

## All Staff Message - External Review

On 26th June 2018, the Scottish Government published its review into our reporting of waiting times against the 4 hour target in our Emergency Departments. You can read the [report](#) from the Academy of Medical Royal Colleges, our [improvement brief](#) and our [media release](#) online.

We published our own review back in November. Like the external one published today we found that the inaccurate reporting was a result of confusion and was not an attempt to deliberately falsify our performance. We did make mistakes and there are areas where we can do better. We have acknowledged that and since then we have been doing a lot of work to learn and to correct what went wrong.

It has been a difficult few months for everyone working in our NHS Lothian community. We've been coping with unprecedented demand and our performance in some areas has therefore suffered. It has also taken a very long time for this external review to be published and I know that wait has placed a lot of you under additional strain. The media attention it will inevitably attract today and in the coming days is likely to feel like a pretty rough ride. But let's keep some perspective. We have made mistakes together and we are fixing them together. So let's remember why we are all here and focus on that.

I know everyone comes to work to do their very best. A couple of weeks ago I was reminded of that when I attended our Annual [Celebrating Success Awards](#). I listened to so many accounts of staff going well above and beyond in their dedication and commitment to their patients and to their colleagues. It was truly inspiring. I know too that these stories are the tip of a very large iceberg. So I mean it when I say I am proud of what you do, day in and day out to make the right decisions for our patients, even when the going is really tough.

I give you my word that this review is not about blaming anyone. On the contrary, it's clear to us as a Board that we have not done enough to support staff – particularly those whose roles are at the sharp end of the pressure. I'm truly sorry for that and assure you we will do more to try to ease that pressure and provide better support.

Part of that support will be about working with our partner organisations to reduce delayed discharges. We know this is having a significant impact right through the system and it is not the job of one team or department to make it all flow.

Finally, for all that there will be hostile headlines please do remember that the public really appreciate what you do too. They know you do amazing, hard, hard work every single day with skill, compassion, good humour and fortitude and they admire you for it. Hang onto that. You're doing a great job.



Jim Crombie  
Interim Chief Executive