



# NHS Ayrshire & Arran Annual report 2016 / 17



## Our purpose



**Working together to achieve the healthiest life possible for everyone in Ayrshire and Arran**



# Message from our Chairman

## **“Welcome to our annual report.**

“2016/17 was a particularly challenging year. And you will read more about the financial pressures in the finance section of this report. However, you will also read about the exciting work going on across the organisation to improve services. You will read about the wonderful work of our volunteers; about the achievements of our staff; and about how we are embracing innovative ways of working to improve quality.

“2016/17 was an exciting time for us in terms of new builds. February saw the new Emergency Department (ED) at University Hospital Ayr open its doors. The ED is part of the Building for Better Care programme, which will see £27.5 million invested in ‘front door’ services at both our acute hospitals.

“In April, the Combined Assessment Unit (CAU) at University Hospital Crosshouse opened, which was also part of the Building for Better Care programme. The CAU is a 24-hour unit with ten rapid assessment spaces, 11 ambulatory care spaces, and 35 single en-suite rooms to provide treatment. And the CAU at University Hospital Ayr also opened in June 2017.

“In May, Woodland View, the new £46million mental health and community facility in Irvine, opened its doors to its first patients. The facility has 206 private en-suite bedrooms for inpatients distributed throughout 13 ward areas. Woodland View provides state-of-the-art surroundings for patients, staff and service-users, as well as a cafe and shop for the local community to enjoy.

“Across health and social care, our teams have worked hard to provide safe and effective care for patients and service users when they have needed emergency or planned care and treatment. I realise how difficult this can be with the demands on our service, but I believe that we are all focussed on

improvement to ensure patients and service users have the best experience we can offer.

“We couldn’t do any of this without our staff. Our staff are our most important asset and I would like to thank them for their hard work and commitment during a challenging year.”



**Dr Martin Cheyne**, Chairman, Ayrshire and Arran NHS Board



# Message from our Chief Executive

"2016/17 was undoubtedly one of the most challenging years I have faced in my time as Chief Executive, both in terms of financial pressures and unprecedented demand on our services. Yet, I am heartened to see our teams across health and social care have faced these challenges with professionalism and dedication, putting the person at the centre of care.

"Not only do our teams across NHS Ayrshire & Arran and the three Health and Social Care Partnerships deliver the highest standards of safe and quality care to our patients, they continue to improve and develop our services.

"The NHS across Scotland continues to evolve and transform. And here in Ayrshire and Arran, we are no different. We are committed to the principles of the triple aim as we move through this process of transformational change: improving the patient experience of care; improving the health of populations; and reducing the cost of health care.

"NHS Ayrshire & Arran has a strong track record of delivering continuous improvement across all areas of service, which is entirely down to the hard work and commitment of staff. On my travels around the organisation I have the privilege of hearing about the breadth and depth of improvement activity that is making a real difference for patients, families and staff.

"Each year, I host two 'Quality Improvement in Action' events to showcase improvement activity. It is fantastic to hear about the fantastic work going on across the organisation. From empowering patients to self manage, to improving access for patients from care home staff, I am encouraged to see how, by introducing small changes, our staff are making a big difference to patient care.

"2016 also saw us hosting our first hackathon. This event took a creative, person-centred approach to develop innovative solutions for unscheduled care. During the event, teams worked together to develop ideas for new approaches to improve people's experiences and outcomes.

"2017/18 will be another challenging year. However, I know that we will take the opportunity to reflect on what we do well, and improve on the things we could do better."



**John Burns**

Chief Executive,  
NHS Ayrshire & Arran



2016 - 2017

8,140,720  
prescription items  
dispensed in the  
community



3,401  
babies born



114,344  
ED  
attendances



384,821  
registered  
patients in  
the community



## NHS Ayrshire & Arran - in numbers

21,584  
planned  
operations



108,588  
patients admitted  
to hospital  
(including  
children)



7,314  
children  
admitted  
to hospital





# Our year in pictures

## April 2016:

NHS Ayrshire & Arran's new state-of-the-art Combined Assessment Unit (CAU) at University Hospital Crosshouse opened its doors to patients on Saturday 23 April 2016.

