

# Bulletin

NHSScotland  
Event 2011  
Special Issue



News from inside the Scottish Government Health and Social Care Directorates

Inside this  
Special Issue

## NHSScotland Event 2011 Shows Quality in Action

Quality was given a front seat at the recent NHSScotland Event on 23 and 24 August at the SECC in Glasgow. Entitled Quality in Action, this year's event showcased work that is happening across NHSScotland to ensure people in Scotland receive the best possible healthcare, now and for the future. In this special issue of NHS Bulletin, we focus on some of the key messages and learning from the event.

### Cabinet Secretary's Opening Address

In her video address at this year's event, Nicola Sturgeon, Cabinet Secretary for Health, Wellbeing and Cities Strategy reflected on and celebrated the progress that had been made to improve the quality of healthcare in Scotland.



Nicola Sturgeon MSP,  
Deputy First Minister and  
Cabinet Secretary for  
Health, Wellbeing and  
Cities Strategy

She also talked about the need to jointly agree the current priorities for further and new action, to discuss and explore the vision that we have for NHSScotland, and the roles we each need to play in achieving that vision.

The demands for healthcare and the circumstances in which it will be delivered will be radically different in future years and the Cabinet Secretary highlighted the need to ensure that, in the face of these demands and changing circumstances, we can continue to provide high quality healthcare services.

The Cabinet Secretary also made reference to the impressive improvements in waiting times, and our world leading patient safety programme which is making a real difference to the standards of care and to hospital mortality.

View the opening address at:

[http://www.nhsscotlandevent.com/resources/presentations/2011/day-1/Cabinet\\_Secretary\\_Address](http://www.nhsscotlandevent.com/resources/presentations/2011/day-1/Cabinet_Secretary_Address)



### Achieving the Vision

In his speech on day one of the conference, Derek Feeley, Acting Director General Health and Social Care and Chief Executive of NHSScotland spoke about the progress that had been made in implementing the Quality Strategy.

Along with Jason Leitch, National Clinical Lead for Quality, Derek reflected on some of the challenges facing the service, how NHSScotland would respond and celebrated some of the successes over the last year across NHSScotland.

This was set in the context of the impact such work would have on a real family, who featured prominently in the presentation, focusing on the impact the work of those in the audience could have on improving their care in the future.

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Michael Matheson MSP  
Minister for Public Health



Shona Robison MSP  
Minister for  
Commonwealth Games  
and Sport

# Achieving the Vision

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Against a backdrop of demographic, public health and economic challenges, Derek reiterated the Cabinet Secretary's firm commitment to NHSScotland and its ethos of integration and collaboration. He also stressed the need for a continuing focus on providing more care at home rather than in acute settings, and the integration of health and social care. Derek also emphasised the central role that quality improvement has in meeting those challenges.

Some of the key highlights from the performance of NHSScotland over the last year highlighted by Derek included the best ever performance on access and waiting times, safer care, declining emergency bed days and NHS Boards achievement of financial balance. He also made specific reference to some of the work that was contributing to each of the three Quality Ambitions:

- On the Safe Ambition, highlights included progress on reducing hospital mortality rates, and reductions in *Clostridium difficile*, ventilated acquired pneumonias and critical care central line infections.
- On the Person-centred Ambition, highlights included people benefitting from the self-management fund, the roll out of the Chronic Medication Service and an improved patient experience, as evidenced by the Better Together surveys.
- On the Effective Ambition, highlights included the fact that people are spending fewer days in hospital, more are receiving telecare at home and the roll out of Anticipatory Care Summaries.

Derek concluded by thanking NHSScotland staff and delivery partners for all their work and commitment over the last year, and urged delegates to celebrate the success to date, build on it and accelerate the pace of improvement over the next year.

View Derek and Jason's speech at: [http://www.nhsscotlandevent.com/resources/presentations/2011/day-1/quality\\_in\\_action](http://www.nhsscotlandevent.com/resources/presentations/2011/day-1/quality_in_action)



## Learning from the Event

The NHSScotland Event provides delegates with a number of important learning and networking opportunities.

