



	<p style="text-align: center;">ACUTE GOVERNANCE COMMITTEE Wednesday 19th September 2018 at 1230 hours in Seminar Room 2, University Hospital Monklands</p> <p>Attendance: Dr A. Osborne, Non-Executive Director, Chair Ms H. Knox, Director of Acute Services Mrs J. Edwards, Hospital Site Director, University Hairmyres Mrs F. Dodd, Director of Nursing Mrs A. Fyfe, Hospital Site Director, University Monklands Hospital Mrs J. Park, Director of Access Dr J. Burns, Medical Director Mr D. Yuille, Director of Finance Mrs A. Campbell - Interim Director of HR Acute Mr D. Masterton, Chair North PPF Representative Mrs M. Morris, Non-Executive Director Mr M. Fuller, Non-Executive Director Ms M. Hunter, Partnership Representative Mr S. Peebles, Deputy Hospital Site Director, University Wishaw Ms L. Thomson, Non-Executive Director Ms F. Watson, Operational Support Manager</p> <p>Items 1, 2, 3, 4,7 – Mrs N. Mahal, NHS Lanarkshire Chair Item 7 – Mr G. McGibbon, Service Manager, T&O Lead</p> <p>Apologies: Ms M. Mark, Hospital Site Director University Hospital Wishaw Mrs M. Waters, Communications Manager Mr C. McKay, Communications Officer Mrs A. Lindsay, Vice Chair Clydesdale Health & Social Care Forum Councillor P. Kelly, Non-Executive Director</p>	
1.	<p>Welcome</p> <p>Dr Osborne welcomed everyone to the meeting and noted the apologies. Dr Osborne introduced Lesley Thomson, a new Non-Executive Director, who was visiting to observe the meeting.</p>	
2.	<p>2.1 Risk Review</p> <p>Ms Knox noted that there were no immediate updates to the current risks in terms of controls in place or risk level and no urgent actions were noted to be undertaken.</p> <p>2.2 Update Regarding 20 GPST posts and related finance</p> <p>Dr Burns shared an SBAR updating the committee regarding Disestablishment of GPST posts, the impact to service and potential solutions.</p> <p>The committed noted the recommendations. Dr Osborne commended the Acute Division on the work carried out. Following discussion Dr Burns assured the committee that junior doctors are fully qualified and are under going further training.</p>	1

	<p>The junior doctors and consultants are aware of junior doctors' knowledge, skills and limitations and support is given where appropriate.</p> <p>Mrs Dodd provided the committee with assurance regarding the governance of workforce.</p> <p>The committee discussed retention and sustainability for 2019/20 and Dr Burns acknowledged ongoing pressures in training and advised that initiatives were yet to be agreed by Scottish Government. Dr Burns shared information regarding improving junior doctors' working lives and stated that plans would be developed.</p> <p>Dr Burns advised that an update would be prepared for each committee meeting to provide assurance on progress.</p>	
3.	<p>Minutes of Acute Operating Management Committee Meeting Held on 18th July 2018</p> <p>The Acute Governance Committee accepted the minutes as an accurate log of the meeting held on 18th July 2018.</p> <p>The action log was reviewed.</p> <p>Fiona Watson confirmed that the notes of the meeting held on 25th May had been updated to read "the Committee noted" rather than "the Committee were asked to note".</p> <p>The Committee noted that TTG ongoing and completed waits are reported in the Waiting Times report.</p> <p>The Committee noted that Ms Knox had included Improvement and Safety in her Overview Presentation.</p> <p>Dr Osborne noted that an update regarding Modernising Out Patients is scheduled for November 2018 and General Surgery will be deferred until March 2019.</p> <p>Dr Osborne shared the Dimensions, Terms of Reference and Meeting Reflection Questionnaire. Members of the Committee were asked to complete and return the questionnaire to Fiona Watson by Wednesday 24th October 2018.</p> <p>Other actions will be progressed.</p>	All
4.	<p>Performance Overview, Risks and Strategic Agenda</p> <p>Ms Knox delivered a presentation on performance, which is embedded for information.</p>	