The CAU is a 24-hour unit with ten rapid assessment spaces, 11 ambulatory care spaces, and 35 single en-suite rooms to provide treatment, with most patients only staying in the unit up to a maximum of 48 hours.



## May 2016:

Woodland View, the new £46million mental health and community facility in Irvine, welcomed its first patients on Friday 6 May 2016.

Kilbirnie grandmother, Margaret (Pearl) King (72), became the first Woodland View patient through the doors and she was delighted to cut a ribbon to formally open the facility.

Woodland View has 206 private en-suite bedrooms for inpatients distributed throughout 13 ward areas, and accommodates people who need a level of care and rehabilitation that can only be provided by a stay in hospital.



## June 2016:

More than 100 teams of five from NHS Ayrshire & Arran team took part in the Summer Step Count Challenge, with the Just Saying team scooping the top prize after completing a whopping 6,974,772 steps in eight weeks. As well as the winning team, four other teams from NHS Ayrshire & Arran finished in the top ten out of 860 teams in Scotland.

The Summer Step Count Challenge is a workplace walking challenge hosted by Scottish charity, Paths for All. The teams of five measured the distance walked each day using a pedometer, app or activity tracker from 18 April to 12 June 2016.



## July 2016:

Pupils from Carrick Academy in Maybole and Auchenharvie Academy in Stevenston took part in a national training programme to help reduce the numbers of young people taking up or trying smoking.

The ASSIST programme aims to reduce smoking among young people aged 12 to 13 by training influential students to spread the word on new norms of behaviour through their established social networks.



## August 2016:

NHS Ayrshire & Arran held a graduation event to recognise and celebrate clients' commitment and completion of the Family Nurse Partnership programme.

The event provided the opportunity to celebrate clients' achievements on the start of their journey as parents. Over two and a half years, clients on the programme learned about their pregnancy and how to care for themselves and their baby, how to support their baby to grow, develop and learn to work towards a better future for themselves and their family.





## September 2016:

Keen fourth, fifth and sixth year pupils from 12 secondary schools from all over Ayrshire took the opportunity to find out more about careers in the NHS at a special 'Awareness Day' at University Hospital Ayr. The event was one of several initiatives and programmes through which NHS Ayrshire & Arran supports local schools.

The pupils took part in interactive information sessions and competed in an Inter-Schools Challenge. Greenwood Academy emerged victorious at the end of the morning session, while Cumnock Academy (pictured) took the title in the afternoon. Both received a trophy donated by Morrison Construction, which was awarded by Dr Martin Cheyne, Chairman of Ayrshire and Arran NHS Board.



## October 2016:

NHS Ayrshire & Arran's Resuscitation Team and anaesthetic colleagues took on the challenge of training as many young people as possible in one day. The theme for European Restart a Heart Day this year was 'Kids Save Lives'.

The team visited Auchinleck Academy and Grange Academy in Kilmarnock and trained a total of 800 pupils and staff in life-saving CPR skills. The day was also supported by HeartStart Ayrshire, Laerdal, Cardiac Services, Kilmarnock Fire Station, Kilmarnock Football Club and NHS Ayrshire & Arran's Medical Photography department.





## November 2016

Stroke patients in Ayrshire are reaping the benefits of the new acute stroke unit in University Hospital Crosshouse. The unit, which looks after seriously ill patients who have suffered acute stroke, was opened in November 2016 and is making a positive difference to the long-term outlook for patients.

In the past, patients were often taken to Glasgow for thrombolysis treatment. Now, patients presenting with a suspected stroke receive the first 48 to 72 hours of their hyperacute care, including thrombolysis, at University Hospital Crosshouse.



## December 2016

The children's wards at University Hospital Crosshouse were treated to some special visits as local communities donated toys, cheques, and teddy bears.

