



T: 0300 244 4000
E: scottish.ministers@gov.scot

Professor Elizabeth Ireland
Chair
NHS National Services Scotland
Headquarters
Gyle Square
South Gyle Crescent
EDINBURGH
EH12 9EB

| | |
|-----------------------------------|-----------------|
| NHS NATIONAL SERVICES SCOTLAND | |
| RECEIVED 11 JAN 2018 | |
| FILE No. | |
| REFERRED TO | ACTION TAKEN |
| | |
| | |
| | |

Our ref: A19623401
8 January 2018

Dear Elizabeth,

NHS NATIONAL SERVICES SCOTLAND ANNUAL REVIEW: 23 NOVEMBER 2017

1. This letter summarises the main points discussed and actions arising at the NHS National Services Scotland (NSS) Annual Review at the Boards Headquarters in Edinburgh on Thursday 23 November 2017.
2. As you know, I want to ensure continuous and rigorous scrutiny of NHS Boards' performance whilst encouraging as much direct accountability between stakeholders and their Health Board as possible.
3. As one of the Boards that did not have a Review chaired by a Minister this year, you conducted the Review meeting in public on the afternoon of 23 November. You clearly outlined progress, success and challenges faced by the Board and gave the audience the opportunity to question the Board's Senior Management Team.
4. I asked Government officials to attend the Annual Review and I understand that it was a very positive afternoon. This letter summarises the main points and actions arising from the meeting. I am aware of the amount of preparation that goes into arranging the Review, and I would like to thank all those involved in organising the day.

Introduction

5. As in previous years, all Boards were expected to submit a written report on their performance over the previous year and plans for the current year. This Self-Assessment paper you submitted provided a detailed account of the specific progress the Board has made in a number of areas. The Self-Assessment paper also provided a

helpful summary on progress made in achieving the four actions arising from last year's Annual Review which took place on 21 September 2016.

6. The "At a Glance" document was made available to members of the audience that provided a clear overview of the progress made during 2016-17 and helped inform the discussion at the Annual Review.
7. You delivered the Review by way of a presentation that clearly and powerfully demonstrated the achievements of the Board during 2016-17.

Local Delivery Plan (LDP)

8. I note that the Board achieved 90% of LDP targets. I am aware that the targets support the territorial Boards in delivering improvements to the healthcare of the people of Scotland, through delivering best value and supporting the drive for integrating services across health and social care.

New Headquarters for Scottish National Blood Transfusion Service

9. The Board is to be congratulated on the delivery of the new Jack Copland Centre. The state of the art facility will deliver a first rate service in the processing, testing, supply, research and development of blood and donor tissues and cells. I was delighted to hear that the Medicines & Healthcare products Regulatory Agency have rated the new Centre as one of the best facilities of its kind in the world.

Health Impact

10. Several examples were provided where NSS had impacted positively on the people of Scotland and some of the areas highlighted included; the number of incidents and outbreak of infection reported to Health Protection Scotland; the engagement of the Local Intelligence Support Teams with all Integration Joint Boards across Scotland to improve local decision making; the home oxygen service and the valuable service this provides to those in need; and the new designated specialist Secure Care Adolescent Mental Health Services.

Financial Impact

11. It was noted the continued impact that NSS has on the wider NHS in delivering financial savings, and this was highlighted through £58.0 million of savings being achieved through national contracts, £3.5 million in actions and initiatives aimed at countering fraud and the competitive rates for legal services when compared to those in the private sector.
12. The Board again met all its financial targets in 2016-17 and it is forecast that there will be a similar balanced position for 2017-18.

Workforce

13. I know that both you and the Chief Executive paid tribute to the work and commitment of the staff of NSS and I would echo these sentiments.
14. The Annual Review meeting heard of a positive set of iMatter survey results based on a positive response rate of 81%. I know that there is a positive relationship between Management and Staff Side Representatives with a strong emphasis on partnership working to ensure achievements of Staff Governance Standards.

Future Direction

15. It was acknowledged that NSS faces challenges moving forward as it strives to support improvements to the health and wellbeing of the people of Scotland. Improving the health of the nation, increasing service demand along with financial pressures were highlighted as the major challenges faced by the Board.
16. However, the organisation has a clear set of strategic principles in place that are aligned to the Health and Social Care Delivery Plan that ensures the Board can rise to these challenges.

Transformation

17. It was acknowledged that it is vitally important that NHSScotland works together on our continued commitment to drive transformational change and to ensure healthcare is delivered in the best possible way, while managing resources as efficiently as possible. In an effort to meet the current challenges, there was a need to look at the alternative ways of working, embracing innovation and challenging risk. There was a need to break down any existing barriers to work in a more collaborative way. There is no doubt that a whole system approach is required to meet our aspirations for the delivery of health and social care in Scotland.

Questions from the Audience

Care Settings

18. A member of staff asked about the shift of care from an acute setting. It was noted that NSS will support the wider NHS to ensure that those who need care are provided with this in most suitable setting. It is the aim that where appropriate, people can be supported in their own homes and communities for as long as possible.

Pay Cap

19. In response to a question from a member of staff on the pay cap, the Chief Executive noted the recent announcement from the Scottish Government on pay restraint.

Conclusion

20. NSS is respected as a high performing Board and this is reflected in the achievement of 90% of Local Delivery Plan targets while achieving all its financial targets.

21. Transformational change is key to delivering improvement in the way we deliver healthcare services in future. NSS has a crucial role to play in supporting the way we deliver health and social care services in the future through continued collaboration with partners to ensure best value is delivered across health and social care.
22. Once again I would like to pass on my thanks to you and the Senior Management Team for delivering a constructive and informative Annual Review. I would also like to take this opportunity to thank all the dedicated staff of NSS for the achievements delivered over the past year.

Best wishes,
Shona.

Shona Robison

NSS ANNUAL REVIEW 2017: KEY ACTION POINTS

The Board will:

- Provide updates at quarterly Sponsor meetings on the progress being achieved in the delivery of the Board's 2017-18 Local Delivery Plan.
- Provide updates at quarterly Sponsor meetings of the opportunities arising to provide shared service support to the wider public sector.
- Continue to keep SG Health Finance colleagues informed on progress of finance related matters and ensure financial targets are achieved.

