Cover photograph - Senior Charge Nurse, Nicola Doonan enjoys a musical moment with a patient after securing a piano for the day room in Ward B21 at Forth Valley Royal Hospital. Photo courtesy of Chris Billinge
A number of important developments took place during 2015/16 including ongoing work to review clinical services across Forth Valley. Hundreds of local people, patients and staff shared their ideas and suggestions on how they would like to see health services delivered in the future and I’d like to thank everyone who took the time to tell us about the issues which matter most to them. The feedback received has been invaluable in helping us to develop our new Healthcare Strategy which will set out our plans and priorities for the next five years.

Several new and improved healthcare facilities also opened during the year including the new Woodlands Resource Centre at Falkirk Community Hospital. This centre provides a light, bright, airy environment for patients with mental illness who can access a wide range of treatments and therapies and make use of the many garden and courtyard areas. Construction work began on the new Maggie’s Centre, which is being built at Forth Valley Royal Hospital, and plans for the proposed new Stirling Care Village at Stirling Community Hospital, also progressed throughout the year. Improving quality and safety remained a key priority for the Board and I was delighted that Clackmannanshire Community Healthcare Centre was praised for maintaining high standards of cleanliness in a report by the Healthcare Environment Inspectorate.

In September 2015, we welcomed our first Modern Apprentices in an exciting new scheme which enables young people from across Forth Valley to gain valuable skills and work experience. I’m pleased to say that a number of these apprentices have already secured permanent employment within NHS Forth Valley and we are now taking forward plans, in partnership with Forth Valley College, to increase the range and number of training opportunities available to local young people.

Detailed planning was undertaken throughout the year to prepare for the introduction of our two new Health and Social Care Partnerships. These important new Partnerships were officially launched on 1 April 2016 and are now working closely with local staff, carers and voluntary organisations to help deliver better co-ordinated care across Forth Valley.

Earlier this year, I joined hundreds of staff to take part in a hugely successful six week Step Challenge and work is underway to look at other similar initiatives. I was also delighted to learn that the Board had achieved Investors in People (IIP) Scotland Silver status in June 2015. This is a significant achievement and highlights our ongoing commitment to invest in the health and wellbeing of our staff.

Like many other Health Boards across Scotland, we faced challenges over the last year in meeting waiting times targets within our Emergency Department, however, I’m pleased to report that our performance improved significantly over the winter period. Work continues to ensure we meet this target consistently and, while waiting times for treatment in many other key areas also reduced over the last year, we recognise we still have more to do to ensure all patients are seen as quickly as possible. Considerable efforts were made throughout the year to ensure we met our financial targets, and as a result, I am pleased to report that the Board met its financial targets at the end of March 2016. The financial climate, however, remains challenging and we will need to identify further significant efficiency savings to ensure we continue to meet our financial targets in the years ahead.

Jane Grant
Chief Executive
Throughout the year, NHS Forth Valley continued to develop and improve a wide range of services for patients and their families. This section highlights a number of the key developments taken forward across the organisation during 2015/16.

Developing Our New Healthcare Strategy

Work on a major review of clinical services across the organisation continued throughout the year to help develop a new Healthcare Strategy. This will set the Health Board’s plans and priorities for the next five years and describe how the organisation will meet the future healthcare needs of local people across Forth Valley.

Over the last 12 months the review groups have carefully considered the feedback, idea and suggestions gathered from hundreds of patients, staff and local residents across Forth Valley who shared their views on how they would like to see health services delivered in future. This has helped to identify several key themes. These include more consistency in the way services are delivered and better co-ordinated care, greater use of technology, better access to services and improvements in the management of patients with complex health needs.

Research was undertaken to examine future changes in the health and wellbeing of the local population, estimate future service activity and forecast the prevalence of common health conditions such as heart disease, diabetes and stroke. In addition, work was carried out to ensure the new Healthcare Strategy takes account of a number of key national strategies and reports which were published during the year. These included the National Clinical Strategy for Scotland, the Chief Medical Officer’s Annual Report 2014/15 (Realistic Medicine), the National Strategy for Out-of-Hours Care (Pulling Together 2016 - Transforming Urgent Care for the People of Scotland) and the National Cancer Strategy (Beating Cancer: Ambition and Action).

All of the feedback and information collected, along with the detailed work and analysis carried out, has been used to inform the development of the new Healthcare Strategy which will be finalised later in 2016.
Detailed planning and preparation took place over the last year to develop new integrated arrangements which will transform the way local health and social care services are designed and delivered.

Two new Health and Social Care Partnerships have been introduced in Forth Valley (one covering Falkirk and one covering Clackmannanshire and Stirling) to drive forward ambitious changes aimed at improving the quality and consistency of care delivered to local patients, service users and their families.

The Partnerships bring staff from NHS Forth Valley and local councils together with local community, independent and voluntary organisations to ensure local services are better coordinated. They will also ensure a wide range of local health and social care services for adults are more seamless and joined-up to help people stay in their own homes, wherever possible. Working together will also help ensure that existing resources are used effectively to deliver services that meet the needs of local communities and the growing population of people with longer term and complex health and care needs.

Both Partnerships have developed new Strategic Plans which set out their key priorities and outcomes for the next three years. New Integration Joint Boards, which bring together senior health and council partner organisations along with carer, service user and third sector representatives, were also established on 1 April 2016 to oversee the work of the Partnerships and ensure they deliver the agreed key local and national outcomes.

Integrating Local Health and Social Care Services

Developing local healthcare centres

Outline plans for a new £2.4m health centre in Doune, which will be built on a plot of land close to the centre of the village, were unveiled during the year. The proposed new centre will replace the current premises which are overcrowded, require considerable maintenance, and are too small to accommodate the future needs of the growing local population. Facilities would also be improved for the existing GP practice and purpose-built accommodation would be provided for a range of visiting outpatient services such as antenatal and child health clinics. Subject to the approval of more detailed plans, the new health centre is expected to be completed during 2017/18.

Caring for Older People

Outline proposals to create an innovative new Care Village in the grounds of Stirling Community Hospital were approved in March 2015 and work progressed to develop more detailed designs and financial plans. A number of local information events were held during the year to give local people the opportunity to find out more about plans for this important new facility. The proposed new Care Village will bring together a wide range of health and social care provided by Stirling Council and NHS Forth Valley. These include services for older people who require additional short-term care, an assessment or rehabilitation following an illness, an operation or an acute hospital admission. Care will be delivered in a modern, purpose-built ‘care hub’ to provide a comfortable homely environment for older people to help them recover, regain their independence and, in the majority of cases, return to their own homes. The plans will also see the creation of a new primary care hub to house a number of existing health services on the site. These include the Minor Injuries Unit, X-ray facilities and GP out-of-hours services, along with medical services provided by a number of local GP practices (Viewfield, Park Avenue, Park Terrace and Wallace Medical Practices) which are keen to be part of the new development. In addition, the Scottish Ambulance Service plan to relocate their existing ambulance station in the Riverside area of Stirling to a new facility on the Stirling Community Hospital site and Forth Valley College are interested in exploring opportunities to offer training and work experience to local young people interested in a career in the health or social care sector. Subject to the approval of detailed plans, construction could start onsite during 2016 with the new facilities being completed by 2019.
During the year a new integrated mental health centre opened at Falkirk Community Hospital to bring together a wide range of mental health services previously provided at Westbank and Dunrowan day hospitals.

The Centre, which was officially opened by NHS Forth Valley Chairman Alex Linkston in July 2015, is known as Woodlands Resource Centre. It is housed in two former hospital wards which underwent an extensive £2m programme of refurbishment to create a light, bright, modern and airy environment for patients and staff with a variety of group and individual therapy rooms as well as garden areas and courtyards.

