



Annual Report Summary 2001 - 2002



The National Health Service in Tayside provides its citizens with an extensive range of outstanding clinical services, both in hospitals and in the community. These services are provided by our doctors, nurses, allied health professionals, secretaries, porters, cleaners, cooks, managers and other staff, who work together to ensure that assessment, diagnosis, treatment and care is available to all of us when needed. These NHS services reflect years of training, dedication, skill, research and science, and a willingness by those who lead, manage and provide these services, to change direction in the light of new knowledge and community need.

In Tayside, we are especially fortunate that we live in a health community rich in all of these qualities. We sometimes take for granted our international reputation, not just in the 'cutting edge' research that is taking place but in the clinical excellence of so many services, and in the innovation and enterprise that is driving a continuous process of redesign and improvement.

Of course, in some areas, we need to do better and we will. We need to listen more to patients, carers, families and communities - and we are. We need to focus even more than at present on promoting health and tackling the causes and consequences of inequalities. We need to do much more to encourage a greater sense of personal responsibility for health in those critical areas of diet, exercise, smoking and lifestyle. All of this will only be achieved by NHS Tayside working in partnership with citizens, Local Authorities, voluntary organisations and our universities, and by continuing to be transparent and open about our priorities and performance.

NHS Tayside is in the final stage of a challenging process of financial recovery, and this will continue to require us to take some difficult decisions. Tayside NHS Board is determined to ensure that these decisions will be informed with, and influenced by, rigorous clinical advice and leadership within a health culture that



balances the need for central specialist services with developing locality care wherever we can.

We all need to recognise that some of our health care can only be provided on a single site but much can, is and will continue to be provided in local communities.

In this culture of increasing demand, continuous change and the need for innovation and improvement, we need to value what we have, celebrate the clinical excellence and dedication of NHS staff, secure a 'no blame' culture and work across boundaries with citizens and other partners in improving each patient's journey through NHS Tayside.



*Professor J McGoldrick, Chairperson,
Tayside University Hospitals.*

Murray Petrie, Chairperson, Tayside Primary Care.

Peter J Bates, Chairperson, NHS Tayside.

Contents

| | | | |
|--|----|------------------------------------|----|
| Introduction | 3 | Involving The Public | 12 |
| Improving Health – Reducing Inequalities ... | 3 | Supporting Staff | 14 |
| Expanding Access | 6 | Improving NHS Tayside | 16 |
| Boosting Quality & Effectiveness | 8 | Finances 2001/2002 | 17 |
| Enhancing Patients' Experiences | 10 | Independent Auditor's Review | 19 |

Introduction

This summary highlights some of the work that is going on in NHS Tayside, demonstrating how the people of Tayside are receiving the best possible healthcare and how we are meeting the rigorous targets set by the Scottish Executive.

The target areas are:

- ◆ Health Improvement and Reducing Inequalities
- ◆ Fair Access To Health Services
- ◆ Quality and Effectiveness of Healthcare
- ◆ Patient's Experience (including Service Quality)
- ◆ Involving the Public and Communities
- ◆ Staffing
- ◆ Organisational and Financial Performance & Efficiency

In addition, NHS Tayside's clinical priorities are:

- ◆ Cancer
- ◆ Coronary Heart Disease
- ◆ Stroke
- ◆ Mental Health
- ◆ Children
- ◆ Older People
- ◆ Waiting Times

Improving Health – Reducing Inequalities

Q. How is NHS Tayside improving health?

A. We are doing this with a variety of services which treat or prevent ill health and a range of initiatives to promote good health. Here are a few examples...

Dental Care

By 2010, the Scottish Executive would like 60% of five-year-olds to have decay-free teeth – at present, Tayside falls short of that target by 13%. In a Dundee study which aims to identify, target and preventatively treat the children most at risk of dental decay, health visitors encourage parents to register babies with a dentist. Health visitors also identify high risk children, who are offered dental appointments every three months.

In addition to this, health visitors in Tayside are involved with the free distribution of toothbrushes and toothpaste to all 8-month to one-year-old children, and children aged two to three years old in areas of deprivation.

Healthy Eating

Our Specialist Health Promotion Service has been closely involved in the promotion of the Scottish Healthy Choices Awards, a prestigious scheme which raises awareness of healthy eating. Two NHS Tayside establishments have already received this award: The Healthy Bite at Strathmartine Hospital and The Ian Low Centre at Ninewells.



Nick Nairn, celebrity chef, presents the awards.
From left: David Bayne, The Ian Low Centre; Mary White, The Healthy Bite; the chef from Guide Dogs for the Blind Association.



Forfar mums celebrate Breastfeeding Awareness Week.

Breastfeeding

Breastfeeding gives babies the best start in life. Although 38% of women in Tayside are breastfeeding their babies at six weeks, which is above the national average, we would like to achieve a target of 50% by 2005. Increasing the popularity of breastfeeding is being tackled in many different ways, including:

- ◆ Special events during Breastfeeding Awareness Week, including baby massage and Reiki sessions at the Mitchell Street Centre in Dundee and strawberry teas and alternative health talks at Carnoustie Medical Centre, Arbroath Infirmary, Montrose Infirmary and Whitehills Hospital in Forfar.
- ◆ The publication of booklets and leaflets promoting breastfeeding.
- ◆ Perth and Angus hospitals being accredited with UNICEF's UK Baby Friendly Award.
- ◆ The development of a joint midwife/health visitor programme to support mothers who choose to breastfeed.

Drug Abuse

An outreach service has been set up to provide a free and confidential service to drug users in Angus and Perth & Kinross. As well as safe disposal of used equipment, outreach workers provide nursing care, clean syringes and advice on various subjects, including safer drug use.

Cancer

Over the past five years, there has been a substantial reduction in Tayside's cancer mortality rates. This is thought to be connected to a combination of factors, including prevention, early detection and more effective treatment.

Prevention: Stopping Smoking

Levels of smoking across Tayside are high – and are getting worse. In particular, the number of women smoking is too high, especially in Dundee, and further work is to be carried out to encourage smoking cessation, with an emphasis on pregnant women. In Tayside, Nicotine Replacement Therapy and Zyban are available on prescription and smokers have access to one-to-one counselling sessions, with the Tayside Smokeline (0845 600 9996) providing information about the help and support that is available. Prevention of smoking in children and young people is also a high priority and requires increased attention.