And as though that was not enough excitement for one week, Santa Claus himself showed up at the annual Christmas party, making the children very happy by taking requests and handing out gifts.



## January 2017

Staff at Ayrshire Maternity Unit at University Hospital Crosshouse welcomed their first baby of 2017.

Baby girl, Violet Gromett, was not only the first baby born in Ayrshire in 2017, she was the first baby born in Scotland. She made her entrance to the world at 12.07am on New Year's Day weighing 8lb 14oz. Mum Sheryl Bell and dad David Gromett live in Ayr, and Violet is their first child.





## February 2017

A new campaign launched to encourage people from across Ayrshire and Arran to visit their local optometrists (opticians) if they experience any problems with their eyes.

Many people currently go to their family doctor or the emergency department when they experience problems with their eyes. Eyecare Ayrshire is advising people to, instead, visit their optometrists (opticians) who, by using specialist equipment, can identify problems, make a diagnosis and then if required, people can get eye drops free of charge from local community pharmacies.



## March 2017

NHS Ayrshire & Arran has launched a new support service to help veterans, and their families, with the move from military to civilian life. Veterans First Point offers support with a number of issues, including housing, drugs and alcohol, careers, relationships, physical and mental health, finances and social support.

Organisations who support the service include Erskine Care Home, SSAFA (the armed forces' charity), East Ayrshire Advocacy, Combat Stress, BLESMA (for limbless veterans), Poppy Scotland, Police Scotland, Recovery at work and Scottish Veterans Residences.



# NHS Ayrshire & Arran - fast facts

## NHS Ayrshire & Arran...



employs 11,600 members of staff



provides healthcare services to more than 360,000 people, covering more than 1,310 square miles



has a revenue budget of more than £560 million

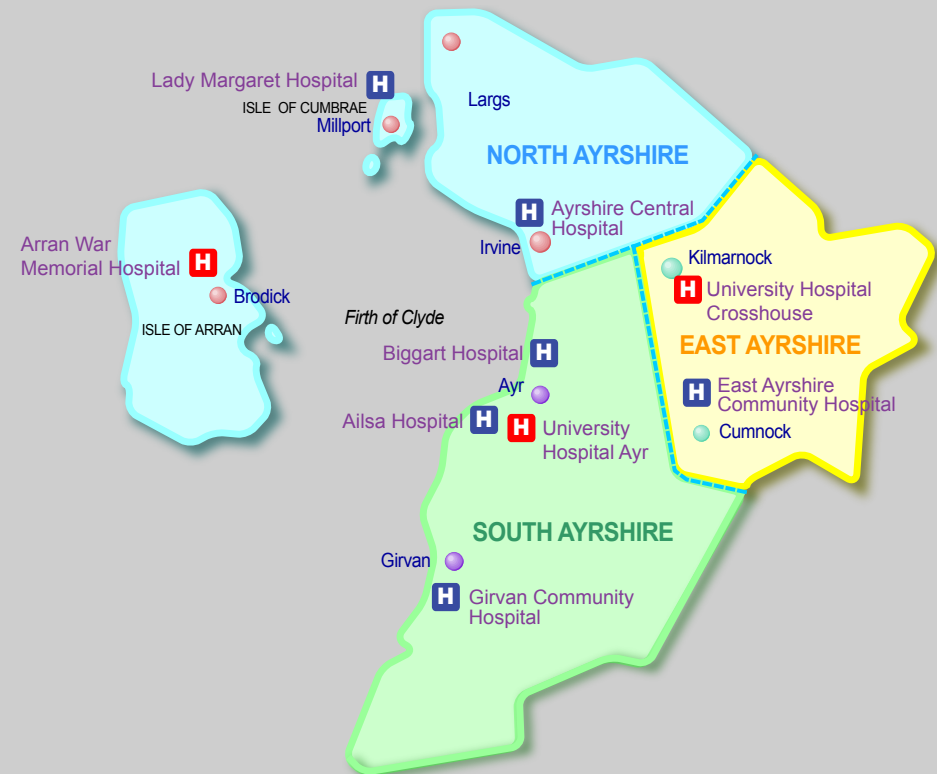
## NHS Ayrshire & Arran...