Around 70 health and council staff are based in the Centre including doctors, nurses, psychologists, physiotherapists, dieticians, mental health officers and social workers. They work together to provide a wide range of assessment, treatment, therapeutic and educational services for local patients and their families. These include individual, group and family therapy and a range of educational courses on managing mental health issues. The Centre also provides a range of personal development, social and recreational activities such as gardening, art therapy, music classes and Tai Chi to help support patient’s recovery and improve their quality of life.

Improving Mental Healthcare

Construction work on the new Maggie’s Forth Valley Centre, which is being built on the grounds of Forth Valley Royal Hospital, started in March 2015 and the new centre, which is almost complete, is due to open in 2016. The Forth Valley Centre, which will provide a wide range of information, advice and support for local cancer patients and their families, will be the 20th Maggie’s Centre to be built and its opening will coincide with the charity’s 20th anniversary.

Supporting Cancer Patients
During 2015/16, NHS Forth Valley set aside £1.75m to purchase a wide range of state-of-the-art medical equipment. This included a new orthodontics scanner which allows impressions to be taken digitally and is quicker and more comfortable to use than traditional impressions. It also enables results to be stored digitally so that models of impressions no longer have to be stored onsite.

Around £360,000 was also spent by the Endoscopy Department to purchase four new camera stacks and an ultrasound scanner. Other items purchased included dialysis machines, additional ultrasound scanners and a bladder scanner. Although many of the items were for Forth Valley Royal Hospital, community hospitals benefited too, with around £12,000 being spent on new and replacement equipment.

Good progress was made during the year to reduce waiting times for both outpatient and inpatient appointments. However, the Health Board continues to experience capacity challenges and work is underway to reduce waiting times in a number of areas. These include child and adolescent mental health services, psychological therapies, orthopaedics and gastroenterology.

One area where significant improvements have been made is within audiology, following a major service redesign. Patients can now be seen at a one-stop open access clinic for existing hearing aid users. This means most procedures, as well as three yearly reassessments, can be carried out without the need to come back for a further appointment. The one-stop clinics are available both in Stirling and Falkirk and the new way of working has reduced waiting times for patients and freed up staff to work in other areas of the service.
PROVIDING CARE CLOSER TO HOME
Advice Line for Older People

An advice line known as ALFY (Advice Line for You), which was previously operating in Bo’ness to support people aged 65 and over to remain well at home, was extended in December 2015 to cover the whole of Forth Valley.

The project, which is run by NHS Forth Valley in conjunction with local council partners, provides a dedicated 24 hour, 7 days a week telephone advice line operated by experienced nurses who are able to listen to callers’ concerns, and make sure they receive the right help and support. This could range from offering general reassurance and advice on a wide range of health issues, to signposting callers to relevant emergency social work, voluntary or local services. Staff are also able to book appointments to attend a rapid access frailty clinic at Forth Valley Royal Hospital where a number of tests or assessments can be carried out or arrange for a community nurse to visit an older person at home, day or night, if required. It is estimated the service could benefit around 54,000 older people in the Forth Valley area as well as friends, family members and other people who may care for them.

IMPROVING ACCESS TO TREATMENT
Musculoskeletal helpline

A new helpline was introduced for people with muscle, back and joint problems. The Musculoskeletal Advice Triage Service (MATS) is run by NHS24, and can offer self-care advice or refer patients to the musculoskeletal hub at Stirling Community Hospital. In Forth Valley around 30,000 patients a year are referred to podiatry, physiotherapy and orthotics however many musculoskeletal problems settle on their own and accessing care advice at an early stage could help patients recover quickly rather than having to wait to see a health professional.

Pharmacy First

In March 2016, pharmacies across Forth Valley started to offer free treatment without the need for a prescription for urinary infections and impetigo – a common skin infection which causes blisters and sores.

The decision to make treatments available in local pharmacies was taken after figures for 2014/15 showed that urinary tract infections and impetigo are two of the most common conditions seen by GPs. Offering treatment in pharmacies not only takes pressure off GP services, including out-of-hours services, but also makes it easier for people to get help without having to make an appointment.

The new service is part of the wider national Pharmacy First initiative which aims to make better use of pharmacy skills and widen the range of services available in local pharmacies across Scotland.
Enhanced Community Support

New Enhanced Community Teams have been introduced to provide extra care and support to people in their home following an accident, illness or stay in hospital. The Teams, which bring together council and NHS staff, are able to quickly deliver a wide range of services and support until longer-term arrangements are in place. These include nursing services to provide medication and change dressings, physiotherapy to help people get back on their feet, occupational therapy to assist with basic living skills and home care to help with food preparation, washing, toileting and dressing. The Teams can also arrange for equipment such as walking and toilet aids to be quickly delivered to an individual’s home to help them retain their independence.

Once an individual’s immediate needs have been addressed, regular checks are then carried out to ensure the person is coping and the service can also arrange for carers to visit overnight, if required, to provide additional support. Not having overnight care in place is one of the reasons why many older people end up being admitted to hospital, particularly if they are frail and living on their own.

Supporting Local GP Practices

Five doctors took up post in December 2015 as part of a new pilot project to develop the skills and experience of recently qualified GPs in caring for older people. The doctors (also known as GP Fellows or community physicians) provide support to a number of local GP Practices, work closely with staff in the four community hospitals and assess patients referred to the Frailty Unit at Forth Valley Royal Hospital. This varied new role enables them to work closely with GP colleagues in the community as well as hospital-based clinicians involved in the care and treatment of older people. The new pilot has been developed in response to a recent review of post graduate medical training which highlighted the need to broaden the general aspects of training in order to ensure that the medical workforce is able to meet the future health needs of people across Scotland.

GP recruitment and retention continued to be an issue in many parts of Scotland however, in December 2015, NHS Forth Valley handed back responsibility for managing Drymen Health Centre to a local GP after successfully advertising the vacant Practice. A team of salaried GPs was also recruited to provide support to local GP Practices, community hospitals and prison health centres across Forth Valley and additional nursing, physiotherapists, pharmacy and mental health staff are now working alongside GPs at Bannockburn and Kersiebank Health Centres which the Board continues to manage. There has been significant interest in this new multi-disciplinary approach within primary care and many other Health Boards are exploring similar arrangements.
Improving Quality and Safety

During the year, work to improve the quality, safety and reliability of care helped to reduce the number of falls and pressure sore injuries experienced by patients. The Board also met or exceeded targets designed to improve levels of hand hygiene, food, fluid and nutrition standards and general ward safety. Work began to introduce a new electronic prescribing system within our hospitals which will help reduce medication errors and make it easier and quicker for staff to order medicines. Ongoing efforts to roll out the Scottish Patient Safety Programme (SPSP), which aims to improve the safety and reliability of healthcare across the country, continued to deliver significant results locally in Forth Valley. These included a 22% reduction in hospital mortality rates by December 2015 (compared to the national average of 16.5%), and ongoing reductions in the number of patients experiencing pressure injuries, ventilator associated pneumonia and central line bloodstream infections. The use of surgical briefings and the introduction of pauses before the start of each operation have improved safety by enabling staff to share information and carry out final checks. Changes to the forms used by clinicians to list patients for theatre procedures has further enhanced safety and simplified the appointment process for administrative staff. Work continued with the Boston-based Institute for Healthcare Optimization (IHO) to improve the way patients move through our hospitals, as ensuring people are cared for in the right place for the right length of time has been shown to improve

Delivering safe, high quality care which meets the individual needs of patients and their families continued to be a key priority. During 2015/16 NHS Forth Valley took forward a number of important initiatives to further improve quality and safety across the organisation. These build on the wide range of systems and checks already in place to improve outcomes for patients.
outcomes. The aim is to create clear pathways and set criteria for patients to ensure that, regardless of when someone comes in to hospital, where they are first seen and who they are seen by; they follow a set pathway, based on their symptoms and diagnosis, and they meet the admission criteria for each ward. New discharge criteria has also been developed to ensure a consistent approach across different wards.