Early Detection: Breast Screening

Tayside is consistently above target with the number of women screened for breast cancer. However, to further encourage women between the age of 50 and 64 to attend breast screening appointments, and to demystify what happens when a breast lump is found, a video has been produced which features local women talking about their experiences. Copies of 'Breast Screening – What A Relief' are available at all libraries in Tayside.

More Effective Treatment: The Scottish Centre for Photodynamic Therapy

This groundbreaking new cancer treatment centre at Ninewells Hospital uses laser technology and light-sensitive drugs to find and destroy tumours (page 5).



Lesley Marley, of the Specialist Health Promotion Service, carries the message for smoking cessation.

IT WORKS – Having it real!

Teenage pregnancy is a problem in Tayside, although there are signs that matters are improving. There are several projects currently underway to address the issue of teenage pregnancy, including the appointment of joint-funded sexual health tutors in schools across Tayside.

As part of a health visitor-led initiative in Perth & Kinross, young people are introduced to the realities of parenting by caring for a 'virtual' baby for a weekend. The 'baby' looks, weighs and sounds just like the real thing – and needs just as much care and attention.

IT WORKS – The bear essentials!

Sunny Bear has a great job – he goes round primary schools in Tayside spreading the message about keeping safe in the sun.

"The children listen to a story before helping dress Sunny in appropriate clothing for a day in the sun," said Susan Currie, School Health Nurse. "The children clearly enjoy Sunny's visit and the messages are reinforced with a leaflet to take home."

Q. How is NHS Tayside tackling health inequalities?

A. This issue is at the top of the agenda for NHS Tayside and, although it provides a real challenge, it also provides us with very real opportunities. By working with Local Authorities, private and voluntary sectors, we are able to target resources at deprived communities, narrowing the health divide. A number of developments have been established and, in most instances, funding has come from the Scottish Executive's Health Improvement Fund.

Angus

In Angus, the Rural Community Development Health Project is focussing on rural deprivation by identifying the needs of disadvantaged groups in rural areas.

Dundee

A significant proportion of the Health Improvement Fund has been used to further develop Healthy Living Centres in deprived areas.



Princess Alexandra at the opening of the Scottish Centre for Photodynamic Therapy at Ninewells Hospital.



Sun Awareness UK 2001 – Susan Currie, school health nurse, with "Sunny Bear" and pupils at Oakbank Primary School, Perth.

Perth & Kinross

Resources have been targeted at improving the health and wellbeing of homeless people.

Tayside

Exercise Referral Schemes encourage people of all ages, especially those living in deprived areas, to take more exercise.

Tayside

Additional resources have been invested in New Community Schools, which are located in economically deprived areas.

Young People

Additional investment has been made to allow The Corner to carry out further outreach work in deprived areas, which is particularly appreciated by vulnerable young people. In addition, resources have been directed towards the development of the Caledonia Youth Service, which will target young people across Dundee.

IT WORKS – Getting off to a good Start

Sure Start Scotland supports very young children and their families. In Angus, the Sure Start Project has targeted resources at improving the health and wellbeing of young children in deprived communities while in Dundee, two health visitors have been appointed to the Sure Start Teams in Beechwood/Lochee/Charleston and Douglas/Mid Craigie/Lintrathen.

In addition to improving the facilities where healthcare is provided, we are also committed to making it easier for patients to access services.

Investing in GP Premises

This year, work started on the new health centre in Aberfeldy, Alyth Health Centre was extended and refurbished and Auchterarder Health Centre was awarded £1 million to enable health and social care to be provided at a new 'one-stop' facility.

Modernising Hospitals

- ◆ A state-of-the-art linear accelerator was installed, benefiting patients undergoing treatment for cancer.
- ◆ Additional diagnostic and treatment equipment was installed at hospitals throughout Tayside, including a mobile MRI unit at Stracathro Hospital.
- ◆ The second phase of a 25-bed palliative care in-patient unit and day care unit at Roxburghe House, which was jointly funded by Tayside Primary Care and MacMillan Cancer Relief, was completed.



The new kitchen at Roxburghe House.



Staff, visitors and fundraisers from Macmillan Cancer Relief.

- ◆ Construction began at St Margaret's Hospital in Auchterarder of a new Community Resource Centre (CRC), which will provide day care, rehabilitation, and outpatient facilities, as well as a palliative care suite.
- ◆ En-suite facilities were provided and day care facilities extended at Blairgowrie Community Hospital.
- ◆ As part of the long-term mental health strategy to provide modern psychiatric care, there were considerable developments and refurbishments at Royal Dundee Liff Hospital, Sunnyside Royal Hospital in Montrose and Murray Royal Hospital in Perth.
- ◆ The remaining medical services at Kings Cross Hospital were transferred to a £5 million, purpose-built unit at Ninewells Hospital, which contains physiotherapy, occupational therapy, out-patient clinics, pulmonary function, x-ray, bronchoscopy and in-patient facilities for the treatment of infectious diseases.
- ◆ Stracathro Hospital is being transformed into an Ambulatory Diagnostic Treatment Centre (ADTC), providing the people of Angus with quicker access to diagnosis and treatment.
- ◆ Further, ongoing, development of Arbroath Infirmary, which includes a range of community-based services.
- ◆ Further development of the midwife-led maternity units in Montrose and Arbroath.

Web Site

Perth & Kinross Young People's Health Initiative has developed a web site for young people (www.thebitty.org.uk) which includes information about drop-in clinics, school nursing services and where to find information about health and lifestyle issues.

Life Enhancing Surgery

Our rates for non-emergency, routine operations, such as hip replacements, knee replacements and cataract surgery, are well above the Scottish average.

Maternity Care

We are continuing to develop a stronger, community-focussed, collaborative approach to maternity care. Throughout Perth & Kinross and Angus, women can access midwifery care at their GP practice. However, this was not the case for a significant number of pregnant women in Dundee and we are working with midwives and GPs to attempt to ensure that all women in Dundee can receive antenatal care at their GP practice.

