

T: 0131-244 2790
E: dghsc@gov.scot

Jann Gardner
Chief Executive
Golden Jubilee National Hospital
Beardmore Street
Clydebank
G81 4HX

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Dear Jann

Golden Jubilee: ANNUAL OPERATIONAL PLAN 2019/20

Thank you for submitting your Annual Operational Plan (AOP), setting out your operational priorities and key actions for 2019/20. May I take this opportunity to thank you and your team for all the hard work that has gone into the preparation of the AOP over the last few months.

As detailed in the guidance we issued in February 2019, the AOP is intended to support NHS Boards and their partners to deliver safe, effective and accessible treatment and care, and provides the basis on which the Scottish Government will hold Boards to account for their contribution over the year to delivering the Cabinet Secretary's priorities including waiting times improvement; investment in mental health; and achieving greater progress and pace in the integration of Health and Social Care.

In responding to your AOP, I would like to take the opportunity to reinforce the importance of adopting a whole system approach to implementation. This will necessitate a clear focus on interagency and integrated working with your key partners and stakeholders across the health and care system, always maintaining the primacy of patient safety as an underpinning principle.

We recognise that this is essentially a one year plan, focusing on 2019/20 at this stage. For next year, we will want to move to align the AOP with the three year planning horizon set out in the Medium Term Financial Framework to ensure that we have clear visibility of the significant change processes that are underway across the system and to ensure that AOPs fully support and reflect the service reform agenda. We welcome your willingness to play an active part in this process with regard to the role of National Boards and will be in touch with you over the next few months to take forward this development process.

Your financial plan sets out an indicative breakeven position in each year of the three year planning cycle to 2021-22, along with detail of your planning assumptions and approach. We are content to approve the plan, with the expectation that the Board delivers breakeven in 2019-20. We will use the three-year finance plan as the basis of our discussions with you throughout 2019-20 and into future years.

In view of this, following the first quarter of the financial year, we will be asking for an update on the financial position, including progress in the identification and delivery of savings. We will further discuss the specifics of what is required, including timescales, with your Director of Finance.

As previously stated, the finalised signed off AOP will be used as the basis for engagement with the Board over the coming year, we look forward to working with you to deliver on-going improvement of safe and accessible treatment and care.

You will wish to note the more detailed feedback on specific policy areas which is set out in the paragraphs below and take appropriate action.

1. Elective Waiting Times

The AOP was well laid out and easy to read and contained a lot of narrative on your seven strategic priorities. Whilst milestones for 2019/20 have been listed, there perhaps could be a more explicit indication of the actions required to meet these and it would be helpful if these could be better drawn out. Going forward it would be helpful to see more within the plan about the direct support the Golden Jubilee is providing to the delivery of the WTIP, especially as the Golden Jubilee is managing resources on a national basis. This includes the development of the Stracathro Regional Treatment Centre which is being supported by the Golden Jubilee, as well as overseeing the process of the national contract with the Independent Sector, specifically for outsourcing.

The AOP is intended to be read as an action plan rather than a statement of intent. You have included in the document specific outcomes linked to expansion and it would be good to see this approach adopted for other aspects of the Board's priorities for the year.

2. Cancer Waiting Times

The Golden Jubilee is responsible for achieving the 31 day standard (predominantly for lung cancer patients), and we commend the Board as the latest Q4 2018 performance was 100% and look forward to you continuing this over the next year.

3. Healthcare Associated Infections

Scotland has made significant improvements over the last decade in terms of reducing overall hospital infection rates. Despite this progress, reducing Healthcare Associated Infections (HCAs) and containing Antimicrobial Resistance remains a constant challenge and a key priority for the Scottish Government.

Prevention of infection has a key role to play. As boards are aware, the National Infection Prevention and Control Manual (NIPCM) is mandatory for NHS Scotland and considered best practice in all other care settings. It ensures that the assessment, reporting and escalation of infection outbreaks and incidents is robust. It is therefore expected that the NIPCM is fully embedded and implemented in all infection prevention and control practices and procedures and that boards are assuring staff compliance with the NIPCM, using a quality improvement approach.

There has recently been a heightened focus on the risk of infection posed by the built healthcare environment and there are lessons to be learned following HCAI incidents and outbreaks over the past 12 months. On 8 March, the DG Health and Social Care (DGHSC) and Chief Executive of NHS Scotland wrote to NHS Board Chairs requesting confirmation that all relevant aspects of the requirements and recommendations contained in the report published by Healthcare Improvement Scotland, following the unannounced inspection of the Queen Elizabeth University Hospital, are implemented as standard practice.

We therefore ask that you ensure these requirements and recommendations are implemented and that any further findings and learnings are incorporated into your plans going forward; with particular focus on new builds and refurbishment of existing builds and compliance with the relevant Health Technical Memoranda issued by Health Facilities Scotland.

4. Golden Jubilee Expansion

GJNH is at the forefront of planning around Elective Centres in Scotland. I know that you are working to deliver to the agreed date and I look forward to that being achieved.

5. Training Academy

It was pleasing to see the comment that 'GJH has partnered with NES...to scope capacity and demand, design education programmes which can be run at pace and scale' as our interest stems around the NHS Scotland Academy (page 12) and then Strategic Priority 4; Gaining Teaching Hospital Status & Academic Centre of Excellence with the NHS Training Academy again featuring heavily.

I would like to emphasise that NES should be a key partner and should remain so throughout this strategic priority due to their role in medical teaching and education and placement of trainees in appropriate training programmes. NES expertise in this domain will ensure new initiatives e.g. 'accelerate learning pathways' will be complimentary to existing training programmes and therefore not adversely impact on required trainee curricular outputs.

6. Finance

I am aware that the GJNH is working with other National Boards to deliver your part of the £15 million National Boards' efficiency saving. This to be fully developed in collaboration with your National Board partners by the end of June 2019. It is therefore essential that planning assumptions be aligned across National Boards and with the approach agreed by the National Boards' Directors of Finance Group.

Following the first quarter of the financial year, officials will seek an update on the financial position, including progress in the identification and delivery of savings.

May I take this opportunity to thank you for your contribution to the work of NHSScotland and positive collaboration with Scottish Government in the past year where you have led the way on many innovative and exciting developments.

If you have any questions about this letter, please contact Frank McGregor in the Performance and Delivery Directorate in the first instance (Frank.McGregor@gov.scot)

Yours sincerely

A handwritten signature in black ink, appearing to read 'Malcolm Wright', with a stylized flourish at the end.

Malcolm Wright
Director General for Health & Social Care and Chief Executive of NHSScotland