Supporting discharge

All patients want to return home as soon as they are well enough however a number of patients still experience delays in being discharged from hospital. This is not only frustrating for the patient and their family, but can result in delays for patients who require to be admitted. To help address this, work is underway to look at ways of further improving discharge arrangements across our hospitals. Staff continued to work closely with council colleagues to arrange social care assessments, care home transfers and coordinate any aids or adaptations required to allow patients to return to their own homes. Reducing delayed discharges is also a key priority for the new Integration Joint Boards in Forth Valley which have been set up to oversee the work of the two Health and Social Care Partnerships.

Controlling the spread of infections

Clackmannanshire Community Healthcare Centre was praised for maintaining high standards of cleanliness following an inspection which resulted in no requirements or recommendations. The Healthcare Environment Inspectorate (HEI) met with patients and staff during an announced visit to the Centre in January 2016. They visited a number of wards and departments to assess standards of cleanliness and infection control procedures. The report findings, which mirror those from an inspection carried out at Falkirk Community Hospital the previous year, reflect the hard work carried out by local staff. Feedback from patients interviewed during the inspection was also very positive with many commenting on the high standards of cleanliness across the healthcare centre. Ensuring all patients are cared for in a safe, clean and pleasant environment is a key priority and regular infection control checks are carried out in all hospital wards and clinical areas across Forth Valley. This focus has helped to significantly reduce the number of healthcare associated infections and performance is closely monitored to identify any emerging trends or potential areas for further improvement.
While many changes have been made to improve safety within hospitals, GP practices across Forth Valley have also made significant progress in improving safety within primary care. During 2015/16 work was carried out to review the systems used by local practices to request and report the results of a wide range of laboratory tests, including blood and urine samples. This has led to improvements in the way tests are ordered and tracked to help reduce delays and identify any results which have not been returned. Changes have also been made in the way results are communicated to patients, following feedback that some of the terms used in patient letters caused uncertainty and confusion. Additional work has been undertaken by practices across Forth Valley to review patient safety incidents linked to medication, diagnosis and record keeping. This has resulted in a number of improvements including better follow up for vulnerable patients, fewer patients being prescribed potentially harmful combinations of drugs and improved information for patients taking certain high risk medications (such as warfarin and a group of drugs used to treat rheumatoid arthritis) on what to do if they become unwell or experience serious side effects.

Another important medicine safety project was undertaken by a number of local community pharmacies to help reduce potential drug errors after patients are discharged from Forth Valley Royal Hospital. Details of a patient’s medication are now sent electronically to their local pharmacy when they leave hospital to highlight any new drugs they had been prescribed, flag up allergies and provide details of any medication which had been stopped while they were in hospital. This allows the pharmacist to compare their previous prescription with their new one to identify any discrepancies and agree a list of medicines with the patient and their GP. Discussions also take place to check that the patient knows what drugs they are now taking and why they are taking them.
During 2015/16, NHS Forth Valley continued to improve the use of new technology across the organisation to support patient care and treatment.

Improving links with GP Practices

A joint initiative was undertaken with Macmillan Cancer Support to introduce a new IT system which allows staff to create cancer treatment summaries. These contain important information about the patient’s care and treatment including planned follow-up care, potential long-term effects of cancer or cancer treatment, details of the signs and symptoms of potential recurrence and sources of help and support. Copies are emailed to the patient and their GP, as well as being stored centrally so all healthcare professionals involved in the patient’s care have access to the same information. Feedback from patients and GPs has been very positive with many finding it a really useful tool to support discussions about future care plans. Macmillan also produced a short video featuring Dr Paul Baughan, a GP at Dollar Health Centre and Lead GP for Cancer and Palliative Care, to help raise awareness of the new initiative and highlight the benefits for patients and staff.

During the year, staff working in GP practices across Forth Valley were given access to a clinical portal which enables them to view the electronic health records of patients within their practice. The service has also been made available to community nursing staff so that they can access the records of local patients in the areas they cover. In May 2015, GPs were also given access to local IT systems which enables them to notify the relevant authorities of any deaths and issue an electronic death certificate. This has helped improve the reporting process and reduce delays for families.
A new electronic patient record system was introduced within adult mental health and learning disabilities services to record patient assessments and care plans. Community staff are also able to carry out and record assessments electronically in the patient’s home using mobile technology which has helped reduce the amount of time spent on paper work and administration. Partner organisations such as Signpost and Alzheimer Scotland, who have been commissioned to provide a range of services on behalf of NHS Forth Valley, are also able to use the system along with council staff based at Woodlands Resource Centre in Falkirk. This has helped improve information sharing, with the appropriate patient consents, and ensure people receive better co-ordinated care.

Preparations also began to introduce a new electronic prescribing system in Forth Valley Royal Hospital. The system, which was successfully rolled out to mental health and children’s wards in early 2016, is an important development which will deliver real benefits for patients and staff. Electronic prescribing removes problems with deciphering handwriting to help reduce potential errors and ensures that information can be easily accessed and updated by all relevant staff. It makes it easier and quicker to order medicines by removing the need for duplicate paperwork and reducing the number of steps in the ordering process. Staff can also use the system to access information to support prescribing decisions and ensure a more consistent approach.

Sharing Information

Research continued to play a key role in the development of innovative new treatments and NHS Forth Valley is now one of the top recruiting sites for cancer trials, both within Scotland and the UK. More than 700 patients have now taken part in a portfolio of trials covering haematology, breast, urology, lung and colorectal cancer and further trials are in the process of gaining the required regulatory approvals. The majority of cancer trials undertaken locally are Phase III trials which compare new treatments with the best available current treatment (the standard treatment) and NHS Forth Valley remains committed to having a portfolio of cancer clinical trials to offer local patients.

One of the biggest successes has been a genetics study in colorectal cancer. Since January 2015, more than 240 patients have taken part in the trial, making NHS Forth Valley the top recruiting centre in the West of Scotland. Local patients have also been successfully recruited for a major lung cancer trial and NHS Forth Valley was the third highest recruiter in Scotland for a recent breast cancer trial. This successful recruitment has only been possible through the development of close working relationships across a wide range of multi-disciplinary teams and the support of local patients and their families.

Tracking lost equipment

Missing or misplaced equipment is a problem for all hospitals and, to help tackle this, the local Medical Physics team introduced a new system during 2015/16 to help track moveable medical equipment such as hand held scanners and blood pressure monitors. One thousand medical devices have now been fitted with radio frequency identification tags to help locate equipment which had been ‘borrowed’ or tucked away in cupboards. The benefits experienced in finding ‘lost’ equipment have allowed for further investment to expand the successful tracking system across Forth Valley Royal Hospital. The success of this important initiative has been recognised nationally as it was shortlisted for the Scottish Government’s Award for Improving Quality in the 2016 UK Advancing Healthcare Awards.

Developing new treatments
Continued efforts were made to encourage people to take up the offer of a number of key vaccinations during the year and in September 2015, a new Immunisation Team was created to support the roll-out of the national flu vaccination programme.

Over the course of three months, the Team vaccinated around 24,000 primary school pupils across Forth Valley. The majority of clinics were carried out during school hours with all children being offered the vaccine in the form of a nasal spray. The programme was delivered in collaboration with the three local authority education departments. Around 8,700 pre-school children aged between two and five years of age were offered the nasal form of the vaccine by their local GP Practice.

The childhood flu immunisation programme is an extension to the existing annual flu vaccination which targets people aged over 65 or those under 65 with chronic illnesses which can make flu much more dangerous. These include people with heart disease, chest complaints such as bronchitis, emphysema or asthma, chronic kidney failure, cystic fibrosis, lowered immunity due to disease or treatment, diabetes or liver problems. Pregnant women and unpaid carers are also eligible for vaccination.

