Fife’s Health Improvement Training Programme, and is free to workplaces that are actively engaged with Healthy Working Lives.

The aim of the course is to help attendees bridge their competency gap by moving on from a basic awareness of health and safety issues and helps workplaces to fulfill their statutory obligations and to promote good health, safety and wellbeing in the workplace.

Workplaces can find out more about REHIS training and the many other free services available from Healthy Working Lives by visiting www.healthyworkinglives.com

NHS Fife Nurses Recognised with COSLA Excellence Award

An NHS Fife nursing team received national recognition for its work in helping to reduce rates of teenage pregnancy in Kirkcaldy.

The team received the prestigious Chair’s Award at the COSLA Excellence Awards for their redesign of sex education provision at Kirkcaldy High School and the development of an enhanced drop-in clinic.

The initiative was developed to address some of the highest rates of teenage pregnancy in Scotland and culminated in a Parliamentary commendation that cited the pilot as an example of good practice.

The ground-breaking project has also seen the development of another drop-in clinic at Kirkland High School, Methil, whilst other schools have also expressed an interest in their services.

Community Nurses Commended by Queens Nursing Institute Scotland (QNIS) for Long Service

In September 2014, community nurses from across Fife were recognised for their dedication to the profession.
Thirteen nurses came together at Queen Margaret Hospital, Dunfermline, where they were awarded the Queens Nursing Institute Scotland (QNIS) Award for Long Service.

The award celebrates community nurses, often the unsung heroes of the modern profession, who have achieved the outstanding contribution of 21 years or more of work in the community.

The nurses were presented with their honour by Chief Executive of QNIS, Clare Cable.

**Sally O’Brien – Nursing at the Edge**

The work of an NHS Fife nurse was highlighted in a Royal College of Nursing (RCN) campaign aimed at reducing health inequalities.

Sally O’Brien led the development of a service for people with Alcohol-Related Brain Damage (ARBD) and was one of six nurses featured in the “Nursing at the Edge” campaign.

The ARBD service in Fife has been highlighted as an effective example of how to tackle health inequalities where they exist. The service began as a pilot project in the Levenmouth area in 2011. The project proved to be such a success that it has expanded significantly, rolling out Fife-wide earlier this year.

The “Nursing at the Edge” campaign is calling for more to be done to improve the health of people living in the most deprived areas.

**Volunteers scoop Scottish Health Award**

Three Fife volunteers scooped top awards at the Scottish Health Awards 2014 in recognition of their invaluable contribution to healthcare.

Every year, the Scottish Health Awards recognise and reward the dedicated NHS staff, support workers, volunteers and specialist teams who go the extra mile to provide outstanding patient care.

Margaret Bowie, Elizabeth Watson and Isobel Martin, also known as the ‘Take Three Girls’, were awarded the Volunteer Award for their work at Victoria Hospice in Kirkcaldy.

The group initially came together as part of a committee which worked alongside MacMillan and the NHS to raise funds to build the first ever purpose built hospice in Fife. After this goal was achieved, they began volunteering at the hospice and continue to do so 18 years on.

The trio support patients by offering companionship, assisting with floral and art displays and caring for the wildlife in the hospice garden. They have been praised for their enthusiasm, their caring manner and for bringing cheer to patients and family members alike.
Over the course of 2014/15, NHS Fife sought to develop and enhance the care we provided to patients in Fife. We will continue to strive to improve the services we offer in 2015/16, building on improvements already made, with further focus on areas which have proved challenging.

Improving our caring environments remains a key priority of the Board and Spring 2016 will see the opening of the new Intensive Psychiatric Care Unit at Stratheden Hospital. The new purpose-built unit will allow the most vulnerable psychiatric patients to be cared for in a more therapeutic setting, conducive to the provision of high quality care. Work will also continue to redevelop Queen Margaret Hospital, which has seen considerable investment over recent years, with the opening of the Carnegie Unit for Community Services.

The health needs of our population are changing and the Board is committed to evolving our services in order to keep pace with best practice and to continue providing high quality care. This means planning for the future and adapting how we deliver our services now so that we can continue to offer the best possible healthcare services moving forward. This will be supported by the formal integration of health and social care in Fife, with significant steps already taken towards progressing this agenda.

NHS Fife and Fife Council have recently created the new Health and Social Care Partnership, which will improve services for local communities and meet the aspirations of individuals, keeping people healthier and independent for longer. Full integration will take place during 2016, with the Partnership leading transformation in Fife.

This development of a more integrated model of health and social care delivery will also be reflected in NHS Fife’s new Clinical Strategy. The Clinical Strategy will provide the foundation for healthcare provision in Fife over the coming decade and will result in a much greater balance of care delivered in the community; with the necessary specialist expertise available in our acute hospitals when required.

The Clinical Strategy will also reflect the organisation’s core values, aspirations and objectives. In 2015/16, these values will be formalised with the publication of NHS Fife’s Strategic Framework. The Strategic Framework will articulate the guiding principles of the organisation and provide a formal basis for the development of all new strategies and plans. The Framework will also reaffirm the organisation’s ongoing commitment to providing the very best care for patients and supporting staff through innovation and quality improvement.

The development and implementation of our new Clinical Strategy and Strategic Framework is being led by the Board’s new Chief Executive Paul Hawkins, who having taken up post in May 2015, is now tasked with leading this most important agenda.

The Board is committed to transforming health and care in Fife to be the best, and ensuring that our core values of:

- Safety First
- Dignity and Respect
- Care and Compassion
- Excellence
- Fairness and Transparency

...are reflected in the work we do.
Chief Executive’s Look Forward

Having taken up the role as NHS Fife’s Chief Executive in May 2015, I have had the opportunity to see first-hand the excellent care that we provide to our patients.

Whilst it is important that we acknowledge the challenges we face, it is equally important to recognise the unique opportunities we have to build on our qualities and become a standard bearer for innovative and high quality healthcare in Scotland.

Over the next twelve months, we will continue to focus on providing high quality care, preventing ill health, delivering performance targets, improving services and continuing to manage our finances effectively. Importantly, the delivery of safe and effective care will remain our number one priority as we strive to achieve these goals.

Launching our Strategic Framework will be an important step in this journey and will enable us to articulate our values, aspirations and objectives across all areas of the organisation and will provide a basis for the development of future strategies and plans.

A key development for 2015/16 will be the development of NHS Fife’s Clinical Strategy - a roadmap for the delivery of health to the people of Fife to 2020 and beyond. We will be working with our staff, patients, public and partners to shape this plan. I invite you to be part of it’s development - please look out for updates on the NHS Fife website or in local media.

Partnership working will be central to these activities and the formation of the Integration Health and Social Care Joint Board, where we are working closer than ever with our colleagues in Fife Council, will enable us to provide more effective care for patients in our hospitals and in the community.

As in previous years, at the heart of our efforts over the coming year will be our staff. It is a great privilege to lead a workforce with such passion and energy and I am constantly impressed by their skill and person-centred approach. If we are to achieve our goal of transforming care to be the best, it will be with the continued hard work and dedication of our staff, who deliver exceptionally skilled and compassionate care to the people of Fife.

Paul Hawkins
Chief Executive

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