

Meeting	Discussion Content
5 th July	Scheduling & Pre-Operative Assessment Processes
6 th July	Improvement approach to a project
10 th July	Realtime Schedule Tool
10 th July	Advice and Guidance on Variability Methodology
12 th July	Project reporting / project update
17 th July	Smoothing Session as part of improvement project
17 th July	Providing advice and guidance on Variability Methodology
19 th July	Seeking an understanding of Pre-Operative Assessment Processes
19 th July	Process issues with Re-engineering Theatre Project
20 th July	Seeking advice on Lung Cancer Pathway for National Team
24 th July	Understanding of Orthopaedic Pre-Operative Assessment Pathways
24 th July	Re-engineering Theatre project
28 th July	Emergency C-section data
28 th July	Project Progress and Next Steps
31 st July	Introduction to Variability Methodology and structure of the project
31 st July	Progress against project plan and next steps
31 st July	Project Team Meeting covering Variability Methodology for Re-engineering Theatres (Emergency Surgery) and Smoothing In-Patient Flow.

NHS DIRECTORS OF FINANCE MEETING - AGENDA

Thursday 27 July 2017 10.00 – 15.00

Fettes Suite, Scottish Health Service Centre

		Time
1.	Introduction, apologies, minutes and actions from last meeting	Chair
2.	SG Update	Chair

Coffee will be available from 11.00

3.	Board Updates	Various	11.15 – 12.00
	<ul style="list-style-type: none">• Regional Planning• Capital• Sustainability and Value		
4.	Information updates	Chair	12.00 – 12.15
	<ul style="list-style-type: none">• Aseptic Dispensing Programme• Effective Prescribing Update• FHS Execs• Other		
5.	Audit Scotland – Overview Report	Claire Sweeney / Kirsty Whyte	12.15 – 13.00
6.	Any other business		

Lunch will be available from 13.00

Date of future meetings:

14 September 2017	Fettes Suite, Scottish Health Service Centre - <i>Scottish Economic Strategy</i> - <i>Elective Strategy Update (Margaret Duffy)</i>
26 October 2017	HFMA Conference, Golden Jubilee Conference Hotel
7 December 2017	Fettes Suite, Scottish Health Service Centre

From: [REDACTED]

Sent: 03 July 2017 13:52

To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Subject: 2017-18 Month 2 / May 2017 Financial Position - action required

Directors of Finance,

As the formal Financial Performance Reporting for Boards commences from Q1 onwards, we are carrying out a high level month 2 exercise to give us an early understanding of NHS Scotland's financial position.

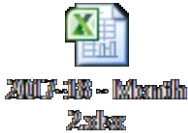
This is in advance of other scheduled submissions:

- As noted in the LDP response letters to Boards in May, following the first quarter of this financial year you should submit an update of your savings plans which provides assurance on progress in identifying and delivering those savings. This should also include an update on progress made in relation to the sustainability and value programme. Taking into account feedback from Boards on a reasonable timescale for completing this review, this should be submitted **no later than Friday 18 August 2017** and will be followed up formally as part of an in-year review meeting to happen in either September or October. We will be back in touch shortly to provide further guidance on the format this update should take.
- The Template and Guidance for the 2017-18 Financial Performance Returns (FPRs) will be issued this week, with the first return due on **Wednesday 19th July** at 12 noon.

In relation to NHS Scotland's financial position to 31st May 2017, I attach a short table, which I would ask you to **complete and return to me by close on Monday 10th July**.

The excel template requests month 2 revenue outturn and savings achieved as at 31st May 2017 as well as savings identified, with reference to the 2017-18 financial LDP submitted. (Cells will populate when your Board name is selected). There is also a June 2017 trajectory indicator to assess if your Board is on track, please select either 'Yes' or 'No'. There is also a text box to provide commentary as appropriate. This may cover, for example, key drivers of the revenue position; reasons for any overspend; any new risks and issues arising and potential impact on forecast outturn; updates on identified savings plans; the savings risk profile and progress on unidentified savings or financial gap.

If you have an existing finance report for month 2, it would also be helpful if you could share this with us.



Please return this template **by close of business on Monday 10th July** to

If you have any queries please contact me directly.