Children with Diabetes

DiabNet is a managed clinical network for diabetic children and adolescents in three Health Board areas Fife, Forth Valley and Tayside which aims to evaluate, improve and establish services, as well as develop innovations in clinical care.

In Tayside, we have established new clinics in St Andrews and Montrose and increased the number of clinics being held in Arbroath and Perth. In addition, diabetic children and their families now have access to an emergency helpline run by paediatric diabetes nurse specialists.

Health Fair

There were over 50 health-related exhibitions at the Angus Health Fair 2001, which was the result of a collaborative effort by NHS Tayside, Angus Council, the voluntary sector and various community groups.

HIV Services

The latest edition of 'The Rough Guide To HIV Services in Tayside' is available at GP practices, health centres and through community groups, as well as from HIV-associated organisations.

Integrated Care

Care Together is an initiative between Perth & Kinross Council and NHS Tayside to provide fully integrated and accessible locality-based health and social care services for the people of Perth and Kinross.

We also joined forces with Angus Council to provide a new base in Arbroath for integrated community mental health services. This innovative project at Gowanlea will offer vital community services for people in Angus with mental health problems.



Direct Care at the chemist launched in Arbroath.



Consultant radiologist Dr John Tainsh and Superintendent Ilona Graham show off the new mobile MRI unit at Strathcarron Hospital.

Older People

Two new consultants were appointed at Medicine for Elderly Care at Strathcarron Hospital, significantly enhancing the level of cover at the hospital. Both consultants have been working with local GPs and other professions to provide accessible services for older, vulnerable people.

Cancer

A cancer & leukaemia in children specialist nurse has been appointed to develop the service provided to children with cancer or leukaemia and to facilitate the provision of palliative care at home.

Also, following training, radiographers across Tayside can now carry out additional parts of procedures for patients undergoing CT scans and examinations of the urinary tract. This ground-breaking initiative puts patients at ease and cuts out unnecessary delays.

IT WORKS – Emergency!

Following extensive trials throughout north Angus, a paramedic-led thrombolysis service has been set up at Strathcarron Hospital. Paramedics in specially-equipped rapid response vehicles respond to cardiac emergencies, enabling faster identification of chest pains and quicker administration of the appropriate treatment.

"The system is working extremely well and is providing an enhanced service to cardiac patients in Angus," said Mike Lyall, Medical Director of Tayside University Hospitals.

IT WORKS – The direct approach

All GPs and chemists in Arbroath and Frickheim are involved in the DirectCare at the Chemist scheme, which helps those who don't have to pay for prescriptions to access the correct medication for a variety of common ailments, including indigestion, piles, head lice, period pains and eczema. "This project makes good use of the skills of local chemists and reduces pressure on GP practices," explained Ken Penman, Project Co-ordinator.

By continually upgrading and updating the services NHS Tayside delivers to patients, we are constantly increasing the already-high standards of care enjoyed by the people of Tayside. Here are some examples of how we are improving quality and effectiveness...

Coronary Heart Disease

There has been a substantial reduction in Coronary Heart Disease (CHD) mortality in Tayside, a proportion of which can be attributed to the clinical management of patients who have had a heart attack and also to the introduction of a variety of preventative measures against CHD.



Chief Medical Officer, Dr Mac Armstrong, checking out the eye screening van.

For example, it has been estimated that the HEARTS (Heart disease Evidence-based Audit and Research in Tayside, Scotland) Project saves one life a day by enabling every GP and hospital specialist to access a database that monitors patients at risk of CHD, ensuring that they receive the appropriate medication or treatment. At the moment, the prescribing of statins, a drug which lowers cholesterol levels (high cholesterol is a major CHD risk factor), is increasing at a slower rate in Tayside than in the rest of Scotland. However, it is expected that the rates will increase more quickly as the HEARTS project is implemented.

Stroke

Stroke is a separate clinical priority in Tayside, reflecting the importance we attach to improving services for people with a stroke and their families. In 2001 we adopted the Framework for Stroke Services in Tayside as our blueprint for change with an implementation plan designed to deliver improved services over the coming years. Improvements in the clinical care of patients with a stroke may already have contributed to Tayside's recent drop in stroke mortality to below the Scottish average.



Above and below: Joint training between the Centre for Brain Injury Rehabilitation and Angus Council staff.



In Angus, stroke services have been developed through two stakeholder events for patients, carers, health, social care and the voluntary sector. When someone in Angus has a stroke, they are admitted to Ninewells Hospital for acute care before being transferred closer to home. The dedicated stroke care unit to be developed at Stracathro Hospital, will provide specialised, integrated care for Angus patients once they have been discharged from Ninewells Hospital. In Dundee, a bed configuration exercise in Ninewells Hospital has allowed the dedication of beds for acute stroke patients. Further work will be done to develop a Stroke Unit there to bring us closer to recommended national guidelines. In Perth and Kinross, patients continue to receive care in the dedicated stroke facility at Perth Royal Infirmary.



Email – bringing people together. *Courtesy of the Evening Telegraph.*

Further work to improve stroke services is being led by the Tayside Stroke Reference Group which brings together clinicians, managers, social work, the voluntary sector and those who speak for patients and carers.

Older People

Caring for older people is an important part of the Scottish Executive's strategic agenda. In line with the Executive's commitment to Joint Future (the development of improved working between agencies and, in particular, health and social care), we are working closely with the Local Authorities to develop more appropriate, joined-up services for older, vulnerable people.

Mental Illness

As part of our move towards a modern mental health service, we opened the Carseview Centre at Ninewells, which is a small unit for mentally ill patients. Patients have their own en-suite room and packages of care are tailored to their specific needs.

IT WORKS – Leading the Way

After staff showed an 80-year-old patient at Liff Hospital how to send and receive emails, she was able to keep in regular contact with her son, who lived 5,000 miles away.

This was only one of the examples of good practice highlighted in a report by the Scottish Health Advisory Service (SHAS), which highly praised NHS Tayside's Old Age Psychiatry Services. In particular, the report commented on good practice, high quality leadership, well-motivated staff and innovative ways of personalising care.