has two University Hospitals in Ayr and Crosshouse, as well as Ayrshire Central Hospital in Irvine and Biggart Hospital in Prestwick



has community hospitals in Arran (War Memorial Hospital), Cumbrae (Lady Margaret), Cumnock (East Ayrshire Community Hospital), Girvan (Girvan Community Hospital) and Kirklandside



### Population of Ayrshire and Arran - 367,160

**East Ayrshire - 120,210**  
32.7 per cent of total population

**North Ayrshire - 135,510**  
36.9 per cent of total population

**South Ayrshire - 111,440**  
30.4 per cent of total population

### Key

- Acute Hospital with accident and emergency department
- Community Hospital



## NHS Ayrshire & Arran is also responsible for making sure the people of Ayrshire and Arran get community health services from:



- around 290 GPs and their practice teams providing a full range of general medical services across 77 sites, stretching from Ballantrae in the south to Wemyss Bay in the north, and including eight sites across Arran and Cumbrae



more than 160 general dental practitioners providing NHS dental services at more than 70 sites, including Arran



- 98 community pharmacies providing a range of pharmaceutical services, including minor ailment services and public health services, across Ayrshire and Arran



- 57 optometry practices providing services ranging from NHS eye tests to diabetic retinopathy screening and cataract follow-up across mainland Ayrshire, Arran and Cumbrae, with 10 practices providing care in people's homes

# Using our services



Think before attending our Emergency Departments (ED) or your GP. Your dentist, pharmacist or optician could be the best option for your condition. Out-of-hours, call NHS24 on 111.



Only come to ED if you really need to. ED is for broken bones or life threatening situations only.

Visit your GP when your illness or injury just won't go away.

Help us to make sure the **Right patient** is seen at the **Right place** at the **Right time** by the **Right clinician**.

## Self-care

For a speedy recovery, taking care of yourself is often the best option when you have a minor illness or injury. Your community pharmacist and NHS inform ([www.nhsinform.scot](http://www.nhsinform.scot)) can provide advice and information on a range of conditions.



Eyecare Ayrshire

## Problem with your eyes?

Eyecare Ayrshire advises you to visit your optometrist (optician) who can identify and diagnose problems. If required, you can get eye drops free of charge from your local community pharmacy.

## Flu jab

Help to keep you and your family safe by getting the flu jab.



For more information, visit [www.nhsaaa.net](http://www.nhsaaa.net)



# Our annual review

Shona Robison MSP, Cabinet Secretary for Health and Sport, visited University Hospital Crosshouse on Friday 20 October for NHS Ayrshire & Arran's Annual Review. The review gave the Cabinet Secretary the opportunity to assess the performance and achievements of NHS Ayrshire & Arran over the last year, and to discuss the challenges that lie ahead.

Around 95 members of the public, staff and patients came along to the hospital's lecture theatre to observe and listen to the public session. They asked a range of questions about things such as recruitment of GPs and consultants, training for radiographers, and plans for chemotherapy services.

The review covered key themes including:

- quality;
- healthcare inspections;
- transformational change; and
- estate improvements.

The Cabinet Secretary heard about improvements and innovations introduced over the past year to deliver safe and effective care to the population of Ayrshire and Arran. The



Chairman also took the opportunity to highlight the most significant changes in 2016/17.

Dr Cheyne said: "I would like to take the opportunity to thank each and every member of our staff across health and social care, commending their commitment and dedication in providing the highest standard of care to our patients.

"We are delighted to have successfully completed several major developments within the last year including the opening of two Combined Assessment Units (CAUs) and a new acute mental health facility and community hospital. University Hospital Crosshouse CAU opened its doors in April 2016, and the

CAU at University Hospital Ayr opened in May 2017. The transfer of patients to Woodland View at Ayrshire Central Hospital was completed in May 2016.