During the 2015/16 campaign NHS Forth Valley again achieved a higher uptake of the flu vaccine by over 65s (77%) and unpaid carers (60%) compared with Scotland as a whole.

A new national vaccination programme to help prevent Meningitis B was introduced in July 2015 and all babies are now being offered the vaccine at two months, four months and twelve months old, alongside other routine infant vaccinations. Tests suggest that the new Meningitis B vaccine will protect against around 90% of the meningococcal group-B bacteria strains circulating in the UK.

GPUs and school nurses across Forth Valley were also closely involved in the delivery of another new meningitis vaccine (Men ACWY) which was introduced in August 2015 for young people and students. Local uptake rates for both new vaccinations exceeded the Scottish average and during 2015/16 NHS Forth Valley also met the national target which aims to ensure at least 95% of children have received a number of key vaccinations by the age of two.
Supporting People to Stop Smoking

Hundreds of people sought help from NHS Forth Valley’s Stop Smoking Service and local pharmacists during the Stopathon Campaign, which encouraged smokers to come forward and sign a pledge to quit by National No Smoking Day on the 9th March 2016.

The Campaign also saw local Stop Smoking advisers visit workplaces across Forth Valley to offer one-to-one support and free nicotine replacement products. Josephine Hughes from Sauchie, who started smoking over 40 years ago, was one of the hundreds of people from across Forth Valley who quit over the last year after receiving support from a local stop smoking adviser. Many others also signed a smoke free home pledge to help protect their children and pets from the harmful effects of smoke.

Increasing testing for Hepatitis C

A new campaign was launched during the year to encourage people who have experimented with drugs in their youth to be tested for Hepatitis C. Around 1,000 people in Forth Valley are thought to be unaware they have the virus, with the highest number believed to be in the 50 to 60 age group.

It can take between 20 and 30 years for liver damage caused by Hepatitis C to become apparent however early identification can help prevent serious illness. New antiviral treatments have also been developed which are far easier to take, have fewer side effects and can cure people of Hepatitis C in a matter of months.

Testing continues to be offered at local mosques in the Forth Valley area to offer members of the Muslim community who have had medical treatment abroad or attended traditional barbers who use open blades which may have put them at risk of contracting Hepatitis C. Pilot testing schemes are also taking place in police custody suites, local adult prisons and a number of community pharmacists, dentists and nurses are being trained to counsel local people and carry out testing, if required. These initiatives, along with the introduction of the Liver Care Pathway, have increased testing and referral rates across Forth Valley.

Screening Success

NHS Forth Valley continued to have one of the highest uptakes in Scotland for an important screening test which aims to reduce deaths in men aged 65 and over by identifying a swelling (aneurysm) of the aorta – the main blood vessel that leads away from the heart, down through the abdomen to the rest of the body. The Abdominal Aortic Aneurysm (AAA) screening test is a simple ultrasound scan of the abdomen which takes around 10 minutes and results are available instantly. Most men have a normal result however those with small or medium swelling are invited for regular screening to monitor their condition and anyone who has a large aneurysm detected is referred for surgery.

Local uptake rates during 2015 were consistently higher than the Scottish average as around 84% of men invited in Forth Valley turned up for their screening appointment.
Improving Dental Health

More children in schools and nurseries across Forth Valley received fluoride varnish applications during the year to help prevent tooth decay and the number of home visits carried out by dental health support workers also increased to offer advice and support to families. Local staff involved in the delivering the national Childsmile Programme continued to visit schools and nurseries across Forth Valley to teach children how to brush their teeth.

Promoting Healthy Weight

Staff continued to work with local schools across the Forth Valley area to deliver the highly regarded ‘Max in the Middle’ programme which uses fun, interactive sessions to promote healthy eating, diet and exercise. In November 2015, a new pilot was undertaken with four Primary one classes in East Plean Primary School and the results are being used to target and engage younger children. Work is also underway with local schools to explore how the hugely successful Daily Mile initiative, which first started in St Ninian’s Primary School in Stirling can be rolled out to other schools across Forth Valley.
Volunteers make a huge difference to the lives of our patients. Not only do they support people when they are ill or receiving treatment, but they also provide valuable feedback and suggestions to help improve patient care. We are extremely grateful for all the support provided by volunteers and fundraisers across Forth Valley during 2015/16.

Valuing our Volunteers

A celebration event took place in December 2015 to thank some of the hundreds of volunteers who support NHS Forth Valley. NHS Forth Valley Chairman Alex Linkston presented plaques to representatives from a number of voluntary organisations including the Friends of Forth Valley Royal Hospital, the Royal Voluntary Service, Braveheart, So Precious and RSVP, to name but a few.

More than 500 volunteers support staff and patients across NHS Forth Valley with many involved in visiting patients in hospital and helping patients and families attending the Oncology Unit and Emergency Department.

Volunteering brings a wide range of benefits to patients, carers, staff and the volunteers themselves. For NHS staff the role of the volunteer can help free up professional resources and forge stronger links with local communities. For volunteers the experience provides purposeful activity, a sense of belonging, social interaction and is proven to be beneficial for their own health and wellbeing.
Involving local people

NHS Forth Valley is committed to involving patients and members of the public in developing and improving local health services. During the year the Patient Public Panel (PPP) volunteers continued to assist staff in a wide range of activities including gathering feedback from patients and carrying out infection control and catering audits. Members of the PPP also provided valuable feedback on the development and implementation of NHS Forth Valley’s new Person Centred Care Strategy and undertook work to raise aware of the Panel and encourage more new members. This included revising and updating a section on the NHS Forth Valley website, introducing a ‘diary of involvement’ which allows members to give feedback on their activities and helps evaluate the PPPs impact and the publication of a monthly online newsletter.

The Public Partnership Forums (PPFs), which were established to support public engagement in the local Forth Valley Community Health Partnerships (CHPs), celebrated their 10th Anniversary in 2015. A celebratory event took place on 1 April 2016 to acknowledge the important contribution CHP Committee members and PPF Representatives have made over the last decade. Work continues to ensure the public voice is heard and listened to in the planning, development and monitoring of our services. This includes a programme of regular public meetings which in the last year have covered topics such as services for older people, anticipatory care planning and health and social care integration.

Thanking our Fabulous Fundraisers

Throughout the year, a number of local fundraisers, charities and supporters continued to come up with ever more ingenious ways of raising money for local services, wards and departments. This section highlights just a few of the many fundraising activities which took place during 2015/16.

Staff and patients gathered in the sensory garden at Falkirk Community Hospital in August 2015 for a tea party to celebrate a donation of almost £20,000 from the Royal Voluntary Service (RVS).

The money is being used to continue helping patients in the four inpatient wards at Falkirk Community Hospital, who already benefit from a variety of services provided by local RVS volunteers. These include befriending, reading to patients, playing games such as dominoes and bingo, arts and crafts activities and hand massages.

As well as running the popular RVS cafe, the 33 volunteers who work at the Community Hospital organise regular coffee mornings and reminiscing sessions. They are also on hand to take patients to the sensory garden – another gift funded by donations from the RVS - which is filled with scented plants and equipped with seating so patients can enjoy the fresh air.
A grateful father of three completed one of the most punishing cycle rides in Scotland, the Iron Ride Tayside Sportive, completing 180kms in ONE day! Damien Lord from Falkirk raised over £2,200 for the Intensive Care Unit at Forth Valley Royal Hospital to say thank you to staff for saving the life of his partner Claire, mother of their three young boys.

Male staff from the Emergency Department were seen sporting more whiskers and facial hair than usual in November 2015 to help raise money for a good cause. The men abandoned their razors to grow some impressive moustaches for the ‘Movember’ campaign. Their efforts raised nearly £1,000 to help fund research and raise awareness of prostate and testicular cancer.