Research & Development

Tayside Research and Development NHS Consortium supports research in Tayside. The consortium, which brings together the universities of Abertay, Dundee and St Andrews, along with GPs and NHS Tayside, continually attains high achievements. About 75% of research within NHS Tayside looks at the major NHS clinical priorities of cancer, cardiovascular (CHD, stroke and diabetes) and mental health, with another 10% researching children's growth and development, another NHS priority.

All Set For Winter

We prepared for winter 2001 with a £1.9 million plan to provide extra emergency beds in hospitals, boost levels of flu vaccination among older people and provide extra support for healthcare teams in the community.

To ensure there were enough staff to cope with any increase in patient numbers, NHS staff were offered flu vaccinations and staffing was increased in intensive care, in high dependency units and in the medical wards at Ninewells Hospital. To make sure there were enough beds available, early discharge schemes were extended to provide appropriate support in local communities.

We have introduced a variety of initiatives to ensure that the people of Tayside receive the patient-centred health care and services they desire as, where and when they need them.

Intensive Care At Home Scheme

The Intensive Care At Home Scheme (ICAHS) is a joint initiative by health and social care to enable hospital patients to be cared for in their own homes. ICAHS patients, who must live in Perth and be recommended as suitable for early discharge by hospital staff, receive regular visits from community nurses, occupational therapists, physiotherapists and home carers. In addition, ICAHS helps to prevent inappropriate admissions by providing support for vulnerable patients in their own homes.



Mrs Allison with the ICAHS team.

Patients and carers are highly satisfied with this scheme, which saved a considerable number of beds over an eleven-month period, and similar schemes are now established across Tayside.

In-Patient Initiatives

Many developments and initiatives have concentrated on improving in-patients' perceptions of their time in hospital. For example:

- ◆ Following refurbishments in hospitals across Tayside, single sex accommodation has been provided in many wards.
- ◆ A major modernisation and upgrade of the kitchens at Ninewells Hospital has been completed, improving food safety and quality standards. Further improvements will include a new food distribution system, with state-of-the-art trolleys keeping food at the correct temperature.

- ◆ Bridge FM, which broadcasts to Ashludie, Royal Victoria and Ninewells hospitals, was formed when Hospital Radio Liff merged with Hospital Radio Tayside. Bridge FM, which is one of the largest hospital radio stations in the country, is on air 24 hours a day, seven days a week.
- ◆ The 'Your Views Matter' campaign urges patients and members of the public to air their views on Tayside's hospital services. A special leaflet allows anonymous comments to be made on every aspect of treatment, from the politeness of staff to the cleanliness of buildings and the comments received are used to improve key aspects of patient care.



Living In The Community

The Lilybank Project in Forfar will provide accommodation for twelve adults with learning disabilities, many of whom have been long-term patients at Strathmartine Hospital. High-quality, specially-designed buildings will ensure that they can lead safe, fulfilling lives in the community, without the need for institutionalised care.



Breaking ground at Lilybank.



Louise the Louse tackles unwelcome visitors.

This project takes a true partnership approach to the resettlement of people who are currently in long-stay hospital care, bringing together NHS Tayside, Angus Council and Angus Community Care Charitable Trust, along with individuals, their families and the staff who care for them.

Cancer Treatment At Home

After diagnosis, most cancer patients spend up to 95% of their time at home. A cash boost to NHS Tayside's community services provided these patients with improved access to specialist advice as well as a range of equipment for their homes, including special mattresses and hoists, as well as battery-powered syringe drivers for more effective pain relief.

Homeopathy

NHS Tayside's Homeopathy Clinic is based in the grounds of Royal Victoria Hospital and is becoming increasingly popular with patients and health professionals. The part-time clinic is run by two doctors with additional homeopathic qualifications and they work closely with the GPs and hospital consultants who refer patients to the clinic.

IT WORKS – Acting It Out

Three professional actors toured secondary schools in Dundee and Perth and Kinross with a play devised by Tayside pupils.

'Nightmare@thehealthcentre.CONfidential' followed three young people as they attempted to get help or find someone to talk to. After 'nightmare' scenarios where they encountered various unhelpful, unethical staff, reality entered the production with the introduction of real health workers from school nursing, The Corner, family planning and local health visitors – who revealed that they are helpful professionals who respect young people.

"Knowing that someone will understand their problems can be crucial in encouraging young people to make use of health facilities," said Felicity Snowsill from Perth & Kinross Young People's Health Initiative.

IT WORKS – Feeling Lousy?

'A Louse's Tale' is a teaching pack which encourages everyone to check hair regularly - and features a colourful and cheeky louse!

"I wanted to bring an element of humour to the subject," said Sue Gibson, the school health nurse who came up with the original idea. "Hopefully, the pack, which includes a ten-minute video, an information sheet, a poster and colouring-in sheets, will help to reduce the confusion and stigma which surrounds head louse infection."

In 1999, in recognition of changing health care needs and clinical practices in the UK, we began a strategic review of NHS Tayside's acute services and women's and children's services.

As part of this process, we carried out a massive consultation exercise so that the people of Tayside could help re-shape local health services. "We wanted patients and the public to be much more involved in the decisions that affect their care," explained NHS Tayside Chairperson, Peter Bates. As a result:

- ◆ Informal public meetings were held all over Tayside, north east Fife and the Mearns, giving the public the opportunity to chat to health professionals, ask questions and express opinions on the proposals.
- ◆ Patient representatives were involved in the eight clinical working groups that were set up to design new models of care.
- ◆ A Patient's Reference Forum was set up under the auspices of Tayside Health Council to allow voluntary agencies, healthcare charities, pressure groups, carers' groups and members of the public to be consulted about the proposals and to be involved in any decisions about changes to how services were delivered.
- ◆ A special newspaper, 'Health News', was published to inform the public of the proposals and to encourage public participation in the consultation process.

As part of an integrated strategy for acute services across Tayside, developments continue to be made which are based on the views of local communities.



Tayside Healthcare Arts Trust is using art to promote health and well-being.

And there's more.....