Kind regards,

[Redacted] | External Financial Performance | Health Finance and
Infrastructure | Directorate for Health Finance
The Scottish Government | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [Redacted]

My working pattern is Monday to Wednesday

From: [Redacted]
Sent: 03 July 2017 11:00
To: [Redacted]
Subject: RE: Financial reporting project - meeting 3 July - conference call details & please let me know if you attending in person

Hi [Redacted] I will still attend in person

[Redacted]
Financial Accounting
[Redacted]

The Finance Department are working to improve our Customer Service, please let us know what we can do to help you

From: [Redacted]
Sent: 03 July 2017 10:58
To: [Redacted]
Subject: RE: Financial reporting project - meeting 3 July - conference call details & please let me know if you attending in person

Good morning [Redacted]

I've only had one other person advise that they intend to attend in person so I've let them know that they may wish to avoid a journey and dial in instead. I expect that the meeting won't last for the full booking either. If you still wish to attend in person/ have already left then, of course, that's fine, but if you've not already left it may be preferable to dial in for this meeting. Could you confirm please?

Many thanks,

From: [REDACTED]
Sent: 03 July 2017 10:54
To: [REDACTED]
Subject: RE: Financial reporting project - meeting 3 July - conference call details & please let me know if you attending in person

I am attending in person

[REDACTED]
Financial Accounting
[REDACTED]

The Finance Department are working to improve our Customer Service, please let us know what we can do to help you

From: [REDACTED]
Sent: 03 July 2017 09:59
To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Subject: Financial reporting project - meeting 3 July - conference call details & please let me know if you attending in person

WARNING: This email originated from outside of NHS Borders. Do **NOT** click any links or open any attachments unless you are **COMPLETELY** sure they are safe. **Be aware that the sender's address could be forged.**

Good morning all,

Conference call details for this afternoon's meeting are as follows:
Telephone number to use – 08003767983
Conference code: - 8679022391, followed by #.

If anyone is coming to SAH to attend in person, please let me know by 11am so that I can arrange for the required security forms to be completed.

Kind regards,

[REDACTED]
From: [REDACTED]
Sent: 30 June 2017 08:58
To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Cc: [REDACTED]
Subject: financial reporting project - meeting on 3 July

All

I'm pleased to let you know that [REDACTED] baby arrived this week – a baby girl called [REDACTED]. I got a text yesterday to let me know that they're all well and back home now.

Florence's early arrival however was not quite in line with the year-end plans, and was just before [REDACTED] handover of project and year end accounts work!

In terms of the accounts project work from the notes of the last meeting in May, the action was to give further review to the income and expenditure notes for the proposed revisions to the financial statements. The attached documents have been updated and set out the current proposed format for consideration by the group.

I have been in touch with Gerry, and agreed that it would be good to go ahead with a short meeting on Monday to review the current position and intention for updates to template and manual etc for 2017-18. T

Details of VC will follow on Monday morning.

Thanks

Directorate for Health Finance |
Scottish Government | Floor BR | St Andrew's House | Regent Road | Edinburgh EH1 3DG | Tel:

From:

Sent: 04 July 2017 09:19

[illegible]

[REDACTED]

Dear All,

Enclosed is the Financial Performance Return (FPR) Template for the 2017-18 financial year and associated guidance document.



The first return for the period to 30th June 2017 is due by **12 noon on Wednesday 19th July** and should be submitted to the FPR website as normal. The full timetable is in the guidance but I have copied it below for quick reference:-

<i>Return covering the period ending:</i>	<i>Due to SGHSCD by 12 noon on:</i>
30 June 2017	19 July 2017
31 July 2017	17 August 2017
31 August 2017	20 September 2017*
30 September 2017	18 October 2017
31 October 2017	17 November 2017
30 November 2017	20 December 2017*
31 December 2017	19 January 2018*
31 January 2018	19 February 2018
28 February 2018	19 March 2018
31 March 2018 (March allocation letter)	23 April 2018*
31 March 2018 (revised March allocation letter)	30 April 2018

**Dates adjusted to allow for Public holidays*

All registered users of the FPR website have also been copied on this message – **please let me know of any changes or updates to access required.**

The website can be accessed here:

<http://www.financialreporting.scot.nhs.uk/login.aspx>

If you have any queries regarding the template, guidance or website, then please contact me,

Kind regards,

[REDACTED]

[REDACTED] External Financial Performance | Health Finance and
Infrastructure | Directorate for Health Finance
The Scottish Government | St Andrews House | Regent Road | Edinburgh | EH1 3DG [REDACTED]
[REDACTED]

My working pattern is Monday to Wednesday

From: [REDACTED]
Sent: 04 July 2017 09:37
To: [REDACTED]
Subject: RE: 2017-18 Financial Performance Return (FPR) Template & Guidance

Thanks for letting me know [REDACTED], I'll remove you from this list and your website access.
[REDACTED]

From: [REDACTED]
Sent: 04 July 2017 09:32
To: [REDACTED]
Subject: RE: 2017-18 Financial Performance Return (FPR) Template & Guidance

Hi [REDACTED]

I have escaped the world of finance, please can you remove me from any mailing lists etc?