Former patient Kenny Lang from Larbert raised £700 for the Renal Unit at Forth Valley Royal Hospital after he was successfully treated in the Unit for a rare auto-immune disease. He raised the money by participating in the annual Pedal for Scotland challenge and plans to take on the 200 mile Glasgow to Newcastle challenge in 2016 to help raise more funds.

A grateful father of three completed one of the most punishing cycle rides in Scotland, the Iron Ride Tayside Sportive, completing 180kms in ONE day! Damien Lord from Falkirk raised over £2,200 for the Intensive Care Unit at Forth Valley Royal Hospital to say thank you to staff for saving the life of his partner Claire, mother of their three young boys.

Staff in Health Records became ‘film stars’ for a day to help raise money for Children in Need. Their fundraising efforts, which included Guess Pudsey’s Birthday, a dress down day, a raffle and lots of collection can rattling, raised more than £1,750. The Cardiology Department had their own donation box and kindly added £68. The Health Records Team has been taking part in Children in Need for the past five years and their cumulative total is now a whopping £6,057.
Two health promotion staff members pounded the streets of two capital cities to raise money for charity. Ann McLaughlin, Health Promotion Lead Officer completed the Rome Marathon raising £925 for Mary’s Meals and Shelter Scotland. Fiona Macfarlane, Health Promotion Officer, secured a charity place in the London Marathon with Phab kids and raised £2,860 - she also donated £350 to Falkirk Autistic Bairns.

Neil Colquhoun completed the 2015 Iron Man Wales event in memory of his mother and to help raise money for Ward A22 at Forth Valley Royal Hospital, where he said she received outstanding care during her short illness. His hard work paid off, as Neil raised over £1,000 for Forth Valley Giving, the official charity of NHS Forth Valley, and £1,500 for Ward A22.

So Precious, a local charity dedicated to supporting the Women and Children’s Unit at Forth Valley Royal Hospital, handed over a £10,000 bundle of gifts during the year. The latest equipment included two Vapotherm units to help patients with breathing difficulties and two mamaRoo seats which mimic comforting movements like being rocked or travelling in a car. The charity has raised an incredible £275,000 since it was formed five years ago by a group of local parents. These include So Precious trustee, Lorna Blue, who is pictured with her 22 month old son Arran handing over the new equipment to Play Specialist Seonad Hopkins along with fellow trustee Lucie Ainsworth. Many parents from across Forth Valley also helped raise money for the charity during the year. These included Greg Thomson who walked the West Highland Way as part of his stag party celebrations to say thank you to staff in the Neonatal Unit at Forth Valley Royal Hospital for looking after his son Jamie who was born ten weeks early, weighing just under four pounds. Greg raised a fantastic £1,000 for So Precious after walking the 96 mile route along with pals Riccardo Roncone, Scott Calderhead and Peter McArthur. Greg, Jamie and the team are pictured presenting the money to Lorna Blue, So Precious Trustee.
Staff, patients, visitors and local businesses across Forth Valley were keen to help raise money for the new Maggie’s Forth Valley centre and a wide range of events and activities took place during the year to raise much needed funds for this important new facility. These included a charity golf day organised in memory of former NHS Forth Valley General Manager Eddie MacDonald who passed away in May 2015. The event, which saw 20 teams battling it out at Alloa Golf Club for the Eddie MacDonald Memorial Trophy, raised a fantastic £4,200 for the new Maggie’s Centre. Staff attending the 2015 Summer Charity Ball at the Stirling Court Hotel raised more than £600 for the new Centre and, in February 2016, local staff joined forces with colleagues from Maggie’s to launch the new Maggie’s Kitchen Table Day in the restaurant at Forth Valley Royal Hospital. Catering staff baked special Maggie’s Kitchen Table shortbread for the event which was sold to raise money for the new centre.
During the year, a new-look children’s and young people outpatient area at Stirling Community Hospital was unveiled as part of arts project which aims to surround patients with nature to help them relax whilst they wait to be seen. The new artwork features leaves, trees and branches to help ‘bring the outside in’. It was created by artists Sharon Quigley and Lindsay Perth who worked with Stirling Young Carers groups, local staff and young patients to help develop the new designs. Some of the illustrations echo the designs in the children’s ward and outpatients area at Forth Valley Royal Hospital, and a local businessman, who has a long association with the hospital, generously donated the entire cost of the project.

During the winter months the outside of Forth Valley Royal Hospital was transformed into a giant cinema screen known as the ‘Wall of Wellbeing’. The 40ft by 30ft space was used to project a series of short films which highlighted a wide range of health messages and showcased recent art projects involving local patients and staff. Interview clips with some of the 2015 NHS Forth Valley Staff Awards winners were also projected onto the wall to help raise awareness of their achievements. The initiative was a partnership between NHS Forth Valley’s Arts and Wellbeing Programme, Health Promotion team and Artlink Central and there are plans to repeat the project on an annual basis.

In March 2016, art students from Larbert High School carried out research on microscopic cells as part of a major project commissioned for Forth Valley Royal Hospital. After studying diseases including brain cancer, ebola and kidney stones they produced a wall mural, made up of 30 textured or sculptured panels. Art teachers Mhairi McAinsh and Molly Buchanan worked closely with NHS Forth Valley Charitable Arts and Wellbeing Co-ordinator Babs McCool to showcase the artwork which, on the surface looked beautiful, but on closer examination highlighted the destructive nature of microscopic cells. The wall mural, which was displayed in the hospital foyer, received great feedback from patients, visitors and staff.
Our People

The dedication, commitment and expertise of staff across the organisation was recognised throughout the year with a number of key national awards. It is not possible to mention them all but a few highlights from 2015/16 are outlined below along with a number of other important developments during the year.

In September 2015, NHS Forth Valley held its second Staff Award ceremony to recognise the hard work, care and commitment of local staff and volunteers.

This winners and runners up were selected from 526 nominations – a significant increase on the 356 nominations submitted the previous year. Six awards were presented to celebrate excellence and the Chairman’s Award was presented to Sheila Atalla, a health visitor based at Meadowbank Healthcare Centre in Polmont, who received an incredible 67 nominations from local families.

In June 2015, NHS Forth Valley achieved the prestigious Investors in People (IIP) Scotland Silver status, following a three year assessment which covered all areas of the organisation. Feedback from the assessment highlighted evidence of a culture of openness and candour, a strong learning culture and very positive examples of work to embedd NHS Forth Valley’s Values and Behaviours. This is a significant achievement as NHS Forth Valley is the only Health Board in Scotland to achieve silver status for the whole organisation. Peter Russian, Chief Executive of Investors in People Scotland (far right) is pictured presenting the Silver Award to NHS Forth Valley’s Chief Executive Jane Grant and Chairman Alex Linkston.
Thousands of staff across Forth Valley put on their walking shoes to participate in a six week Step Challenge. A total of 83 teams completed the challenge and clocked up an incredible 194,818,734 steps – the equivalent of 97,409 miles! The event is just one of a number of initiatives which aims to encourage staff to be more active at work. Staff also took part in regular lunch time walks, cycle activities and outdoor events throughout the year.

During the year, 129 staff, with a total of 3,300 years service between them, were invited to a special award ceremony to celebrate their long careers working for the NHS. Short films highlighting the careers of a number of staff with 20, 30 and 40 years service, were shown at the event which was hosted by the Chairman, Alex Linkston and Chief Executive, Jane Grant.

Serco, in partnership with NHS Forth Valley, won the prestigious Golden Services Award 2015 for the cleanest healthcare premises with more than 250 beds. The awards recognise commitment and excellence in cleaning services.

This is the second time Serco has received this accolade for cleaning services at Forth Valley Royal Hospital.
NHS Forth Valley’s Audiology and Volunteer Service won the 2015 British Academy of Audiology’s (BAA) Team of the Year Award. This award was presented at the BAA 12th Annual Conference in Harrogate by the President of the Academy, Alison Walsh. The Team Award was created in 2004 to celebrate the coming together of the different professions within audiology and is awarded to a team which has worked together to improve quality of service in their area.