	 <p>Overview Presentation 190918</p> <p>Ms Knox highlighted the renewed focus and 3 year programme on delivery of TTG and Outpatients. Ms Knox reported that the Acute Division is on target to deliver the agreed targets by end of March 2019.</p> <p>Derek Yuille reported an improvement in financial position compared to this time last year.</p> <p>Ms Knox advised that she will share the cross cutting themes for improvement with the Acute Governance Committee at future meetings.</p> <p>Mrs Park provided the Committee with assurance regarding clinical standards and strong focus remaining on cancer standards.</p>	FD/ JB
5.	<p>Governance Sub Group Meetings</p> <p>The committee broke into the following sub groups to seek assurance on improvement measures being taken:</p> <p>Activity Heather Knox, Andrea Fyfe, Judith Park and Michael Fuller</p> <p>People/Staff Anmarie Campbell, Donald Masterton, Margaret Morris and Lesley Thomson</p> <p>Quality/Patient Safety/Clinical Governance Frances Dodd, Dr Jane Burns and Dr Avril Osborne</p>	
6.	<p>Governance Sub Groups Feedback</p> <p>6.1 Activity Mrs Park provided assurance that the Division are on trajectory to deliver the agreed activity with Scottish Government by end of March 2019.</p> <p>The subgroup discussed the 30 month plan further and the Divisional Management Team will consider how success is measured.</p> <p>The Committee discussed the future reports showing actual position against trajectory.</p> <p>People/Staff</p>	JP JP

	<p>Mrs Campbell advised the subgroup had discussed both medical and nursing establishment and vacancies and noted no direct correlation.</p> <p>Mrs Campbell highlighted the hotspots and provided assurance that the Acute Division was monitoring both medical and nursing workforce.</p> <p>Dr Burns noted that medical staffing within Emergency Medicine is more stable and a reduced risk.</p> <p>Quality/Patient Safety/Clinical Governance</p> <p>Dr Burns reported progress made within CAAS standards and updated the committee regarding an objective tool which is planned to be tested in Ward 14 at Monklands.</p> <p>Mrs Dodd suggested site based dashboards be included in future reports.</p> <p>Finance</p> <p>Mr Yuille advised that he is meeting with Ms Knox and Mr Calum Campbell at the beginning of October to discuss the projected end of year position.</p> <p>Mr Yuille advised that the Acute Division expect to see a reduction in nursing bank as from the beginning of November, 140 new nurses from the university will join NHS Lanarkshire. Bank and Agency nurse spend in Monklands and Wishaw have also increased due to the Observation costs required for two patients with head injuries. It is anticipated that these individuals will be moved to a more appropriate facility in the near future, however the Acute Division is looking to locate these type of patients more appropriately in the future.</p> <p>Dr Osborne noted that Hairmyres is the most significantly overspent. Mr Yuille advised that the site sickness level of 8.69% is currently being reviewed. The site also has an overspend in drugs which is being driven by the increase in eye injections of 20% which equates to an increase in drug costs compared to this time last year of £271k.</p> <p>Mr Yuille advised that the overall the Drugs budget is overspent. The Division is hoping to take £2m out of the drugs budget. There has been an increase in cancer drugs, Daratumumab, Enzalutimide and Lenolidomide.</p>	
7.	<p>Specialist Interest</p> <p>Trauma & Orthopaedic Update</p> <p>Stephen Peebles provided the Committee with an update. A copy of the presentation is embedded for your information.</p>	