Many thanks,

[REDACTED]
[REDACTED]
NHS Borders
East/West Community Mental Health Teams
Huntlyburn House, Melrose, TD6 9BD
[REDACTED]

From: [REDACTED]
Sent: 04 July 2017 13:40
To: [REDACTED]
Subject: RE: Directors of Finance - 27 Jul 2017 - please confirm attendance

I will be attending the meeting on 27th July

[REDACTED]
[REDACTED]
NHS Borders
Newstead
Melrose TD6 9DA
[REDACTED]

Fro

Sent: 06 July 2017 11:36

To

Subject: Financial reporting project - meeting on 3 July - follow up action by Monday 10 July

Good morning all,

Following on from the below, during Monday's project team meeting we agreed that:

i) The group would review the attached amended exemplar financial statements and provide any further feedback (in addition to that discussed at the meeting) by email to me by end of Monday 10 July 2017.

ii) [REDACTED] and I would review this feedback and update the financial statements, where required.

I will circulate meeting minutes in due course, but in the meantime, the feedback on the attached from Monday's meeting is summarised at the end of this email. If you have anything to add to this please send it to me by Monday 10 July.

Many thanks and best wishes,

- [REDACTED]
- i. Operating expenditure (note 3) – previous concerns raised on lack of FHS detail have been addressed with the addition of new lines. From discussion of the changes, further review and/or changes were identified as follows:
 - a. Are all of the lines required or is the breakdown too granular? E.g. Transport is now split over two lines.
 - b. The split between non-discretionary and unified (that was in note 5) has been lost in the new note 3. Group agreed that this split needs be added in to note 3 as columns.
 - c. A separate employee costs line has been added. The group discussed if this is a suitable approach as the admin and reporting line (previous note 6) will contain non-pay employee costs. Should the employee costs line contain both pay and non-pay employee costs? Should the employee costs line be replaced with something akin to the previous note 4? Or could the column split between healthcare activities and non-clinical services be substituted for a column split of pay and non-pay? The group agreed that this needs to be looked at further – GO'B and RR will take this forward, including consideration of any impact on the proposed amendment SOCNE.
 - ii. Group entities' primary financial statements (note 33) – should this be retained/ added back to the exemplar financial statements?

From:

Sent: 30 June 2017 08:58

To:

[REDACTED]
Cc: [REDACTED]

Subject: financial reporting project - meeting on 3 July

All

I'm pleased to let you know that [REDACTED] arrived this week – a baby girl called [REDACTED]. I got a text yesterday to let me know that they're all well and back home now.

[REDACTED] early arrival however was not quite in line with the year-end plans, and was just before Beth's handover of project and year end accounts work!

In terms of the accounts project work from the notes of the last meeting in May, the action was to give further review to the income and expenditure notes for the proposed revisions to the financial statements. The attached documents have been updated and set out the current proposed format for consideration by the group.

I have been in touch with [REDACTED] and agreed that it would be good to go ahead with a short meeting on Monday to review the current position and intention for updates to template and manual etc for 2017-18. T

Details of VC will follow on Monday morning.

Thanks

[REDACTED]
[REDACTED] | Directorate for Health Finance |
Scottish Government | Floor BR | St Andrew's House | Regent Road | Edinburgh EH1 3DG | Tel: [REDACTED]

From [REDACTED]

Sent: 06 July 2017 09:24

To: [REDACTED]

Subject: FW: Annual Accounts 2016-2017 - Significant issues that are considered to be of wider issue

Hi [REDACTED]

Please find attached assurance letter in response to the above request.

Regards

[REDACTED]
Financial Accounting
[REDACTED]

The Finance Department are working to improve our Customer Service, please let us know what we can do to help you

From: [REDACTED]

Sent: 05 July 2017 17:25

To: [REDACTED]

Cc: [REDACTED]

Subject: FW: Annual Accounts 2015-2016 - Significant issues that are considered to be of wider issue

[REDACTED]
Can you arrange for this to be submitted

[REDACTED]
[REDACTED]
NHS Borders

Newstead

Melrose TD6 9DA
[REDACTED]

Please do not print this email unless absolutely necessary-save paper

The Finance Directorate are working to improve our Customer Service, please let us know what we can do to help you.