Dr Roger Alcock, a Consultant in Emergency Medicine at Forth Valley Royal Hospital, was awarded a medal for his work fighting Ebola in Sierra Leone. Dr Alcock, travelled down to Downing Street in July 2015 to receive his medal at a reception for healthcare professionals hosted by Prime Minister David Cameron. This is the first time in recent history that a medal has been created specifically to recognise those who have tackled a humanitarian crisis and reflects the highly dangerous environment that workers were required to enter.

Work with the University of Stirling, which has led to the development of ground-breaking mental health care, was recognised at the 2015 Student Nursing Times Awards. The Awards celebrate the very best in nurse education, and the two organisations – sole Scottish winners – received the Partnership Award for work to improve education in the field of Psychological Trauma-informed Care.

Thanks to the hard work of staff across the organisation, NHS Forth Valley successfully retained its Investing in Volunteers Quality Award, which recognises ongoing commitment to developing and supporting the work of volunteers across the organisation. Investing in Volunteers (IvV) is the UK quality standard for all organisations which involve volunteers in their work.
September 2015 also saw the first intake of Modern Apprentices as part of an exciting new partnership with Forth Valley College. Fourteen young people were selected for the year long business and administration programme which involves placements in a number of departments across the organisation including public health, medical records and finance. Several of the apprentices have already secured permanent jobs with the health board and there are plans to expand the programme to offer training and work experience opportunities to even more young people.

Brooke Horsburgh was one of the first Modern Apprentices and has now secured a permanent job with NHS Forth Valley

Following an inspection in 2015, the Clackmannanshire Integrated Mental Health Service successfully retained its Customer Service Excellence (CSE) accreditation. The inspection report describes the joint service, which is provided by NHS Forth Valley and Clackmannanshire Council, as impressive and a model of excellence.

The midwifery team at Forth Valley Royal Hospital were delighted to be announced as the winners of the Best Start Leadership Programme at an event held by NHS Education Scotland, to celebrate the success of Midwives and Looked after Children’s nurses in Scotland.

Musical Moments

NHS Forth Valley is fortunate to have two staff choirs who take part in a wide range of events and activities across Scotland to entertain colleagues, patients and visitors. In October 2015, the Midwives Choir were invited to perform at a service of celebration at St Giles Cathedral in Edinburgh to celebrate the centenary of the introduction of the Midwives Act in Scotland. This was followed by a reception in Edinburgh City Chambers where the Choir sang again. NHS Forth Valley’s Nurses Choir also had a busy year performing at a number of professional and social events and raising money for a number of good causes including Children in Need and Playlist for Life.
A national trainee survey conducted by the General Medical Council (GMC) during the year named NHS Forth Valley as one of the top places in the UK for junior doctor training. The survey asks trainee doctors on the foundation programme (a two year training programme for doctors who have just graduated from medical school) across the country to rate the quality of their training. NHS Forth Valley featured in the top ten in seven categories, and came first in the UK for ‘Induction for new Foundation doctors’ and second place for ‘Educational Supervision’.

Foundation Year doctors Peggy Chua and Tom Aitken (pictured above) praised the support they received from staff at Forth Valley Royal Hospital and the quality of the teaching sessions provided. Many staff from across NHS Forth Valley, including nurses, resuscitation and skills trainers and colleagues from human resources, assist with the running of the foundation programmes for junior doctors and have contributed to this success.
Workforce Information

The number of staff employed by NHS Forth Valley increased by 238 during the year and work continued to review the number and type of staff employed to ensure that we have right staff, with the right skills, in the right locations, to meet the needs of local patients.

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Hospital Services</th>
<th>Community Services</th>
<th>Corporate Services</th>
<th>NHS Forth Valley</th>
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<tbody>
<tr>
<td></td>
<td>Number of Staff</td>
<td>WTE*</td>
<td>Number of staff</td>
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<td>Administration Services</td>
<td>522</td>
<td>433.07</td>
<td>225</td>
<td>173.97</td>
</tr>
<tr>
<td>Allied Health Professions</td>
<td>300</td>
<td>238.21</td>
<td>283</td>
<td>214.89</td>
</tr>
<tr>
<td>Health Science Services</td>
<td>181</td>
<td>153.52</td>
<td>10</td>
<td>6.17</td>
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<tr>
<td>Medical &amp; Dental</td>
<td>442</td>
<td>410.31</td>
<td>114</td>
<td>80.46</td>
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<td>Medical &amp; Dental Support</td>
<td>36</td>
<td>31.76</td>
<td>64</td>
<td>52.17</td>
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<tr>
<td>Nursing &amp; Midwifery</td>
<td>1389</td>
<td>1208.87</td>
<td>800</td>
<td>702.41</td>
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<tr>
<td>Nursing &amp; Midwifery (Unqualified)</td>
<td>629</td>
<td>533.04</td>
<td>296</td>
<td>252.06</td>
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<tr>
<td>Other Therapeutic</td>
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<td>73</td>
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</tr>
<tr>
<td>Personal &amp; Social Care</td>
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<td>3</td>
<td>2.03</td>
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<tr>
<td>Support Services</td>
<td>34</td>
<td>20.67</td>
<td>7</td>
<td>4.91</td>
</tr>
<tr>
<td>Overall</td>
<td>3540</td>
<td>3033.81</td>
<td>1874</td>
<td>1543.72</td>
</tr>
</tbody>
</table>

* This table shows the total number of staff employed in each category however, as some staff work part-time, the corresponding number of full-time (or whole time equivalent WTE) posts is also shown for comparison.
A consultant with NHS Forth Valley, whose family have both donated and received organs for transplant, appealed to local people across Forth Valley to join the organ donor register.

Dr Helen Tyler, who works in the Intensive Care Unit at Forth Valley Royal Hospital, says the death of her cousin helped save the life of a 19 year old. Her father in-law also benefitted from two kidney transplants. Helen spoke about her own personal experience in an effort to encourage more people in join the Organ Donation Register as, although around 37% of the local population has signed up, this is still lower than the national average of 40%.

NHS Forth Valley staff showed their support for the ‘Hello, my name is’ campaign to highlight the importance of staff introducing themselves to patients. Launched in 2013 by Dr Kate Granger, a hospital doctor in Yorkshire who was treated for terminal cancer, the campaign began when she noticed during several hospital visits and admissions that many staff did not introduce themselves, leaving her and her family without a human connection. It aims to highlight that a simple introduction is an essential part of care, making patients, families and staff feel welcome in unfamiliar surroundings and situations. The campaign has many celebrity endorsers including Ford Kiernan and Kaye Adams (pictured right with Director of Nursing Prof Angela Wallace and Chief Executive Jane Grant).

The Family Nurse Partnership programme, which is designed to help first time parents aged 19 and under give their babies a healthier start in life, celebrated its first birthday. The scheme has helped more than 100 teenage mums across Forth Valley since it was established and uses a wide range of aids and resources to provide childcare advice. These include tiny ‘babies’ Millie, Josh and Emma which nursing staff use during home visits to demonstrate a variety of tasks including the handling of new babies, bathing and play. Other aids used are foetal dolls at 12, 16, 22 and 30 weeks sizes to give pregnant women guidance on how their baby is developing – a move the team say is extremely popular.
Therapet Oscar cheered up staff and patients during a visit to Stirling Community Hospital. The four year old Tibetan terrier was accompanied by owner Claire Jones, as part of a new initiative designed to bring comfort and happiness to people in hospital. Patients were able to pamper and pet Oscar, and even feed him a little treat too! Research has shown that stroking animals relieves anxiety, slows down the heartbeat and reduces blood pressure. Oscar and Claire volunteer with Canine Concern Scotland, a Charitable Trust which runs the Therapet scheme. All dogs undertake training as part of the service, to make sure they are suitable for the task.

