Real connections. Real change.

Annual Report
2015/16
Chair’s introduction

Welcome to the Annual Report of NHS National Services Scotland.

These are changing and challenging times for both the health service and the wider public sector. Scotland is faced with ever greater demands on health and social care services at a time of shrinking budgets. In such circumstances, those of us who work in the public sector have a particular duty to be imaginative, creative and innovative in finding solutions to improve outcomes that enable health and wellbeing for the people of Scotland. National Services Scotland (NSS) is an organisation with the expertise and skills to support and deliver solutions to enable this across health and the wider public sector.

In this past year we have introduced the Scottish Wide Area Network, and that is now providing broadband connectivity across the public sector. This is what NSS is all about – putting together the connections and joining up the expertise. In all areas from data intelligence around the population’s health to supporting the improvement of quality and delivering economies of scale, NSS is the collaborative partner seeking the solutions that will free up resources where they are most needed, in the frontline services that deliver patient care and support people’s needs.

In this annual report you will find many examples of the work we have been engaged in during this past year. However, I would like to take a moment to also look forward. In the coming year, the Scottish National Blood Transfusion Service will move to its new headquarters, the Jack Copland Centre at Herriot-Watt University in Edinburgh. When fully open, this new centre will bring together the processing, testing, supply, research and development of blood and human donor tissues and cells. It will be a fine example of NSS bringing together all the elements needed to deliver a safe, effective service to the people of Scotland.

Chief Executive’s introduction

2015/16 has been a year of positive transition for NSS. In this past year, we started to deliver the ambitious strategy set by the Board of continuing to deliver high quality services to NHS Scotland, while broadening our base of operations to provide the same expert support to the wider public sector in Scotland. Our focus will continue to be on providing health, financial and environmental benefits to Health Boards, Integrated Joint Boards and public sector partners. Great credit for starting this work must go to my predecessor, Ian Crichton and also to Marion Bain, who took over as Interim Chief Executive towards the end of the year.

This approach is designed to support NHS Scotland and public sector colleagues to meet the challenges presented by Scotland’s relatively poor health, continuing health inequalities set against the background of an aging population with complex care needs. NSS must be in a strong position to support our customers and stakeholders to meet these challenges, particularly given the tight financial position.

I also want to say thank you to our staff. They continue to be our key asset, delivering more and more every year. Their commitment, enthusiasm, skill and expertise are testament to all that is good in our public service generally. Together, we delivered £37 million in savings in 2015/16 as well as introducing a range of new services particularly in the field of information and data which will enable more informed decision making for our stakeholders.

We achieved this, and much more, through our continued focus on the customer, placing them at the heart of everything we do, listening to them, understanding their needs and working with them to create solutions. I am proud to think that this is the NSS way, meeting challenges with imagination, innovation and a determination to succeed. Within this annual report you will find examples of that.

The changes we have seen in the past year are just the beginning and, as the new Chief Executive, I look forward to the coming year and working with health and public partners to deliver even more for Scotland.
At a Glance

99% of health intelligence publications released on time.

Local Intelligence Support Team available in 30 health and social care partnerships to improve decision making.

Annual procurement spend for goods under national contracts grew by 17% to £1.3 billion.

Savings of £36.2 million through national contracts.

211,477 blood components supplied.

185,044 blood donations.

127,103 active blood donors.

Always three days worth of blood available.

95% of IT contracts delivered as planned to NHS Boards and other customers.

£3.3 million saved through countering fraud.

£750,000 savings through national logistics.

99.7% accuracy in payments to primary care practitioners.

97% of patient registrations in primary care within time targets.

2.5 million immunisation vaccines given.

62 infection incidents recorded.
3 new national specialist services.

£2.2 million in savings through our facilities team, getting the best value from Public Private Partnerships.

250 healthcare sites given specific, flood risk assessments.

7,000 patients receiving home oxygen service.

Central Legal Office achieved 96% customer satisfaction.

Local Delivery Plan achievement of milestones.
211, 477 blood components supplied.
Delivering person centred care

NSS is a Special NHS Board with over 40 years of experience in supporting the NHS in Scotland to deliver better health outcomes. Unlike the territorial Health Boards, we don’t see patients on a day-to-day basis, but as with those Health Boards, people are at the heart of everything we do.

Here are just a few of the ways we have supported the health and wellbeing of the people of Scotland in 2015/16.

Through the Scottish National Blood Transfusion Service (SNBTS), last year we collected 185,044 donations and supplied 211,477 blood components to NHSScotland.