From: [REDACTED]

Sent: 05 July 2017 16:14

To: [REDACTED]

Subject: RE: Annual Accounts 2015-2016 - Significant issues that are considered to be of wider issue

Dear [REDACTED]

Please see attached electronic version of the letter to be sent to the Scottish Government.

The original is on your desk to review.

Many thanks
[REDACTED]

NHS Borders Headquarters
Room 1 EC 6
Borders General Hospital
Melrose
Roxburghshire
TD6 9BD

Tel: [REDACTED]

From [REDACTED]

Sent: 05 July 2017 15:13

To: [REDACTED]

Subject: FW: Annual Accounts 2015-2016 - Significant issues that are considered to be of wider issue

[REDACTED]
Subject: FW: Update to NHSScotland Accounting Manuals and End of Year Arrangements

WARNING: This email originated from outside of NHS Borders. Do **NOT** click any links or open any attachments unless you are **COMPLETELY** sure they are safe. **Be aware that the sender's address could be forged.**

Dear colleagues,

Could we please have your WGA template returns as soon as possible?

Apologies if you have already sent your return – could you please resubmit ?

Kind Regards

[REDACTED]
Health Finance and Infrastructure Team
Health Directorate
Scottish Government
[REDACTED]

Please note my working days are Monday to Thursday

From: [REDACTED]
Sent: 06 July 2017 09:30
To: [REDACTED]
Subject: FW: 2017-18 Month 2 / May 2017 Financial Position - action required

Hi [REDACTED]

Please find attached completed template for May 2017 together with NHS Borders Board Report for May 2017.

Any queries please contact me

Regards

[REDACTED]
Senior Finance Manager
Financial Accounting
[REDACTED]

The Finance Department are working to improve our Customer Service, please let us know what we can do to help you

From: [REDACTED]
Sent: 06 July 2017 15:01
To: [REDACTED]
Subject: RE: WGA Return - NHS Borders

[REDACTED]

What type of receivables and payables are they? I can add them in – HMRC is on the CGA tab – row 275

Kind Regards

[REDACTED]
Health Finance and Infrastructure Team
Health Directorate
Scottish Government
[REDACTED]

Please note my working days are Monday to Thursday

From: [REDACTED]
Sent: 06 July 2017 14:56
To: [REDACTED]
Subject: RE: WGA Return - NHS Borders

Hi [REDACTED]

Just to let you know I couldn't find HMRC either, receivables £150k and payables £2,343k.

KR,

[REDACTED]
From: [REDACTED]
Sent: 06 July 2017 14:53
To: [REDACTED]
Subject: RE: WGA Return - NHS Borders

[REDACTED]
Thanks for the return – you are not the only Board to have needed to add lines. I will highlight when the returns are consolidated.

Kind Regards

[REDACTED]
Health Finance and Infrastructure Team
Health Directorate
Scottish Government
0131 244 5054

Please note my working days are Monday to Thursday

From: [REDACTED]
Sent: 06 July 2017 14:31
To: [REDACTED]
Cc: [REDACTED]
Subject: WGA Return - NHS Borders
Importance: High

Hi [REDACTED]

Please find the NHS Borders WGA return. If you have any queries please get in touch. On the bottom of the NHS Bodies – UK, I've had to add some lines which I couldn't see in the template.

Kind Regards,

[REDACTED]
[REDACTED]
Finance Directorate
Newstead
Melrose
TD6 9DA
[REDACTED]

The Finance Directorate are working to improve our Customer Service, please let us know what we can do to help you.

Please do not print this email unless absolutely necessary- SAVE PAPER

From: [REDACTED]

Se

To: [REDACTED]

Subject: 2017-18 Q1 Reviews - action required
Importance: High

Directors of Finance,

Further to the request in the LDP response letters and discussion at DoFs meeting, please find enclosed the Quarter 1 review templates. This format has been agreed with a subgroup from the Corporate Finance Network and is broadly consistent with the model used by some Boards for internal Q1 reviews.


2017-18 Q1
Review Templat...


2017-18 Q1
Review - memofi...