A hospital league of friends, which raised tens of thousands of pounds for Clackmannanshire patients, bowed out after 50 years of fundraising. The league decided to call it a day as their membership had fallen steadily over recent years and they had been unable to recruit new members. They are pictured handing over their final cheques of £4,200 each to Wards 1 and 2 at Clackmannanshire Community Healthcare Centre.

Dr Dan Beckett, a Consultant Acute Physician at Forth Valley Royal Hospital, cycled from Larbert to London to help raise awareness of Sepsis. The life-threatening condition is caused when the body’s immune system overreacts to infection. It is an unpredictable condition that can strike at any time, without warning, and kills more people in the UK than bowel, prostate and breast cancers combined. Rapid diagnosis and treatment are critical to survival. The cycle teams – who cycled from Scotland, Swansea, Essex, Lincolnshire, the West Midlands and Somerset – included healthcare professionals on the frontline against sepsis, survivors, and those who have lost loved ones to the disease.
October 2015 – Supporting People with HIV

Waverley Care, Scotland’s HIV and Hepatitis C charity, launched its Forth Valley African Health Project. The project aims to raise awareness of HIV and reduce transmission of the virus by working closely with African communities across the region. Alongside providing information on HIV prevention and promoting testing, the charity also provides specialist support to help those with the condition live life to the full.

November 2015 – Preparing for Winter

A new winter campaign got off to a flying start with the help of some owls at the Little Critters centre in Stirling. The ‘Be Health-Wise this winter’ campaign highlighted where people could access local health treatment and advice over the festive period. Local Forth Valley Pharmacist Sarah Todd and Dr Stuart Cumming, NHS Forth Valley’s Associate Medical Director for community health services, joined forces with real life wise owls from the Bird of Prey centre to help raise awareness of the campaign.

December 2015 – Remembering Loved Ones

A special copper memory tree for families who have been affected by a lost pregnancy, stillborn or death of a child or infant was unveiled in the Spiritual Care Centre at Forth Valley Royal Hospital. Local people now have the opportunity to have a metal ‘leaf’ placed on the branches of the tree in remembrance of their loss. The leaves can be returned as a keepsake, should the family wish. The Bereavement Team also created a new online remembrance page called little stars which is available on the Bereavement section of the NHS Forth Valley website.
January 2016 Knitting for Babies

Prisoners and staff at Cornton Vale had a busy New Year, knitting hats to help keep newborn babies warm.

The beautiful woollen hats were knitted by members of the prison’s Knit and Natter group who decided to donate them to the hospital after being approached by Lyn Donnelly, an NHS Forth Valley Healthcare Assistant based at Cornton Vale, who works closely with the prison’s education department. Research shows that keeping newborns warm is paramount to the baby’s wellbeing, and wool is a far better insulator than any cotton product. A number of other local knitting groups and individual knitters across Forth Valley regularly donate hats and other knitted clothes to the maternity unit.

February 2016 – Raising Awareness of Cancer

Staff across Forth Valley showed their support for the wee c campaign in a bid to reduce fear around the disease and boost survival rates. Thanks to earlier detection, research breakthroughs and treatment advances, more people are surviving cancer than ever before. It’s hoped that the campaign will encourage people to present with potential signs and symptoms sooner rather than later, and attend screening when invited.

March 2016 – Promoting Playlist for Life

Families across Forth Valley caring for a relative or friend living with dementia were encouraged to try the ‘Playlist for Life’ initiative at home. The project sees people living with dementia create a playlist of music which has been meaningful in their life. This could be songs from a wedding, a film or a favourite song from their childhood. The project, which is used in a number of local care homes and hospitals, can help alleviate symptoms such as anxiety and agitation, reducing the need for medication as well as helping people to reconnect with those around them.
Gathering Feedback

NHS Forth Valley gathers feedback and suggestions from patients and service users using a wide variety of methods. These include weekly inpatient surveys which are carried out to find out the views of hospital patients on a wide range of issues, patient stories, complaints, online feedback received via emails, twitter (@nhsforthvalley), Facebook (www.facebook.com/nhsforthvalley), the NHS Forth Valley website (www.nhsforthvalley.com) and Patient Opinion (www.patientopinion.org.uk) – an independent website where patients can share their experiences of healthcare and health services. During the year, a new feedback card was introduced to help increase feedback from patients, families and carers. This is widely available in wards and clinics across Forth Valley and a separate version has also been designed for the children’s ward.

“Big thanks”
@NHSForthValley pls say a very big thanks from my mum after a recent stay in ICU and cardiology – staff were kind and caring throughout.

Posted on twitter from @davidgrindlay

“Great Job”
Want to thank all in the AAU and especially those in AAU3 for the care given to my dad over the past couple of days, you guys do a great job under terrible constraints. again thank you.

Yvonne via NHS Forth Valley’s Facebook page
Making Improvements

Feedback from patients and their families is used to identify improvements and a number of changes were made during the year as a direct result of the new feedback cards. These include alternations to the room layout within the breast clinic to suit patient needs and changes to the patient buzzer system to help patients have a restful night’s sleep without being disturbed by the sound of loud buzzers. Focus groups for patients who have undergone colorectal surgery have been introduced and alarm clocks are now being used in inpatient areas to help remind patients with Parkinson’s to take their medication.

A number of changes have also been made to improve support for people with dementia. These include the introduction of coloured drinking tumblers in inpatient wards as there is evidence that people with memory or sensory impairments, including those with dementia, drink more juice or water if it is served in a coloured tumbler rather than a clear one. In addition, ‘Twiddle Muffs’ were introduced to a number of care of the elderly wards to provide a source of visual, tactile and sensory stimulation as well as keep hands snug and warm. These knitted muffs, which are made by volunteers, have items such as buttons, ribbons, beads and different fabrics attached and are particularly helpful for people with dementia who are sometimes restless and like to have something to do to keep their hands occupied.

In September 2015, a new Person Centred Care Strategy was approved, which sets out a wide range of actions and activities to improve the experience of local patients across Forth Valley. A delivery plan has been developed to support the strategy and recent changes include additional education and training on end of life care, improved information on aftercare for patients undergoing an endoscopy and the use of a ‘Tree of Me’ initiative which helps patients to identify the things which are most important to them and any issues they are concerned about.

Learning from Complaints

Although the majority of feedback is positive, it is recognised that our staff and services don’t always get it right. When, however, things do go wrong or problems arise it is important to address these issues at an early stage and learn from what has happened to help prevent similar issues arising in the future. One of the key ways to do this is to examine and learn from the complaints we receive. During 2015/16 a total of 1047 complaints were received - a slight increase on the 2014/15 total of 1017. This was primarily due to an increase in the number of complaints received from prisoners, however, complaints relating to hospital services reduced by just over 10% during the period. All complaints received were acknowledged in three workings days and just over 85% received a response within 20 days. Each complaint is thoroughly investigated and action is taken, where appropriate, to address any issues identified and ensure lessons are learned. Key themes during 2015/16 included clinical care and treatment, staff communication and staff attitude and behaviour. Ongoing work is underway to address these issues including staff training and development using patient stories and feedback, meeting with patients and families at an early stage to address their concerns and a review of the process for dealing with healthcare related complaints from prisoners.

Frontline staff are also closely involved in the complaints process and the outcome of any investigations are shared with them to support ongoing education, learning and development. In addition, feedback and learning from complaints is shared with senior staff and discussed at a number of key meetings and committees across the organisation.