Ensuring that those who attend are able to take back and share with colleagues their learning is an important part of the event. It is also important that staff who can't attend are able to access the materials and resources from the event.

The NHSScotland Event website provides a number of resources from the event including posters, video webcasts, copies of the presentations and a range of other useful information.

Visit the NHSScotland Event website at: [www.nhsscotlandevent.com](http://www.nhsscotlandevent.com). A video snapshot of the event can be found at: [www.nhsscotlandevent.com/News/Stories/2011-introduction](http://www.nhsscotlandevent.com/News/Stories/2011-introduction).



## Plenary Sessions Deliver Key Messages

There were six plenary sessions over the two days of the NHSScotland Event and the main auditorium at the SECC was full with delegates keen to hear the keynote speakers deliver their messages around quality.

### Quality in Action

*Derek Feeley, Acting Director General Health and Social Care and Chief Executive of NHSScotland and Jason Leitch, National Clinical Lead for Quality*

Derek opened the event by highlighting the progress that had been made on quality over the last year. Along with Jason Leitch, National Clinical Lead for Quality, Derek reflected on some of the challenges facing the service, how NHSScotland would respond and celebrated some of the successes across the service. This was set in the context of the impact such work would have on a real family, and what impact the work of those in the audience could have on improving their care in the future.



### The Business Case for Quality

*Gerry Marr, Chief Executive, NHS Tayside*

In his plenary session, Gerry Marr made reference to the changes in the financial and demographic landscape across NHSScotland, and why our healthcare services need to be significantly different in the future to meet the needs of the Scottish population. He questioned what healthcare might look like in the next five years and how we can go about transforming the system together.



### Scotland 's Public Health

*Sir Harry Burns, Chief Medical Officer for Scotland*

In his speech, Sir Harry Burns talked about Scotland's public health and about turning five decades of challenge into success. He talked about the differences between health improvement and life improvement and referred to the assets approach to health and building on this to help transform lives.



Michael Matheson  
Minister for Public Health

In this session the Minister for Public Health talked about progress over the last year in improving the health of the nation, some of the ongoing public health initiatives and plans for the coming year, including the introduction of a Bill to set a minimum price for alcohol.



Leadership: Enemy of the People  
Keith Grint, Professor of Public Leadership, Warwick University

Keith Grint, Professor of Public Leadership at Warwick University, talked about the default preference for interpreting situations as critical and the associated decision-style of command that often undermines our attempts to address 'wicked problems' adequately. As a result, 'leadership', defined as persuading the collective to take responsibility for collective problems, is often regarded not just as difficult and dangerous, but as 'the enemy of the people'.



Sir Peter Housden  
Permanent Secretary, Scottish Government

Sir Peter Housden, Permanent Secretary of the Scottish Government, closed the event by remarking on the impressive work underway across NHSScotland. He talked about his 'Changing the World' concept and that by focusing on delivery and improvement and putting in place valid and recognisable actions, we can instigate the changes that we need to move us forward in the future.



Video's of these sessions and the PowerPoint presentations can be found at:  
<http://www.nhsscotlandevent.com/resources/presentations/2011/index>



The Event attracted over 40 sponsors and exhibitors, including key sponsors Atos Origin Alliance and Orion Health. A full list of sponsors and exhibitors can be found on the event website.

# Quality in the Spotlight at the Event

The conference provided an opportunity for delegates to find out about progress in the implementation of the Quality Strategy. Here are some commonly asked questions and answers.

**Q. *The Quality Strategy was published in May 2010. What's been happening since then?***

**A.** A huge amount of work has been going on to focus all our work on pursuing the Quality Ambitions for the safe, effective and patient-centred care patients and the public told us they wanted. NHS Boards have been engaging with staff and considering what needs to change and improve to ensure we can deliver sustainable quality services that deliver these ambitions for the people of Scotland.

To drive this forward, and to create challenge, pace and momentum, we have established the Quality Alliance Board supported by a number of delivery groups structured around the Quality Ambitions which are already establishing greater alignment and coherence, and are identifying and enabling our priority areas for action.