There were many projects, events and initiatives throughout Tayside that encouraged public involvement or were only possible thanks to public involvement, including:

- ◆ The launch of Tayside Healthcare Arts Trust, a charitable trust which encourages using the arts to express emotions, increase self-esteem and develop potential.
- ◆ Dundee Cyclathon 2001, with over 300 riders cycling 26 miles, promoting the benefits of exercise and raising money for charities.
- ◆ The Expression Exhibition, which featured the work of ten people with asphasia, a stroke-related condition which makes communication difficult.
- ◆ The Health Shop at Ninewells Hospital is celebrating its seventh birthday with the news that over 70,000 patients, visitors, staff and students have accessed the information-providing facility.
- ◆ Only 16 months after it was launched, the Heartstart Discovery team trained their 3000th person in cardio-pulmonary resuscitation, which can be the difference between life and death for a heart attack victim.



Heartstart – 3000 and counting!



- ◆ A community development worker was appointed to support fundraising in primary care and to work with, and encourage the development of, leagues of friends attached to hospitals in our communities.
- ◆ In-patient focus groups led by a member of the public continue to be held at Ninewells Hospital, resulting in staff obtaining 'real time' feedback on the standard of care provided in their areas.

NHS Tayside and The University of Dundee

The Faculty of Medicine, Dentistry and Nursing within the University of Dundee is intimately linked to, contributes to and is dependent on, NHS Tayside and is committed to promoting healthcare throughout Tayside.

The Medical School, the Dental School and the School of Nursing and Midwifery provide a high calibre of students and graduates; the research that is undertaken is held in high esteem; and the schools contribute to service delivery throughout Tayside.

IT WORKS – The Sound of Silence

Thanks to four Dundee Rotary Clubs, Roxburghe House, which provides palliative care, has been graced by a fascinating piece of outdoor artwork that includes a secret hideaway where people can sit quietly, relax or spend precious time with a loved one.

"This will provide a sanctuary in the garden for patients, staff and the friends and families of the people we care for at Roxburghe House," said Murray Petrie, Chairperson of Tayside Primary Care.

Speaking For Us All

Tayside Health Council represents the public at meetings of NHS Tayside, Tayside Primary Care and Tayside University Hospitals, as well as working with the boards of the three Local Healthcare Co-operatives (LHCCs) and participating in various groups set up to deal with specific local issues. For example, one issue was the availability of public transport - input from members of Tayside Health Council was crucial in ensuring access to services, particularly for those living in rural areas.

As well as acting as the voice of patients and the public, the Health Council also assists members of the public with concerns or complaints about service received. During 2001/2, 251 new complaints and enquires were dealt with.



Dr Hector Fowlie hands over the Rotary Clubs' donation to Roxburghe House.

Working in partnership with staff

*“ The public values NHS staff
and the NHS must do the same ”*

We used this quote from ‘Our National Health: a plan for action a plan for change’ to conclude our annual report last year and it became our mission statement for the coming year.

Now that an Employee Director has joined the NHS Tayside Board and is joint chair of Tayside Partnership Forum, all staff have the opportunity to be heard at the very highest level and we will continue to attempt to make all staff feel valued and fully involved in the decisions which affect their working lives. As part of this commitment, earlier this year, all staff were given the opportunity to participate in a staff survey, the results of which, and resulting action plans, will be provided to staff soon.



Tayside Partnership Forum.

It has been a difficult year for the Tayside Partnership Forum, with some issues moving much slower than we would have wanted. However, we were never under any illusions as to how hard it would be and, therefore, it is the intention of this committee to support each other and to work towards a better understanding of partnership.

Tayside Primary Care Partnership Forum meets monthly, with a good attendance and a full agenda. Over the past year, the Forum received presentations from each Directorate and the LHCCs on progress in relation to promoting good partnership working practice throughout the Trust and the first round of training days was completed with a conference on good practice. One of the Forum's main challenges for the coming year will be taking forward the Joint Future agenda with our partners in the three Local Authorities.

There have been many challenges within Tayside University Hospitals; changes affecting departments throughout the Trust have involved staff side representatives working closely with management to monitor the transfer of staff within these areas. An important step was achieved when our Partnership project bid was awarded funding from the Department of Trade and Industry Partnership Fund. Part of this funding will go towards putting into place a full time Partnership Co-ordinator for a year.

This year has been one of change for Tayside NHS Board employees. Moving departments from Gateway House and Health Promotion to the Kings Cross site has not been without the uncertainties and insecurities normally associated with such changes but, in general, staff are happy with their new location. The Board's Partnership Forum has continued to meet regularly and to progress a number of issues.

We have had a mixed year but we will continue to work hard together, to try and live up to our mission statement, as well as maintaining a high standard of care for the people of Tayside.

Staff developments

As part of NHS Tayside's commitment to staff, we have undertaken many initiatives and developments.

Learning and Development

We are committed to providing training and development opportunities and NHS Tayside staff attended many courses, conferences and training events. There has also been an increase in the number of joint training events between the two trusts and with the Local Authorities. Staff are able to gain nationally recognised qualifications at the IT & Training Department and, in conjunction with the Learning and Development Centre, the department is now a learndirect scotland learning centre.

Success!

A few of the many excellent learning and development initiatives that were awarded funding were projects to:

- ◆ Develop computer-based training packages which can be accessed via the NHS Tayside Intranet;
- ◆ Establish a clinical network for all state-registered dietitians in Tayside;
- ◆ Develop a learning package to ensure senior house officers rotating to the Neo-natal Intensive Care Unit have the necessary specialist skills and knowledge;
- ◆ Develop a multi-professional CD-rom for Tayside University Hospitals' staff.

IT WORKS – Guaranteed a good reception!

A training programme for receptionists has been developed by practice managers Susan Ross from Kirriemuir Health Centre and Gordon Reid from Castlegait Surgery in Montrose.

“General Practice demands high calibre staff with a wide range of skills and expertise so continuing education is essential if we are to keep pace with our ever-changing environment,” said Susan, who explained that receptionists across Tayside will undertake this course over the next two years.