The Scottish Urinary Tract Infection (UTI) Network was launched by Health Protection Scotland (HPS) to connect those who work with, or have an interest in, reducing UTIs. This network is now developing a community from within both NHSScotland and the wider social care setting that co-ordinates the sharing of resources and best practice to drive down the number of UTIs across Scotland.

Our oxygen therapy service, run by Health Facilities Scotland (HFS), provided a high quality service to around 7,000 patients across the nation, including making arrangements for patient oxygen when they were on holiday or away from home.

Protecting the health of the people of Scotland

Through HPS, we have a pivotal role in protecting the health of the people of Scotland. Though most often seen through the lens of an outbreak or incident – there were 62 in 2015/16 – we are at work in the background, every week of the year. We oversee the implementation of several immunisation programmes, providing seasonal, or in some cases, lifetime health protection. In 2015/16 we provided over 2.5 million vaccine doses including, for the first time, two new meningococcal vaccines: MenB for infants and the MenACWY vaccine for teenagers. Both were introduced to counter a rapidly emerging disease threat. NSS also co-ordinates national population screening programmes. These play a vital role in securing the early detection or prevention of cancer, and other diseases and conditions.

We work in partnership with NHS Boards to ensure provision of highly specialist health services for people who have rare conditions, complex needs or a combination of these. In 2015/16, we added three new designated national specialist services:

- Chest wall deformity – an early intervention service to reduce the need for complex, risky surgery in children.
- Deep brain stimulation service for movement disorders.
- Specialist diagnostic vestibular and rehabilitation – for people with severe balance disorders.

This year we were also given the go-ahead to start work on developing a new national specialist service in Scotland for young people who need secure, forensic mental health and learning disability inpatient care.

2015/16 also saw the 30th anniversary of the TRAVAX travel health system, providing health advice to medical professionals across Scotland. From a pioneering telephone and card-index set-up in 1985, it has grown to be one of the most successful digital travel health resources anywhere in the world. Along the way it branched out into Fit For Travel, (www.fitfortravel.nhs.uk) a similar service accessible by the public and consulted by travellers across the globe.
96% customer satisfaction achieved by Central Legal Office.
Expert services

NSS works at the heart of NHSScotland providing expert services and advice at every level and for every aspect of NHS work. We will also continue to seek opportunities to support the wider public sector in delivering shared services.

One area where NSS is having an impact is in data intelligence. Here, we are using the potential of Scotland’s national health and care datasets to support decision-makers with information, intelligence and tools to assist in planning and managing local health and care services.

The NSS Local Intelligence Support Team (LIST) service embeds information specialists within health and social care partnerships, community planning partnerships and local authorities. Through LIST, our partners gain access to a range of intelligence services that inform an evidence base for decision making, enabling them to improve methods of service delivery, care pathways and outcomes and better target their resources. The end result is to increase the effectiveness of health and social care integration. By the end of this year, LIST was working with 30 health and social care partnerships to help them improve service delivery and deliver better outcomes for people.

Through our Central Legal Office (CLO), we continue to provide specialist legal advice and assistance in every area of law relevant to the public sector, advising clients across litigation, employment, commercial contracts and commercial property.

In 2015/16 we surveyed our CLO customers to test how well we were doing and achieved a 96% approval rating.

NSS is responsible for buying goods and services nationally, with an annual spend of £1.3 billion. In 2015/16, we achieved cost savings of £36.2 million on this sum, money that can be reinvested in frontline patient care.

Our logistics operation delivers 200,000 items every day and our catalogues cover 90% of all NHS medical, surgical and janitorial needs – some 46 million products. Through an electronic barcode system, hospital wards register automatically to ensure timely ordering and provision of goods for patients.

It is not only items and equipment that we look after. Our Managed Agency Staff Network (Masnet), provides an experienced and dedicated resource to assist NHSScotland in the cost-effective provision of agency clinical staff wherever and whenever needed.

In 2015/16, we achieved cost savings of £36.2 million.
Supporting the front line

This year we provided £2.4 billion of payments to GPs, pharmacists, dentists and opticians for the services they provide to the public.