- The excel template includes:

1. Q1 Revenue summary and full year forecast by business unit/ directorate & pay/ non-pay (this is based on NHS Lothian's own quarterly review reporting format)
 2. Key issues and management actions identified
 3. Efficiency savings update
- The narrative template indicates the areas where we require further supporting detail, in particular in relation to Sustainability & Value programmes.

Guidance Notes:

1. Please select your Board name from the dropdown list on both the word and excel templates.
2. The templates are not 'locked' in any way and Boards are free to amend the detail of the subjective analysis on the templates (i.e. on tab 1 the excel revenue summary for business units and subjective summary) to reflect organisational and reporting structure.
3. The issues & actions sections can be expanded as necessary.
4. The efficiency savings table is aligned to the LDP & FPR presentation.

Please return the two templates by Friday 18th August 2017 to
Claire.Wilkinson@gov.scot

Thank you.

Kind regards,

[REDACTED]
[REDACTED] External Financial Performance | Health Finance and
Infrastructure | Directorate for Health Finance
The Scottish Government | St Andrews House | Regent Road | Edinburgh | EH1 3DG | [REDACTED]
[REDACTED]

My working pattern is Monday to Wednesday

From: [REDACTED]
Sent: 20 July 2017 15:53
To: [REDACTED]
Cc: NHS Board advances
Subject: FW: CASH ADVANCE

Hi [REDACTED]
Treasury will try and get this into the account today if possible ☺
Cheers
[REDACTED]

[REDACTED] Health Finance and Infrastructure [REDACTED]

From: [REDACTED]
Sent: 20 July 2017 15:39
To: [REDACTED]
Subject: CASH ADVANCE

As discussed [REDACTED]

[REDACTED]
Financial Accounting
[REDACTED]

The Finance Department are working to improve our Customer Service, please let us know what we can do to help you

From: [REDACTED]
Se
To: [REDACTED]
Subject: 2017-18 - NHS Board Supplementary - July 2017 - NHS Borders (2)

Hi [REDACTED]

Not a problem. This has now been processed and should be in the account on 26th July 2017.

Thanks [REDACTED]

[REDACTED] Health Finance and Infrastructure Tel: [REDACTED]

From: [REDACTED]
Sent: 24 July 2017 14:30
To: [REDACTED]
Subject:

Apologies again!

[REDACTED]
Financial Accounting
[REDACTED]

From: [REDACTED]
Sent: 24 July 2017 14:19
To: [REDACTED]
Subject: FW: SUPPLEMENTARY CASH REQUEST

Hi [REDACTED]

Can you please resend, think you have added extra 3 zero's on the cash form!

Thank you

Membership list of Task and Finish Groups updated at 30th June 2017

Organisation	Equipment nominee	Support in Using that Equipment nominee	Role	comments	GAPS at 30 June 2017
NHS Lothian				one or both groups. Nominated by	
NHS GGC				Nominated by	
NHS Fife				Nominated by	
NHS Forth Valley				Nominated by	
NHS Lanarkshire				Nominated by	
NHS Tayside				SSLTMN	
NHS SCTCI				Nominated by	
CALL Scotland - Education					
CALL Scotland - Education					
Camphill Blair Drummond - Education				Nominated by	
Independent Volunteer				Self	

MND Scotland				Nominated by	
RCSLT Learning Disability Network					
RCSLT CYP network					
West Dumbartonshire HSCP/council				COSLA Electronic circulation	
Borders Council				COSLA Electronic circulation	
Health/Local Authority Community Equipment	tbc	tbc			
Education	tbc	tbc			
Healthcare Scientist via CHPO	tbc	tbc			
Others who have expressed future interest in groups	June 2017				
NHS Ayrshire and Arran					

From: [REDACTED]

Sent: 03 July 2017 16:08

To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Cc: [REDACTED]
[REDACTED]

Subject: Task and Finish Groups "Communication Equipment" and "Support in Using that Equipment" Part 4 Health, Tobacco, Nicotine etc and, Care (Scotland) Act 2016



Task and Finish
Groups member...

Dear colleagues,

Thank you for nominating participants to the above task and finish groups, membership list attached. These groups will be defining the content of what is : communication equipment and support in using that equipment in the context of the **legislative directions**.

The "support in using that equipment" group convened on the 27th June, and the equipment group will convene this week on the 6th July.

It is anticipated groups will work in the short term, to deliver the content of those definitions within the next 10 weeks or so. In that time, most of this work will be completed electronically, with broad sharing of draft content with local and national networks, prior to submission to the Assisted Communications policy team for their consideration.