IT WORKS – Exploding the myth

19% of the Scottish workforce enjoy the benefits of being employed by an organisation that has received a Scotland's Health At Work (SHAW) award - and 39 of these organisations are in Tayside. The Royal Victoria Hospital in Dundee was the first NHS Tayside site to achieve a bronze award and, in December, the Board of NHS Tayside was also awarded a bronze SHAW award. “These awards are helping to explode the myth that Scotland is the sick man of Europe,” said Tony Wells, Chief Executive of Tayside NHS Board.

Workplaces across Tayside celebrated the award scheme's fifth birthday with a variety of events designed to promote health and boost morale. For example, NHS Tayside staff enjoyed a T'ai Chi session, men's health was promoted to 1100 staff at Michelin and XM and staff from Dundee City Council's Personnel and Management Services department walked the Tay Bridge in aid of the Brittle Bone Society.



Some Angus receptionists complete their training.

The organisational performance of NHS Tayside is vital. By improving our efficiency, health care will continue to improve and develop and, ultimately, everyone in Tayside will benefit.

Prior to the establishment of Tayside NHS Board last year, a number of development events were held, involving a cross-section of staff, clinicians and local authority partners, as well as Board members. This work continues to develop, ensuring that NHS Tayside is an efficient, innovative and dedicated organisation.

Clinical

We are committed to the expansion of electronic communications and we are currently involved in a number of initiatives connected to this, including the development of a single electronic patient health record and the implementation of clinical electronic communication systems to support patient care.



Dr Ron Neville, Westgate Health Centre, Dundee, launches the electronic patient referral system.

The first stage of the electronic patient referral system has 'gone live' and it is now possible for GPs in Dundee to instantly request appointments for patients by sending an electronic referral. When this system has been fully developed, patients will be able to book a specific appointment with a specific specialist before leaving their GP's surgery.

The Joint Future Agenda is an important part of the Scottish Executive's plans for the delivery of care in Scotland. In particular, we have been working closely with local authorities, voluntary agencies and the private sector to further develop systems to support Single Assessment and Delayed Discharge schemes.

Business

We are procuring a financial management system that meets the demands of the national and local information management and technology (IM&T) strategies, including, as requested by the Government, full integration with e-procurement.

We have also examined our performance against rigorous targets set by the Scottish Executive as part of a national performance assessment framework. These

indicators are discussed with the Scottish Executive as part of our annual performance review and, in our 2001/2002 review, the Scottish Executive stated that Tayside had had an impressive year. However, we will continue to focus on improving health and maintaining our financial balance and on our other priorities, which include continuing to improve on cancer, cardiac and long waits. The letter which details our accountability review is contained in the full Annual Report and Accounts 2001/02 document.

IT WORKS – On Target!

At the end of March, 2002, Tayside University Hospitals' waiting list had decreased by 339 to 6795 – surpassing the national target by 280 cases.

Waiting list numbers have now been removed from our agenda to be replaced by a series of national and local targets to improve waiting times for outpatient consultation diagnostic services, as well as in-patient and day patient surgery.

IT WORKS – Risk management

We were the first area in Scotland to achieve Level 1 accreditation against the Clinical Negligence and Other Risks Indemnity Scheme. This accreditation demonstrates our commitment to managing the risks we face, ensuring that the risks affecting the quality and delivery of patient services are minimised and controlled to the lowest level possible.

Leading the way in nursing



At a convention at the Wespark Conference Centre, Dundee, around 150 nurses and other health professionals discussed with Malcolm Chisholm, Scottish Health Minister, ways of improving training and education for nurses. They also looked at ways of holding on to qualified nurses as well as attracting new recruits.

Tayside can already point to examples of innovative work in this area. In June 2001, Dr Elizabeth Myers was appointed Tayside's first nurse consultant for acute receiving, one of only two such posts in the UK. Julia Egan was appointed to the Tayside-wide post of consultant in public health nursing in August 2001.

Picture courtesy of Dundee Courier

Background

The finances of the NHS bodies within Tayside are inextricably linked - the financial health of each statutory body has significant implications for the other two organisations. The creation of Tayside NHS Board in August 2001 has served to strengthen these links, by making the new Board accountable for the financial performance of the whole of NHS Tayside.

Tayside NHS Board and both Trust Management Teams are accountable to the Scottish Executive for the delivery of specific financial targets. The Chief Executives/Head of Service have each been designated as 'Accountable Officers', a statutory status which, under the terms of the Public Finance and Accountability (Scotland) Act 2000, carries responsibility direct to the Scottish Parliament for stewardship of the public funds and resources with which they are entrusted.

Changes to the financial regime 2001/2002

Trusts

Whilst the three financial targets, which have been in place since NHS Trusts were established, continued into 2001/2002, the primary focus moved to the achievement of break-even on the Income and Expenditure Account. The three targets are:

- ◆ External Finance Limit
- ◆ 6% rate of return on average net relevant assets
- ◆ Break-even overall on the Income and Expenditure Account.

NHS Boards

For many years, the statutory financial target for Health Boards was to contain capital and revenue cash expenditure within the Cash Limit set by the Government. On 1st April, 2001, the Scottish Executive Health Department, along with other government departments, moved away from traditional cash accounting to a system of resource accounting and budgeting (RAB). This involved the introduction of three new budget limits, namely:

- ◆ Revenue resource limit - a resource budget for ongoing operations
- ◆ Capital resource limit - a resource budget for new capital investment
- ◆ Cash requirement - a financing requirement to fund the cash consequences of ongoing operations and new capital investment.

These targets exclude Family Health Services non-discretionary allocations (previously described as non-cash limited), which will continue to be managed centrally, both in resource and cash terms, with NHS Boards drawing down cash as required to finance payments to contractors by the Common Services Agency.

Financial Performance 2001/2002

NHS Tayside entered the financial year 2001/2002 with very significant service and financial challenges - including a retained deficit of some £15.9 million carried forward by Tayside University Hospitals. The Corporate Financial Plan for 2001/2002 envisaged a further in-year deficit of £4.0 million for Tayside University Hospitals, whilst Tayside Primary Care and the Board were expected to achieve their financial targets.