	 <p>T&O Presentation acute governance Sep</p> <p>The Committee discussed strategic direction and Stephen Peebles provided assurance that overall improvements in quality have been achieved.</p> <p>Dr Osborne confirmed that discussions provided assurance that the ongoing issues with capacity and staffing had been identified and were being addressed.</p> <p>Mrs Mahal shared her observations and requested some changes be made prior to update given to Planning, Performance and Resource Committee on 26th September 2018.</p>	SP
8.	<p>Risk Register</p> <p>The committee noted the report.</p> <p>Ms Knox highlighted the very high risks and assured the Committee that these are discussed regularly at Divisional Management Team meetings to ensure appropriate mitigating controls are in place in keeping with NHS Lanarkshires's Risk Management Policy.</p> <p>Ms Knox highlighted a new Very High Risk associated with Theatre Staffing at Wishaw General. Ms Knox assured the Committee that this is being managed and appropriate mitigating controls are in place.</p>	
9.	<p>Hospital Site Updates</p> <p>9.1 Hairmyres Performance Report The Committee noted the report. Ms Knox noted the improvement in unscheduled care performance.</p> <p>The Committee discussed the impact from Glasgow 15 including resource and investment. Ms Knox highlighted occupancy levels at Hairmyres as a concern.</p> <p>9.2 Monklands Performance Report Mrs Fyfe provided the committee with a report, highlighting the key issues associated with Time to First Assessment and SAS. Mrs Fyfe reported analysis work is being carried out and the site is working with the Scottish Government in an attempt to improve this.</p> <p>Mrs Fyfe noted the medical staffing issues, but assured the Committee that the site remains safe.</p> <p>SAS issues continue and solutions continue to be explored.</p>	

9.3	<p>Wishaw Performance Report Mr Peebles provided the committee with a report, highlighting the key issues.</p> <p>The Committee noted Time to First Assessment appears to be an issue on all 3 sites. Ms Knox assured the Committee that this is discussed regularly at the Unscheduled Care Team meetings.</p>	
10.	<p>Items for Noting</p>	
10.1	<p>Human Resources & Workforce Report The committee noted the report.</p>	
10.2	<p>Nursing/HAI Update The committee noted the report.</p>	
10.3	<p>Waiting Times Report The committee noted the report.</p>	
10.4	<p>Unscheduled Care Report The committee noted the report.</p>	
10.5	<p>Finance Report The committee noted the report.</p>	
10.6	<p>Quality Assurance & Improvement Update The committee noted the report.</p>	
10.7	<p>Medical Staffing Report Dr Burns highlighted that employment arrangements for Scotland's Junior Doctors and Dentists are to be simplified from August 2018. Under the new arrangements, trainees will benefit from having one employer for the duration of their training programme.</p> <p>Dr Burns provided the Committee with assurance that she has been involved in the work to align local policies and procedures to mitigate any risks.</p>	
10.8	<p>Media Report The committee noted the report.</p>	
10.9	<p>North JIB Minutes 5th June 2018 The committee noted the minutes.</p>	
10.10	<p>South JIB Minutes 26th June 2018 The committee noted the minutes. Dr Osborne raised concerns advised that these were not clear.</p>	
10.11	<p>General Surgery Programme Board Notes 14th May 2018 The committee noted the notes. The committee noted the minutes. Dr Osborne raised concerns advised that these were not clear.</p>	

11.	<p>Risk Register</p> <p>The Acute Governance Committee noted the new Theatre Staffing risk but were assured that this is being managed and no urgent actions were noted to be undertaken.</p>	
12.	<p>AOCB</p> <p>The Acute Governance Committee thanked Dr Burns for her contribution to the committee and granted her best wishes in her new role as Medical Director.</p> <p>Dr Osborne encouraged members to complete and submit reflection questionnaires to Fiona Watson by 24th October 2018. Fiona Watson will e-mail Mr P Kelly and Mrs A Lindsay.</p>	All
13.	<p>Date & Time of Next Meeting</p> <p>The next meeting of the Acute Governance Committee is scheduled to be held in the Boardroom at University Hospital Wishaw at 1230 hours on Wednesday 21st November 2018.</p>	