"We have identified the areas which require further improvement and we are fully committed to addressing the challenges that lie ahead to deliver the best possible outcomes for our patients and families."

An audio recording of the session and the full self assessment are available on NHS Ayrshire & Arran's public website, visit [www.nhsaaa.net](http://www.nhsaaa.net) and click on the link on the home page.

For a copy of the letter from the Cabinet Secretary for Health and Sport following the Annual Review, [click here](#).

# Our budget

In 2016/17, Ayrshire and Arran NHS Board for the first time set a deficit budget. This reflected £48 million of cost pressures, which included £7 million for national insurance changes, £13.4 million for medicines increase, £3.1 million for additional nurses and £2 million related to unscheduled care and building for better care. However, we had less than £10 million additional funding to meet these additional cost pressures.

This meant that we had a funding gap of around £38 million. We were able to cover around £25 million from efficiency savings. However, we were left with a recurring funding gap of around £13.2 million.

Although we had set a deficit budget of £13.2 million for 2016/17, we were able to achieve a break even budget due to non-recurring factors. These included Departmental Expenditure Limit (DEL) funding of £1.7million; an improved position in prescribing in primary care; slippage on the primary care transformational programme; and additional funding from Scottish Government to support the introduction of the Combined Assessment Unit at University Hospital Crosshouse and the achievement of outpatient access targets.

For more information on our budget, [click here](#).





# Our award-winning staff

We recognise that our staff are vital to delivering our purpose, values and commitments and to achieving our strategic objectives. Our vision is to be an organisation people are proud to work for; where we work together to deliver excellence every day; where we support staff wellbeing; where we encourage our staff to innovate and diversify; and where we recognise and value staff contribution.

Our staff regularly go above and beyond to care for our patients and service users. And that doesn't go unnoticed. Here are just a few of the awards our staff picked up 2016/17.



More than 135 members of NHS Ayrshire & Arran staff, volunteers and members of the public gathered in June 2017 to support the 27 finalists. The awards recognised the fantastic work carried throughout 2016/17.

- **Chairman's award:** Addiction Services
- **William Cullen award:** Acute Stroke Team at University Hospital Crosshouse
- **Behind the scenes:** Maureen McPherson, Clerical Officer
- **Building relationships:** InS:PIRE team, Intensive Care Unit, University Hospital Crosshouse

- **Caring for our staff:** Sarah Bush, Staff Wellbeing Lead and Margaret Smith, Health Improvement Assistant
- **Caring for people (Incorporating the Isabella Kimmett Compassionate Care Award):** Intensive Care Unit, University Hospital Crosshouse
- **Leading by example (joint winners):** Morten Draegebo, Clinical Director / Consultant in Emergency Medicine and John Barrett, eHealth Programme Manager
- **Light bulb moments:** Wendy Thomas, Emergency Nurse Practitioner
- **Team of the year:** Acute Stroke Team, University Hospital Crosshouse
- **Volunteer of the year:** Recovery at work
- **People's choice (joint winners):** Stephen Russell, North Ayrshire Health and Social Care Partnership and Sanjeet Bhattacharya and the Day Surgery Team, University Hospital Ayr



## Woodland View

Woodland View won a prestigious national design award. The facility was awarded Best Mental Health Development at the Building Better Healthcare Awards ceremony in London. Construction of Woodland View by Balfour Beatty began in 2014. However, the planning and design of the facility started long before this and involved staff, service-users, members of the public and stakeholders.

The facility also won the 'Best Mental Health Design' category at the European Healthcare Design (EHD) awards 2017.



## Scottish Health Awards

Kirsty Lewis, Assistant Practitioner, Occupational Therapy won the Care for Long-term Illness award at the Scottish Health Awards.

Kirsty was recognised for her contribution to the Douglas Grant Rehabilitation Centre and was praised for having the compassion, experience and understanding required to support patients living with long term progressive illnesses.

Kirsty's knowledge and caring approach are a great reassurance to her patients, as is her determination to provide the best possible care.