In September 2001, the Health Minister announced additional funding which permitted the elimination of Tayside University Hospitals' retained deficit of £15.9 million. Every effort was made by the whole of NHS Tayside to minimise the in-year deficit and these collaborative efforts have proved to be successful. Neither Trust carried forward a deficit into 2002/2003, while Tayside NHS Board operated within its statutory targets in 2001/2002.

This was achieved one year earlier than planned, albeit in the case of Tayside University Hospitals, the outturn was supported by some £6.5 million of non-recurring income and savings. The financial recovery strategy for NHS Tayside, 'Recovery through Modernisation and Investment', submitted to the Scottish Executive in September 2000, envisaged the achievement of recurring balance by the end of financial year 2002/2003. NHS Tayside's updated Corporate Financial Plan still has this target as a primary objective.

It has always been recognised that 2002/2003 will be a very challenging year for NHS Tayside as the final year of the recovery plan remains to be delivered, despite substantial cost reductions having already been achieved and financial targets having been met in 2001/2002. However, NHS Tayside is fully committed to achieving recurring balance through collaborative effort, although it is expected that further savings will be significantly more difficult to attain than those achieved to date and that service redesign will be fundamental to this aim.

Financial results for 2001/2002 compared with the previous year were:

| | 2001/2002 | 2000/2001 |
|--|-------------|-------------|
| Tayside Primary Care | | |
| Rate of return on average net relevant assets* | 6.0% | 6.0% |
| Retained Surplus carried forward | £510,000 | £2,116,000 |
| External Financing Limit | Met exactly | Met exactly |

*This result was stated after adjustment for expenditure financed from sums carried forward from 2000/2001 in respect of Local Healthcare Co-operatives and deferral of income to 2002/2003.

| | 2001/2002 | 2000/2001 |
|---|-------------|---------------|
| Tayside University Hospitals | | |
| Rate of return on average net relevant assets | 14.6% | 2.8% |
| Retained Surplus / (Deficit) carried forward | £49,000 | (£15,852,000) |
| External Financing Limit | Met exactly | Met exactly |

After adjusting for the additional funding of £15.9 million referred to above and deferral of income to 2002/2003, Tayside University Hospitals achieved a 6% rate of return on average net relevant assets.

| | 2001/2002 | 2000/2001 |
|---|-------------|----------------|
| Tayside NHS Board | | |
| Revenue Resource Limit carried forward | £4,151,000 | Not applicable |
| Capital Resource Limit | £13,052 | Not applicable |
| Cash Requirement (Cash Limit 2000/2001) | Met exactly | £1,137,000 |

Therefore, Tayside NHS Board has carried forward some £4.1 million to be added to the Revenue Resource Limit for 2002/2003 in order to meet commitments in that year.

A Consolidated Income and Expenditure Account and Balance Sheet has been prepared from the 2001/2002 accounts of the three NHS organisations in Tayside.

- ◆ The combined total income amounted to £523.0 million (2000/2001 - £479.4 million).
- ◆ The retained surplus was £12.0 million (2000/2001 - deficit of £3.7 million).
- ◆ The combined total value of assets held by the three organisations is £336.0 million (2000/2001 - £341.7 million).
- ◆ Total creditors and provisions amount to £50.7 million (2000/2001 - £51.3 million).

The net Retained Surplus for the three NHS Tayside organisations as reported in the audited accounts totals £8.1 million. Adding back income of £3.9 million deferred by Trusts in respect of funded initiatives not completed at 31 March 2002 brings the consolidated Retained Surplus to £12.0 million.

Reconciliation of the Retained Surplus for the year to the Revenue Resource Limit underspend carried over to 2002/03:

| | £ million |
|---|-----------|
| Consolidated Income & Expenditure Account retained surplus for the year | 12.0 |
| Deduct funding to clear Tayside University Hospitals deficit at 31st March 2001 | (15.9) |
| Add Local Healthcare Co-operatives spend from carry over from 2000/2001 | 1.6 |
| Add Transfer from reserves - Tayside Primary Care | 1.7 |
| Deduct Local Healthcare Co-operatives and other Trust income deferred to 2002/2003 | (3.9) |
| Add adjustment to convert Cash Limited Revenue Allocation to Revenue Resource Limit | 7.5 |
| Add Tayside NHS Board yearend carry over from 2000/2001 | 1.1 |
| Revenue Resource Limit underspend carried forward to 2002/2003 | 4.1 |

Consolidated Income and Expenditure Account for the year ended 31 March 2002

| Restated 2000/01 £000s | | £000s | £000s |
|------------------------|---|---------|----------------|
| | INCOME | | |
| | Income from Activities | | |
| 418,334 | SEHD | 459,340 | |
| 25,960 | Other NHS Scotland | 26,859 | |
| 8,633 | Other | 9,360 | |
| 452,927 | Total Income from Activities | | 495,559 |
| 26,504 | Other Operating Income | | 27,470 |
| 479,431 | Total Income | | 523,029 |
| | EXPENDITURE | | |
| | Continuing Operations | | |
| 234,657 | Hospital and Community | 255,029 | |
| 110,682 | Family Health Services | 116,901 | |
| 345,339 | Total Clinical Services | | 371,930 |
| 11,743 | Clinical support | | 10,262 |
| 543 | Clinical / Medical Negligence | | 938 |
| 61,386 | Property Costs | | 62,826 |
| 56,789 | Other | | 55,451 |
| 475,800 | Total Expenditure | | 501,407 |
| -610 | Effect of revaluation of properties | -508 | |
| 10,193 | Capital and Debt Write Off | 5,506 | |
| 117 | Profit/Loss(-) on Disposal of Fixed Assets | 909 | |
| | | | 5,907 |
| 13,331 | Surplus/Deficit (-) before financing costs | | 27,529 |
| 1,204 | Interest Receivable | | 850 |
| 0 | Interest Payable | | -1 |
| 14,535 | Surplus/Deficit (-) for the year | | 28,378 |
| -18,227 | Less Cost of Capital | | -16,367 |
| -3,692 | Retained Surplus/Deficit (-) for the year | | 12,011 |