**Q. *I haven't been involved in implementing the Quality Strategy. What does it mean for me?***

**A.** Everyone is involved in implementing the Quality Strategy whether they are directly aware of it or not. The Ambitions set out in the Quality Strategy are about everyone and for everyone. People who choose a career in healthcare do so because they want to provide the best possible care for people. We know that there are lots of reasons why it is sometimes difficult to deliver the best care.

The Quality Strategy establishes a new culture and understanding where every individual is expected to be supported to identify what needs to change to improve the quality of care, and to pursue the

action required to make these improvements, no-matter what their role.

**Q. *How will we know when we have achieved the aims of the Quality Strategy?***

**A.** We have agreed six Quality Outcomes and a set of 12 Quality Outcome Indicators as part of a quality measurement framework which will help us to know if where we are improving quality for patients, the public and staff, and where we need to do more.

The Quality Outcomes are: everyone gets the best start in life, and is able to live a longer, healthier life; people are able to live well at home or in the community; healthcare is safe for every person, every time; everyone has a positive experience of healthcare; staff feel supported and engaged; and the best use is made of available resources. Ultimately, it will be people's health outcomes and experience of their healthcare that will tell us if we are being successful.

**Q. *How can we achieve a quality service when we face such a challenging financial climate?***

**A.** We will respond to, and prepare ourselves for the financial, demographic and cultural challenges now and into the future by creating the highest quality health and social care services which are integrated and sustainable for the future.

We know that there are significant costs associated with not doing things right consistently every time. There is also still significant and unexplained potentially wasteful and harmful variation in services across Scotland which we must eradicate.

In some cases we need to do some new things. In others, we need to do some things differently. Underpinning everything we do will be a focus on delivering evidence-based care to everyone who will benefit.

# Event Poster Winners

At this year's NHSScotland Event, there were 120 posters on display in the exhibition hall. The posters all highlighted creative and innovative solutions to improving the quality of healthcare in Scotland and were themed around the Quality Ambitions.

The posters were judged at the event and four winners were announced.

## Effective

### Anticipatory Care Planning in NHS Highland

Alexa MacAuslan, NHS Highland

## Safe

### CAUTI 90 Day Rapid Improvement Cycle

Jayne McDougall, NHS Dumfries and Galloway

## Person-centred

### Evaluation of the New Deal Education Programme for Type 1 Diabetes using Patient Stories

Eileen Sharp, NHS Forth Valley

## Infrastructure

### Introduction of Touch Screen Electronic Patient Whiteboards in Acute Hospital Wards

Liam Coughlan, NHS Forth Valley



The majority of posters that were on display at the event can be found in pdf format at: <http://www.nhsscotlandevent.com/posters/view-the-posters>

## Quality Stands Out

The Quality exhibition stand was a key feature at the event. Positioned in the middle of exhibition, the stand was the central information point for delegates to find out more about the Quality Strategy, meet and engage with members of the Quality Team and find out more about how NHSScotland is achieving the Quality Ambitions and Quality Outcomes.

A handout, 'Making Quality Count', was available featuring the Quality Ambitions, Outcomes and the Quality Measurement Framework. The handout is available at: [www.nhsscotlandevent.com/News/Stories/Making\\_Quality\\_Count\\_handout.pdf](http://www.nhsscotlandevent.com/News/Stories/Making_Quality_Count_handout.pdf).

**Making Quality Count**  
The Healthcare Quality Strategy for Scotland

**Measuring Quality**  
The Quality Measurement Framework aligns the wide range of measurement across NHS Scotland and consists of three levels.

**Quality Ambitions**  
1. Quality Outcomes  
2. Quality Indicators  
3. Quality Measurement Framework

**Quality Outcome Indicators**  
These 12 indicators have been agreed by the Quality Balance Board. They are not targets, and are intended to provide assurance that nobody, things are moving in the right direction.