## Scottish Pharmacy Awards

Our widely respected former Director of Pharmacy, Michele Caldwell was posthumously awarded the Special Recognition Award at the Scottish Pharmacy Awards. Christine Gilmour, Director of Pharmacy, NHS Lanarkshire made the presentation and paid a touching tribute to a colleague she saw as an influential leader and innovative contributor to the pharmacy profession and to patient care.



## Healthyliving Award

NHS Ayrshire & Arran's catering teams were recognised as long-standing award-holders at the Healthyliving annual awards ceremony.

- University Hospital Ayr: Corton View dining room
- Biggart Hospital: Centenary Brasserie
- University Hospital Crosshouse: Orchard dining room
- Kirklandside Hospital
- Ayrshire Central Hospital
- Ailsa Hospital: Courtyard Restaurant
- Girvan Community Hospital
- Arrol Park Resource Centre
- Lady Margaret Hospital
- Arran War Memorial Hospital



## New Year's honours

NHS Ayrshire & Arran's Consultant Occupational Therapist, Dr Jenny Preston, was appointed a Member of the Order of the British Empire (MBE) in the New Year 2017 Honours List. Dr Preston was recognised for services to the Occupational Therapy Profession and Neurological Rehabilitation.



Former Senior Charge Nurse on Elgin Ward in Ailsa Hospital, Jeanette Henderson, was also appointed a Member of the Order of the British Empire (MBE). Jeanette received the honour for services to healthcare.

## Hospital Caterers Association (HCA) awards

Nicola McIvor, Catering Manager, was named Caterer of the Year, and the Catering Production and Services department was presented with the Staff, Health and Wellbeing award.



## Queen's Nursing Institute Award - Barbara McFadzean

Barbara McFadzean, District Nursing Sister, was awarded the Queen's Nursing Institute Award. Barbara was one of only four award winners from across the country, but the only post graduate student from the University of the West of Scotland to receive the award, and one of only two in Scotland receiving a Specialist Practitioner Qualification for District Nursing.



## NHSScotland event – spotlight session bids

Teams from across Scotland were invited to submit spotlight session bids to present at 2017's NHSScotland event. 53 bids were received from across the NHS, health and social care partnerships and the third sector, and of the nine submitted from NHS Ayrshire & Arran, five were chosen to showcase:

- Integration of Out of Hours Community Response Services
- Ayrshire Mental Health Police Triage Pilot
- Recovery and Wellbeing
- Weigh to Go Ayr United
- No Barriers, No Delay – Integration of Universal Early Years Services

As well as the spotlight sessions, 21 posters from NHS Ayrshire & Arran and the partnerships have been selected for presentation at the event. Well done to those who submitted a successful abstract.

## Advancing Healthcare Award

Fiona McMillan, Head of Clinical Physiology and Catrina MacGregor, Healthcare Science Lead won a major UK award for their achievement in streamlining testing for heart failure and ensuring patients get more rapid diagnosis and treatment. They were presented with the Scottish Government's award for driving improvement, delivering results for their approach to innovative service design to improve the patient experience and achieve earlier diagnosis.





# Our volunteers

Our volunteers are the 'golden thread' running through our hospitals and community settings. Whether working to improve local services, spending time with people who need help, or providing a friendly face at the front doors of our hospitals, the efforts made by our volunteers make an invaluable difference to the people of Ayrshire and Arran.

Here is just a small sample of the fantastic work they do across the organisation.



## Hospital Volunteers service has now raised more than £4million!

The University Hospital Crosshouse (UHC) Volunteers have now raised more than £4million through their shop, cafe and wards trolley services. The service has been running in UHC and Ayrshire Maternity Unit since 2001. During 2016/17, the money raised was used in a number of ways:

- three specialist beds and mattresses for bariatric patients;
- three birthing beds for the Labour suite;
- providing insulin pumps for children with diabetes; and
- specialist equipment for spinal patients within Orthopaedics.