Consolidated Balance Sheet for the year ended 31 March 2002

| Restated 2000/01 £000s | | £000s | £000s |
|------------------------|--|---------|----------------|
| | FIXED ASSETS | | |
| 310,899 | Tangible Assets | | 296,713 |
| | CURRENT ASSETS | | |
| 4,697 | Stocks and Work in Progress | 4,703 | |
| 20,099 | Debtors | 28,490 | |
| 0 | Investments | 0 | |
| 9,374 | PGO Account balance | 7,385 | |
| -3,333 | Cash at bank and in hand | -1,291 | |
| 30,837 | Total Current Assets | 39,287 | |
| | LIABILITIES | | |
| -38,435 | Creditors due within one year | -42,695 | |
| -7,598 | Net Current Assets/Liabilities | | -3,408 |
| 303,301 | Total Assets less Liabilities | | 293,305 |
| -14 | Creditors due after more than one year | | -210 |
| -12,895 | Provisions for Liabilities and charges | | -7,772 |
| 290,392 | TOTAL NET ASSETS | | 285,323 |
| | Financed by: | | |
| 266,989 | General Fund | 260,396 | |
| 18,465 | Revaluation Reserve | 19,285 | |
| 4,938 | Donation Reserve | 5,642 | |
| 0 | Other Reserves | 0 | |
| 290,392 | TOTAL CAPITAL AND RESERVES | | 285,323 |

Independent auditor's review report on the unified financial statements included in the NHS Board Annual Report

I have reviewed the unified financial statements on page 18 of Tayside NHS Board annual report.

Respective responsibilities of directors and auditors

The preparation of the unified financial statements is the responsibility of the directors of Tayside NHS Board. My responsibility is to report to you my opinion on any apparent misstatements or inconsistencies with the audited financial statements of the NHS bodies within Tayside NHS Board's area.

Basis of Review

The unified financial statements have been prepared by the directors of Tayside NHS Board on the basis of the individual audited financial statements of each local NHS body within Tayside NHS Board's area and in accordance with guidance issued by the Scottish Executive Health Department. The auditors' reports on the financial statements of each local NHS body describe the basis of the audit opinions and report the auditors' opinions on the individual financial statements. A review consists principally of making enquiries of management, applying analytical procedures to the unified financial statements, assessing whether accounting policies and presentation have been consistently applied, unless otherwise disclosed, and checking on a sample basis the process of the preparation of the unified financial statements

by agreeing the amounts used for local NHS bodies back to their individual audited financial statements. A review excludes audit procedures such as tests of control and verification of assets and liabilities and is substantially less in scope than an audit performed in accordance with Auditing Standards. Accordingly, I do not express an audit opinion on the unified financial statements.

Review conclusion

On the basis of my review, the financial information presented in the unified financial statements for Tayside NHS Board for the year ended 31 March 2002 has been properly prepared from the original audited financial statements of each local NHS body within Tayside NHS Board's area.

However, in giving this review opinion, I have not considered the effects of any events between the dates on which the auditors gave their audit opinions on the individual audited financial statements of each local NHS body within Tayside NHS Board's area and the date of this statement.

*Gillian Woolman ACA
Chief Auditor
Audit Scotland
18 George Street
Edinburgh*

12 September 2002

We want to hear from you

We have tried to make this Annual Report Summary as interesting and informative as possible. We would like to know what you think about it and would appreciate it if you could take a few minutes to fill in this section and send the tear-off slip in an envelope to the Freepost address below. Alternatively, you could email your comments to annualreport.comments@thb.scot.nhs.uk.

What did you like about this report? _____

What did you NOT like about this report? _____

In future, what would you like to see in our Annual Report Summary? _____

Please insert in an envelope and post to: Tayside NHS Board, Freepost SE06181, Dundee DD3 8ZR.



Tayside NHS Board

King's Cross,
Cleington Road,
Dundee DD3 8EA.
Tel: (01382) 561818. Fax: (01382) 424003.
Email: comments@thb.scot.nhs.uk

Tayside Health Council

17 Bank Street,
Dundee DD1 1RL.
Tel: (01382) 228212. Fax: (01382) 202225.
Email: taysidehc@thc.thb.scot.nhs.uk

Tayside Primary Care

Ashludie Hospital,
Victoria Street,
Monifieth DD5 4HQ.
Tel: (01382) 423000. Fax: (01382) 527899.
Email: tpct.corporateservices@tpct.scot.nhs.uk
Information Line: 0500 698 789

Tayside University Hospitals

Ninewells Hospital & Medical School,
Dundee DD1 9SY.
Tel: (01382) 660111. Fax: (01382) 632422.
Email: bernadette.templeton@tuht.scot.nhs.uk

If you would like a copy of the Annual Report Summary in Chinese, Bengali, Urdu or Punjabi,
Please call 01382 434910/434368.

如閣下欲索取中文,孟加拉文,烏都文或旁蕪比文的周年簡報譯本,
請來電 01382 434910/434368 索取。

যদি আপনি বার্ষিক রিপোর্টের সংক্ষিপ্ত বিবরণ বাংলা ভাষাতে
চান তাহলে অনুগ্রহ করে ফোন করুন- 01382 434910/434368

پکوسالاندر رپورٹ کی کاپی اختصار کے ساتھ اردو زبان میں چاہیے۔ تو براہ کرم فون نمبر 01382 434910/434368 پر رابطہ کریں۔

ਜੇ ਤੁਹਾਨੂੰ ਸਾਲਾਨਾ ਰਿਪੋਰਟ ਸਾਰਾਂਸ਼ (Annual Report Summary) ਦੀ ਚਾਹੀਨੀਜ਼,
ਬੰਗਾਲੀ, ਉਰਦੂ ਜਾਂ ਪੰਜਾਬੀ ਵਿੱਚ ਕਾਪੀ ਚਾਹਿਦੀ ਹੈ ਤਾਂ ਕ੍ਰਿਪਾ ਕਰਕੇ ਇਸ
ਨੰਬਰ ਤੇ ਫੋਨ ਕਰੋ 01382 434910/434368

Design and origination by IPM Limited. www.inpositionmedia.co.uk
Printed by M & M Press Limited. www.mmpress.co.uk