Speed, accuracy and verification is essential. We set a number of targets. In 2015/16 we achieved:

- **Payment accuracy at 99.7% against a target of 99.5%**.
- **Patient registration on time at 97%**.
- **Over 488,000 patient medical records transferred within the target timescales**.
- **92% of paper records transferred against the target of 80% within six weeks**.
- **89% of electronic records transferred within two weeks against a target of 80%**.
NSS is central to the Scottish Government’s new ePharmacy Programme through our work on the Community Pharmacy Contract. NSS has responsibility for three (of four) areas of work:

**Minor Ailment Service (MAS)**

All pharmacies are able to register, issue prescriptions and claim payment electronically. **This is used by over 940,000 patients annually, and dispenses about 170,000 items per month.**

**Acute Medication Service (AMS)**

With electronic transmission of prescriptions (ETP) was introduced eight years ago. **Since then, electronic claiming by pharmacists has risen to 90% of all items. Three-quarters of pharmacy claims now require no human intervention.**

**Chronic Medication Service (CMS)**

This is available in all pharmacies for registration and care planning, with the serial prescribing service now rolled out to 99% of pharmacies and 98% of GP practices. **Over 532,000 patients are now registered for CMS.**

Paper payment schedules have been replaced by electronic payment schedules which all community pharmacies are now able to access securely via the web; these provide detailed reporting on MAS, AMS and CMS services.
£3.3 million saved through countering fraud.
Countering fraud

NSS provides NHSScotland with a comprehensive Counter Fraud Service (CFS). CFS tackles fraud through prevention, detection and investigation. They are also responsible for pursuing anyone who steals from the NHS budget and several cases this year were taken to court with the perpetrators of fraud fined or jailed.

In 2015/16 we increased our proactive and preventative initiatives in several areas. One of these involved patient exemption fraud or error. Through investigation, CFS established that the fraud or error rate in certain categories of exemption was as high as one in four of claims submitted. Acting on this, a pilot exercise was set up and run in co-operation with NHS Forth Valley. This resulted in a significant reduction in tax credit claims being mistakenly made by patients in the area. This initiative won the prize for ‘Excellence in Fraud Prevention’ at the UK Government Counter Fraud Awards, and CFS is now considering how this may be rolled out as a national targeted campaign.

The work of CFS is greatly appreciated within the NHS. Last year, a survey of all 22 Health Boards found they were either satisfied or very satisfied with the level of service provided by CFS. Key deliverables for the Boards this year included:

- 100% of primary care contractor investigations and 98% of internal investigations completed within the targets set.
- During 2015/16 CFS actions and initiatives are estimated to have reduced financial crime in NHSScotland by £3.3 million.
95% of IT contracts delivered as planned to NHS Boards and other customers.
Supporting change through information technology

Information Technology (IT) is transforming the delivery of health care and management of population health. Increasingly, strategic decisions about clinical transformation need to be underpinned by really solid IT structures. Through our IT Services, NSS continues to play a crucial role in supporting improvement in both NHSScotland and other public sector customers, with 95% of IT contracts delivered as planned.

NSS has implemented Tableau – a market leader in data visualisation software – to deliver innovative business information solutions, such as Logistics eDispatch dashboard and Information Services' Discovery.

Modern analytical toolsets are transforming the way we deliver intelligence to decision makers. Static reports are being replaced with intuitive, drag and drop visualisation tools that enable people to see and understand their data by using colour, shapes, movement and spatial distribution to quickly spot trends, clusters and outliers.

Early adopters of the service include NHS Orkney, using Tableau to support clinical performance management activities, and the Scottish Government, using the NSS platform to support quality and efficiency initiatives such as enhanced recovery after surgery, mental health bed capacity planning and realigning childrens’ services.

To support the delivery of person centred care, NSS worked with the Scottish Government Public Health and Primary Care Divisions on the development of a web-based resource to help GP practices provide appropriate new patient registration checks. This project delivered a capability to enable prompt and early case finding related to communicable diseases, non-communicable diseases and social issues including child protection.

We have also worked with Scottish Government, National Records of Scotland (NRS), NHS Healthcare Improvement Scotland and senior stakeholders across each Health Board to enable electronic transmission of the Medical Certificate of Cause of Death from NHS Doctors to National Records Scotland for independent random selection before a further transfer of the data to the Death Certification Review Service (DCRS). Secure transmission of the data is now available 24/7 and has resulted in improved data quality, completeness and accuracy and a reduction in potential delays to the bereaved.

Throughout 2015/16 we have also been working hard to develop an open data strategy that will contribute to the Scottish Government’s Open Data Strategy for the Public Sector in Scotland.

NHS NSS continues to support Public Service Reform.
Support to the public sector

NHS NSS continues to support Public Service Reform. During the latter half of this year, the Scottish Government asked us to consider how we might build on existing work and contribute more to addressing the challenges facing the wider public sector. Following this, opportunities to increase utilisation of shared services, and apply leaner and simplified structures for support services, were proposed to Scottish Government and work has now started on ways to achieve these efficiency savings.

This has already borne fruit with £2.2 million in savings through best value work on public private partnerships and we are expanding our work with public sector customers in the areas of project management, asset management and strategic procurement.