- Healthcare experience
- Staff engagement and retention
- Healthcare Associated Infections (HAI)
- Emergency admission reduced day
- Admission waiting
- Hospital Standardised Mortality Ratio
- Under 75 mortality rate
- Reduced 30-day Readmission Measure (PROMIS)
- Self-reported general health
- The number of times in the last six months of life spent in hospital or in community setting
- Early years indicator
- Resource use indicator

Further information can be found at: [www.scotland.gov.uk/nhsscotlandquality](http://www.scotland.gov.uk/nhsscotlandquality)

**Partnerships between patients, their families and those who respect individual needs and values and which ensure clear communication and shared decision-making.**

**Harm to people from healthcare they receive, and an environment will be provided for the delivery of healthcare.**

**Interventions, support and services will be provided at the right, safe, and wasteful or harmful variation will be eradicated.**

**Identify the priority areas for improvement in support of the Quality Strategy.**

**In life, and is able to live a longer, healthier life at home or in the community person, every time.**

**Efficiency of healthcare services.**

**Safe resources.**

# Tweeting at the NHSScotland Event

At this year's NHSScotland Event, social media was used to engage with people - both to promote the event itself, and on the two days of the event to allow people to share their views and to comment on what they were hearing. Exhibitors were also able to use it to engage with delegates and encourage attendance at their stands.

Here are just some of the tweets from the event:

"Presented at #NHSS11 event - now listening to inspirational Harry Burns on impact of environment on wellbeing."

"Harry Burns CMO Improve health by being compassionate. Not part of what we do but everything."

"What have you been inspired to do following #nhss11? I'm going to collect a patient and relative story from ICU and actively learn from it."

"Recap of Gerry Marr - the difference between survive and thrive is if you focus on the 5% you cut, or the 95% you spend better."

"Gerry Marr describing the Tayside public sector stretch challenge, amazing, innovative & futuristic."

"Excellent couple of days. Good shared learning, positive buzz and very professionally organised. Well done to all involved."

"The feeling around the NHSScotland event seems to be one of realistic optimism."

"Full house for final plenary at #nhss11 great commitment from NHSScotland Managers."

"Fantastic plenary from Jason and Derek relating Scotland's strategy."

"Had a great time at the NHSScotland event. Lots of great learning to take back to NES. Thanks to the team!"

"Very busy morning here at #NHSS11 great to see so many people here to support quality strategy in #NHSScotland".

You can view all the tweets on twitter using #NHSS11 or go straight there by following this link: [www.twitter.com/nhsscotlandevnt](http://www.twitter.com/nhsscotlandevnt). If you were at the event, or even if you weren't, you can still tweet and share your thoughts.



## What Delegates said about the Event

The event attracted almost 1300 delegates, speakers and exhibitors across the two days. A range of delegates, from frontline staff to Chief Executives attended and there was a good mix from all NHS Boards. Representatives from the Scottish Government Health and Social Care Directorates, the Voluntary Sector and a number of Commercial Delegates also attended.

Over 40 per cent of delegates who attended the event completed the evaluation and this is what they said about this year's event:

*"It was exciting to hear of other projects happening across NHSScotland."*

*"came away feeling that person-centred is something that we can all achieve."*

*"There was a good variety of sessions offering a range of options to select from."*

*"The talks were very relevant and inspiring."*

# Appointment of New NHSScotland Chief Executive

## Message from the Cabinet Secretary for Health, Wellbeing and Cities Strategy

I am delighted to announce that Derek Feeley has been appointed as Director-General Health and Social Care and Chief Executive of NHSScotland.



While we have witnessed impressive improvement across NHSScotland in areas such as waiting times, and benefit from a world-leading patient safety programme, there is still much more to do.

I look forward to working with Derek as we strive to match the ambitions we have set ourselves through the Healthcare Quality Strategy for Scotland - an ambition based on what people have told us they want from their health services.

Derek, has been acting Director-General since November 2010

## Message from Derek Feeley, Director-General Health and Chief Executive of NHSScotland

It is a fantastic privilege to be asked to serve as Director-General for Health and Social Care and as Chief Executive of an organisation as important to people as the NHS. It is an exciting time as we drive forward the delivery of greater health and social care integration, improvements to the quality of care, and new work on prevention and early detection.



I'm also looking forward to working with a range of people across the Government and NHSScotland in tackling Scotland's public health challenges through our work on early years and by introducing legislation on minimum pricing for alcohol.

I am hugely grateful for the support I have had and I look forward to continuing to work with you, as we seek to make a real difference to the health of the people of Scotland.