## A day in the life of a volunteer

Ron Brown is a Hydrotherapy Volunteer at Arrol Park Resource Centre in Ayr. He has been volunteering for the Physiotherapy team there since 1995 - a grand total of 21 years!

As well as welcoming patients, Ron's main role is to operate the hoist which raises patients to and from the pool. When chatting to the patients while they are in the pool, he jokingly tells

them: "It costs nothing to go down, but costs two and sixpence to come up!"

He laughingly says he will leave money in his will to allow hydrotherapy to purchase an electric hoist. However they are going to have to wait a long time for that.



# Our volunteers

## A day in the life of a volunteer

Robbie is a border collie, who brings joy to patients and staff alike in Ailsa Hospital, when he and his owner, Marylin, volunteer. Marylin got Robbie when he was just six and a half weeks old, and he is now seven years old.

In 2014, while at the Crufts dog show, Marylin recognised that Robbie's loving, caring nature, and love of meeting people was a real asset. She decided to see if Robbie could be a therapy animal. Marylin applied to Pets as Therapy application, and Robbie passed all their tests with flying colours. And that was the beginning of his animal therapy career.

The happiness and joy he brings to the patients, and the excitement on their faces when they see him, is the best reward Marylin could get, and Robbie has formed a special bond with many of them. Marilyn is always happy to give her time to volunteering as a therapy animal handler volunteer, as she says it could be her one day.



## Woodland View

The new state-of-the-art £46 million mental health and community facility opened in May 2016, and services and wards previously based in Ailsa Hospital, University Hospital Crosshouse and Ayrshire Central Hospital moved into Woodland View.

A recruitment drive to encourage volunteers to work on the Welcome Desk or to the newly formed Ayrshire Central Hospital Volunteers Charity's Shop was hugely successful. Before the volunteers even started on the Welcome Desk and in the shop, they also helped NHS Ayrshire & Arran with staff and public tours of the new facility.





# Our volunteers

## Ayrshire Achieves 2016

The Red Cross Home from Hospital team received the Chairman's Award – an award given to an individual or team who deserves special recognition for the contribution they have made to the NHS.

The Ayrshire Home from Hospital Service helps individuals who are medically fit for hospital discharge to return safely to their home. With the care of trained staff and volunteers, individuals are transported home from hospital in an ambulance and resettled into their home. Follow up checks ensure that the safety and comfort of the individual is secured in those crucial few hours/days after hospital discharge.

Since the launch of the service in December 2014 it has gone from strength to strength, supporting nearly 4,000 people to settle at home whilst helping to prevent hospital admissions, delayed discharges and re-admissions.



Alice Hewitt is a volunteer in the café at University Hospital Crosshouse and was nominated by her daughter, Angela. Alice is 82 years young and has volunteered at the hospital for around 15 years.



Stephen McLean was a peer worker with South Ayrshire Community Addiction Team. As part of Stephen's journey as a volunteer he drew on relationships developed during his own recovery and became involved in a dental pilot run by the Oral Health Promotion Team.

# Ayrshire and Arran NHS Board



## Non-executive members



**Dr Martin Cheyne**  
Chairman



**Mrs Lesley Bowie**  
Vice Chair



**Mrs Margaret Anderson**



**Councillor Laura  
Brennan-Whitefield**  
South Ayrshire Council



**Councillor Joe Cullinane**  
North Ayrshire Council



**Mr Stewart Donnelly**  
Employee Director



**Ms Claire Gilmore**



**Mr Bob Martin**



**Mrs Janet McKay**  
Chair of Area Clinical Forum



**Mr Stephen McKenzie**





**Mr Alistair McKie**



**Councillor Douglas Reid**  
East Ayrshire Council



**Ms Lisa Tennant**



**Mr Ian Welsh**

### **Executive members**



**Professor Hazel Borland**  
Nurse Director



**Mr John Burns**  
Chief Executive



**Dr Alison Graham**  
Medical Director



**Mr Derek Lindsay**  
Director of Finance

**Working together to achieve the healthiest life possible for everyone in Ayrshire and Arran**