We will continue to engage with our public sector partners to ensure that public bodies are fully aware of the range of services that NSS can offer, including acting in a facilitating role to provide a range of advice and support to improve services at a local level.

Sustaining our environment

In 2015/16, our sustainability team produced a national flood risk assessment, with specific risk information for each of the 250 healthcare sites across Scotland. Individual Boards were then supported in producing climate change adaptation plans, to help ensure that services can be maintained in the event of extreme weather conditions.

The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 requires all public bodies to submit an annual report detailing their compliance with the climate change duties.

We will report and publish our Public Bodies Climate Change Duties Report by the end of November 2016 in line with mandatory reporting requirements.
We’ve met all our financial targets and we’re in a balanced budget position for 2016/17.

Financial information

Within the year to 31st March 2016, we have continued to improve efficiencies across NSS meeting all statutory targets for finance. We have achieved a small surplus for revenue and capital of £742,000 and £32,000 respectively.

In order to achieve our financial targets we achieved £16 million of local efficiency savings, well ahead of the Scottish Government target of £8.8 million.

Our income continued to grow. The main change was additional income arising from the logistics operations and an increased level of national service provision through national services. Our total income from Scottish Government and other customers was £685 million. The increasing demand, coupled with tight budgets, will continue to place financial pressures on NSS - however, we anticipate, that we will build on our successful performance and reach our financial goals.

Annual Review

Every year, we are held to account for our performance. This year our Review was held on 21st September, led by our Chair, Professor Elizabeth Ireland. As a result of the Review we have received a letter from Shona Robison, the Cabinet Secretary for Health and Sport, which summarises our performance and contains actions we are required to pursue in future. The actions requested by the Cabinet Secretary are as follows.

The Board will:

- Provide updates at quarterly Sponsor meetings on the progress being achieved in the delivery of the Board’s 2016–17 Local Delivery Plan.
- Provide updates at quarterly Sponsor meetings of the opportunities arising to provide shared services support to the wider public sector.
- Continue to keep Scottish Goverment health finance colleagues informed of progress of finance related matters and ensure financial targets are achieved.
Governance

The NSS Board is the principal decision making forum for NSS, with overall responsibility for leading and controlling NSS and is accountable to Scottish Ministers for financial and operational performance. Its role is to ensure effective and accountable governance, ensure strategic leadership and direction and monitor performance.

Chair
Professor Elizabeth Ireland

Non Executive Directors
Mr Robert Calderwood
Mr Ian Cant
Mr Mark McDavid
Mrs Mary Robertson (until 31.01.16)
Mr Douglas Yates
Ms Julie Burgess (from 01.12.15)
Mr John Deffenbaugh (from 01.02.16)

Vice Chair
Mr James King (until 30.11.15)
Mrs Kate Dunlop
(from 01.12.15 – non executive director prior to this)

Executive Directors
Mr Ian Crichton, Chief Executive (until 29.02.16)
Professor Marion Bain, Medical Director and Acting Chief Executive (from 01.03.16)
Ms Carolyn Low, Director of Finance and Business Services

We have appointed a new Chief Executive, Mr Colin Sinclair who took up post on 1st August 2016.

The Board is supported by sub-committees, scrutinising the organisation’s operation and providing assurance that key areas are performing well and governed appropriately. These are:

- **Audit and Risk Committee**
  This committee provides assurance that an appropriate system of internal control has been implemented and is operating effectively.

- **Clinical Governance Committee**
  This committee oversees corporate accountability for clinical performance ensuring there are safe and effective systems and processes.

- **Information Governance Committee**
  This committee scrutinises our compliance with relevant legislation, legal duties and performance against national standards with regard to information governance.

- **Performance and Finance Committee**
  This committee oversees arrangements to secure economy efficiency and effectiveness in the use of resources.

- **Remuneration and Succession Planning Committee**
  This committee ensures the application and implementation of fair and equitable pay systems on behalf of the Board as determined by Ministers and the Scottish Government.

- **Staff Governance Committee**
  This committee supports and maintains a culture where the delivery of the highest possible standard of staff management is understood to be the responsibility of every employee and is built upon partnership working and collaboration.
Contacts and translations

NHS National Services Scotland

Professor Elizabeth Ireland, Chair
Colin Sinclair, Chief Executive

Corporate Functions

Professor Marion Bain, Medical Director
John Fox-Davies, Director, Strategy and Governance
Jacqui Jones, Director, Human Resources and Workforce Development
Carolyn Low, Director, Finance and Business Services
Matthew Neilson, Director, Customer Engagement and Development

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We can provide a summary of this report in different languages, larger print or Braille (English only).

For information on how to get a translation, please phone 0131 275 6610.
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