Once again thank you for your support in this work, should you have any questions please don't hesitate to get in touch

Kind regards

[REDACTED]
[REDACTED] Assisted Communications Team, Care, Support
& Rights Division, Scottish Government, Directorate Health and Social Care Integration.
Room GE.15, St Andrews House, Edinburgh, EH1 3DG. Tel: [REDACTED]
[REDACTED]

From: [REDACTED]

Sent: 04 July 2017 13:23

To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Subject: Hospital Scorecard - period ending Dec 2016 - AH covering letter

NHS Territorial Board Chairs
NHS Territorial Board Chief Executives
GJNH Chair and Chief Executive

Please find attached the latest Hospital Scorecard and accompanying letter from
[REDACTED]



Hospital
Scorecard - peri...



Hospital
Scorecard Jun20...

Regards

[REDACTED]
[REDACTED]
[REDACTED]
Area 2E
Scottish Government
Regent Road
Edinburgh
EH1 3DG
[REDACTED]
[REDACTED]

From: [REDACTED]

Sent: 04 July 2017 11:29

To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Cc: [REDACTED]
[REDACTED]

Subject: SCOPING OUT INTEGRATED CHILDREN'S TEAM MEETING - 6 JUNE 2017

Hi everyone

Attached is a very brief summary of our meeting and the actions points to be done before the next meeting. Please, as discussed come to the next meeting bringing this work and with copies or flip charts ready to go through it.

[REDACTED] I have copied [REDACTED] into this. Could you feedback about what we are doing to them when you can just so we can tie this into the TNR work as I circulated in the paper to you last week.

Thanks & hope this makes sense



SCOPING OUT
INTEGRATED CHL...

#hello my name is...

[REDACTED]
*Directorate for Chief Nursing Officer, Patients,
Public & Health Professions
The Scottish Government
St Andrews House
Regent Road
Room GE.16
Edinburgh
EH1 3DG*

NHS Borders – Annual Performance Review

4th July 2017

Present



Preamble

As part of CSO's annual round of activity meetings were held annually with all research active Health Boards. The purpose of the meeting was to consider the board's performance in 2016-17 against comparator boards and the national picture. It was agreed a note of discussion would be circulated along with an analysis of the overall position and that this would include any learning points which had been identified.

It was noted that while Borders was small the board was keen to extend and grow activity. Borders considers its unique selling point to be its stable population was an untapped resource in the context of family genetics. The board was also keen to explore further the potential of nodal working.

Non-commercial activity

The number of studies was static, with recruitment down by 19% from last year and down by 4% on 3 year rolling average (target: 10% increase on 3-year average); but 2015/16 recruitment was higher than usual; there had been a delay to 2 clinical trials opening in 2016/17; Borders expect to see an increase in recruitment in 2017/18.

Commercial activity

Two commercial studies opened within the year, no recruitment had been achieved in the year to those studies; current gastroenterology study more complex and not recruited as expected worldwide.

No income reported; some income from 2016/17 expected for 2 screenings will be reported in 2017/18.

Nothing to report in zero recruits; FSI and recruitment to target;

Non-commercial permissions



Commercial permissions

Other

R&D Committee minutes go to the Clinical Governance Committee and in addition are included as a standing item in the Clinical Governance report that goes direct to the Board every 2 months.

Overall Performance

CSO considers NHS Borders performance in 2016-17 was good when considered against comparable boards and the national picture.

Other Issues

The proposal to extend generic infrastructure for service support posts to the Dunfermline Group was discussed; it was noted that opportunities for GPs to become research active would be useful in NHS Borders. GW confirmed that boards could use Researcher Support funds to address this need where GPs were directly employed by the NHS or had honorary contracts.

Chief Scientist Office

July 2017

From: [REDACTED]

Sent: 24 July 2017 09:33

To: [REDACTED]

Cc: [REDACTED]

Subject: ADVANCED PRACTICE GROUP MEETING 6 JULY 2017 - ACTION NOTE & ACTION LOG

Dear All

I attach the action note and action log from the 6 July 2017 meeting of the Advanced Practice Group.



TNR - ANP
meeting - 6 July ...



TNR - ANP -
action point log ...

#hello my name is...

Chief Nursing Officer's Directorate
Scottish Government
2ER
St Andrews House
Regent Road
Edinburgh
EH1 3DG



Website - www.gov.scot