<table>
<thead>
<tr>
<th>Number of complaints received</th>
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</thead>
<tbody>
<tr>
<td><strong>Year 2014/15</strong></td>
</tr>
<tr>
<td>Hospital Services</td>
</tr>
<tr>
<td>Community Services</td>
</tr>
<tr>
<td>Prison Health Services</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
While NHS Forth Valley's overall performance has remained largely positive throughout 2015/16 there have been challenges in meeting waiting times targets in a number of areas. A summary of our performance against a number of key targets is outlined below and more detailed information is contained in the regular Performance Reports discussed at every Board meeting.

Antenatal Care

At the end of March 2016 more than 95% of pregnant women in Forth Valley had arranged antenatal care by the 12th week of their pregnancy, ahead of the 80% national target. Early access to antenatal services helps improve the health of pregnant women and their unborn children and reduce harm associated with smoking, alcohol and drugs.

Stroke Care

Performance against a number of key targets for treating patients who have experienced a stroke improved during 2015/16. For example, 92% of patients in Forth Valley admitted to hospital with a diagnosis of stroke were admitted to a stroke unit within a day against a national target of 90% and all stroke patients had a CT scan within 24 hours of being admitted to hospital.

Delayed Discharges

Reducing the number of patients who are delayed in hospital when they are well enough to be discharged continued to be a challenge throughout the year. The target is to ensure that no patients wait more than 14 days to be discharged from hospital to a more appropriate care setting, once treatment is complete. However, in March 2016, 19 patients were delayed in hospital by more than 14 days. Work continues to improve discharge arrangements for patients who may require additional care and support at home and this has been identified as a key priority for the new Integration Joint Boards which have been set up to oversee the work of the two Health and Social Care Partnerships in Forth Valley.
Absence Levels

Staff absence levels improved and, for most of the year, the rates in NHS Forth Valley remained just below the Scottish average at 5.11%. Efforts continue to work towards meeting the 4% national target.

Emergency Care

Although performance against the Emergency Department waiting times target, which aims to ensure 95% of patients are seen, treated and either admitted or discharged within four hours, continued to vary during the year, our overall performance increased from 90.5% in 2014/15 to 93% in 2015/16 with a reduction in the number of patients waiting more than 8 or 12 hours.

Timely Treatment

The target to ensure 90% of patients wait no more than 18 weeks from the time they were referred to the start of their treatment was achieved for seven consecutive months during 2015/16. NHS Forth Valley also performed well against the Treatment Time Guarantee (TTG) which aims to ensure, once plans have been agreed, all patients start their inpatient or daycase treatment within 12 weeks. This was achieved for almost 99% of patients during 2015/16 compared to 94% for the rest of Scotland. Meeting this key target has become increasing more challenging and there was also a rise in the number of patients waiting over 12 weeks for a first outpatient appointment. Plans have therefore been developed to address capacity and sustainability issues in a number of specialties to help reduce waiting times for outpatient treatment. Over the last year, significant investment was made to expand child and adolescent mental health services and increase capacity within psychological therapies. Despite this, performance remained variable throughout the year, mainly due to a significant increase in referrals. Priority continues to be given to patients with the longest waits and work is underway to redesign these services and recruit additional staff.

Ensuring patients with cancer are treated as quickly as possible remains a key priority and, although at the end of March 2016, NHS Forth Valley exceeded the target for ensuring patients with cancer are treated within 31 days of the decision to treat (98% against a 95% target) performance for the 62 day target (which aims to ensure patients with suspected cancer are treated within 62 days from the date they were referred) was 90% against the 95% target. Work is underway to look at ways of reducing potential delays at each stage of treatment.

The first part of the year saw notable progress with the elective programme. The 90% Referral To Treatment (RTT) target was achieved for seven consecutive months and significant reductions were seen in patients waiting over 12 weeks. TTG performance remained strong at over 99% for the majority of the period. However, over the winter months into last quarter of 2015/16, there has been an increasing challenge in some key specialties. There has been a rise in the number of TTG breaches with the specialties of Orthopaedics and ENT accounting for the majority of these.

Preventing Infections

There was a continued reduction in hospital acquired Staphylococcus aureus bacteraemia (SABs), with no cases linked to Peripheral Vascular Cannula insertion since July 2015 following the introduction of steps to help prevent infections which can arise when these small tubes are inserted into a vein to help administer medication or take blood samples. Local rates of Clostridium difficile infections (CDI) were also below the national target.
Key Activity

During 2015/16, patients across Forth Valley attended more than 680,000 outpatient sessions with local doctors, nurses and allied health professionals. There were more than 80,000 attendances at the Emergency Department at Forth Valley Royal Hospital and almost 16,000 attendances at the Minor Injuries Unit at Stirling Community Hospital. Staff delivered more than 3,000 babies and more than 60,000 operations or daycase procedures took place during the 12 month period.

<table>
<thead>
<tr>
<th></th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
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<tbody>
<tr>
<td>New Consultant Outpatient Attendances (all specialties except A&amp;E)</td>
<td>68,822</td>
<td>73,112</td>
<td>72,922</td>
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<tr>
<td>Return Consultant Outpatient Attendances (all specialties except A&amp;E)</td>
<td>148,791</td>
<td>146,671</td>
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<tr>
<td>Total Consultant Outpatient Attendances</td>
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<td>Nurse-Led Clinics - Total Attendances</td>
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<td>101,190</td>
<td>115,586</td>
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<td>Allied Health Professionals - Total Attendances (Inpatients and Outpatients)</td>
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<td>310,568</td>
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<td>GP Out of Hours - Total Activity</td>
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<td>50,616</td>
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<td>Total Inpatient Episodes (All Acute Specialties)</td>
<td>49,272</td>
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<tr>
<td>Total Day Case Episodes (All Acute Specialties)</td>
<td>9,585</td>
<td>9,335</td>
<td>9,827</td>
</tr>
<tr>
<td>Total Inpatient/Day Case Episodes (All Acute Specialties)</td>
<td>58,857</td>
<td>59,725</td>
<td>59,484</td>
</tr>
<tr>
<td>Emergency Department - All Attendances</td>
<td>76,835</td>
<td>78,644</td>
<td>80,699</td>
</tr>
<tr>
<td>Minor Injuries Unit Attendances</td>
<td>14,884</td>
<td>14,823</td>
<td>15,903</td>
</tr>
<tr>
<td>Number of Births</td>
<td>3,220</td>
<td>3,182</td>
<td>3,146</td>
</tr>
</tbody>
</table>

Financial Performance

Significant work was undertaken throughout the year to meet key financial targets for 2015/16. This included the development and implementation of an organisational-wide savings programme. As a result, the Health Board achieved a small surplus at the end of March 2016.

Significant investment was made during the year to ensure local NHS facilities and medical equipment is well maintained and continues to meet the needs of local patients and staff. Around £1.75m was allocated to replace or upgrade medical equipment and items purchased during the year included a new state-of-the-art orthodontics scanner which allows impressions to be taken digitally, endoscopy equipment, dialysis machines ultrasound scanners and blood pressure monitors.

Capital funding was also used to refurbish a number of healthcare facilities across Forth Valley. This included the Woodlands Resource Centre at Falkirk Community Hospital and accommodation for staff who relocated from leased accommodation in Stirling town centre to refurbished facilities on the Falkirk and Stirling Community Hospital sites.

Annual accounts for 2015/16 will be published on the NHS Forth Valley website (www.nhsforthvalley.com) after they have been laid before parliament in Autumn 2016.
Board Members 2015/16

Mr Alex Linkston
Chairman

Mr James King
Vice-Chair
(From 1st May 2014)

Mrs Jane Grant
Chief Executive

Dr Allan Bridges
Chairman Area Clinician Forum

Dr Stuart Cumming
Chairman CHP Professional Committee

Dr Graham Foster
Director of Public Health and Strategic Planning

Miss Tracey Gillies
Medical Director

Mr Tom Hart
Employee Director

Mrs Helen Kelly
Director of Human Resources

Mrs Fiona Ramsay
Director of Finance

Prof Angela Wallace
Director of Nursing