

Response, Recovery and Redesign Oversight Group

Thursday, 14 May 2020 at 10:00-10:45

NHS Lanarkshire, Fallside Road, Kirklands, Bothwell G71 8BB & MS Teams Platform

DRAFT Note of Meeting

CHAIR: Mr Calum Campbell, Chief Executive, NHS Lanarkshire

ATTENDEES:

Mrs Laura Ace, Finance Director
Dr Helen Alexander, Evaluation Manager
Mrs Irene Barkby, Interim Director, Emergency Reconfiguration & Recovery
Dr Jane Burns, Medical Director
Mr Paul Cannon, Board Secretary
Ms Kirsty Cole, Head of Organisational Development
Ms Karon Cormack, Director of Quality
Mr Eddie Docherty, Director of Nurses, Midwives, Allied Health Professionals
Mr Gabe Docherty, Director of Public Health
Mrs Jacqueline Jackson, PMO Secretariat (Note Taker)
Ms Heather Knox, Director of Acute Services / Deputy Chief Executive
Mr Colin Lauder, Director of Planning, Property & Performance
Mrs Maureen Lees, Chair, Area Clinical Forum
Ms Lilian Macer, Employee Director
Mrs Marion Mark, OD and Locality Modelling Lead
Ms Jackie McColl, Deputy Director of Communications
Mrs Carol McGhee, Corporate Risk Manager
Mrs Mary McLuskey, Financial Sustainability Programme Manager
Ms Judith Park, Acting Director of Acute Services
Mrs Roslyn Rafferty, Strategy & Performance Manager
Ms Kay Sandilands, Director of Human Resources
Ms Sharon Simpson, OD and Locality Modelling Lead
Mr Donald Wilson, Director of Information and Digital Technology
Mrs Val de Souza, Chief Officer, Health & Social Care Partnership South Lanarkshire

APOLOGIES:

Mr Calvin Brown, Director of Communication
Mrs Susan Friel, Nurse Director Acute
Mr Peter McCrossan, Director of Allied Health Professionals
Mr Ross McGuffie, Chief Officer, Health and Social Care Partnership North Lanarkshire
Ms Lynsey Sutherland, Interim Nurse Director, HSCP South

SECRETARIAT:

Mrs Jacqueline Jackson

Welcome and Apologies

Apologies noted from:
 Peter McCrossan
 Ross McGuffie
 Lynsey Sutherland
 Susan Friel

Item No. 1 Title: For Approval

Minute and Actions of Previous Meeting – Chair
 Signed off and approved.

Actions:

Nil

Item No. 2 Title: For Final Approval

Terms of Reference and Approval Process – Irene Barkby

Updated ToR as per previous discussions – For Approval
 SBAR and flow chart updated as per previous discussions – For Approval
 Irene Barkby advised these will be altered if required going forward.

A number of formatting comments were received which were accepted further version will be circulated for comment and brought back to next meeting.
 Title of group to change to Response, Recovery and Redesign Oversight Group.

Actions:

Update RR Approval Form	Carol McGhee	ASAP
Update ToR	Mary McLuskey	ASAP
Update Flow Chart	Mary McLuskey	ASAP

Item No. 3 Title: Corporate – Gabe Docherty

Gabe Docherty linked to discussion on RR Approval Form, noting a lot of media recently on inequalities – see recommendations in paper. The SBAR raises inequalities issues related to COVID-19 and recommends several actions.

Gabe Docherty raised the question – should an Inequalities Impact Assessment be added to the Approval SBAR to ensure this dependency is covered?

Calum Campbell reiterated there needs to be a process to ensure signed off proposals are subject to EQIA.

Gabe Docherty reiterated the need for this not to be a tick box exercise and will need full discussion. Calum Campbell agreed advising that proposals will can only receive approval if they have a good EQIA.

Lilian Macer raised the issue of the impact on individuals especially staff therefore greater support is required. Calum Campbell sees staff as no different from population and agreed this was a fair comment.

Actions

EQIA to be added to the process

Mary McLuskey

ASAP

ASAP

Item No. 4 Title: Financial Framework – Laura Ace

Laura Ace set out background to financial position and asks if the parameters set out in her paper are acceptable from which redesign and recovery can progress.

There was discussion around additional expenditure and how it is going to be funded. It was noted that there will be a requirement to keep to the parameters in order to achieve our objective. As there is only one fixed pot of money being made available by the Government. If we spend more in one area, it will have to be found from another area. There is a need under public duty to demonstrate best value. A number of suggestions were made to further clarify.

Calum Campbell asked for the paper to be redrafted and presented at next meeting for final sign off and asked that people think about alterations they want to make to them, how we get the system back to be most effective; most strategic important set of principles we will write.

Calum Campbell highlighted that we are going to have a different world in the future and there will be a continuing need to operate within our costs base.

Jane Burns flagged a statement made by Linda Findlay which she thought described the situation well: “It is not business as usual it is usual business done in a different way.”

Irene Barkby presented a slide The Approach – Inquiry & Reflection; graphic about the new state, and asked the group to think about this around the principles.

Calum Campbell told the group he will not accept late papers after 5pm on a Tuesday and asked everyone to be mindful of this deadline.

Actions:

[Redraft Financial Framework](#)

[Laura Ace](#)

[21.05.2020](#)

Item No. 5 Title: HSCPs ToR and Approval Process – Helen Alexander

Helen Alexander advised the recovery group for HSCPs met on 12 May during which the group looked at governance structure and links to local authority colleagues, widened membership to include partnership and links to logistics group and discussed need for priorities, which may emerge from a clinical reference group being convened.

Template is a very early first draft, now looking at something to include interventions rather than just service changes and are testing it with treatment rooms and occupational therapy. Includes a section on the finance around what has changed in response to COVID-19.

North meeting tomorrow and joint HSCPs group again next week, looking to move quickly on this.

Calum Campbell acknowledged the approach noted that comments were welcomed in the draft, and that the final process will be signed off next week. It was noted that there are likely to be some proposals for approval by next week.

Actions:

Nil

Item No. 6 Title: Acute Services Proposals – Heather Knox

Heather Knox talked to each paper. Additional papers received late on 13/5/20 being circulated at today's meeting will be considered at next meeting.

Heather Knox advised that all of these proposals are short term, immediate proposals to address urgent reinstatement of services and manage the shortfalls in staff configurations we have just now.

Heather Knox summarised the Urgent Elective Theatre paper asking for response to start urgent elective work with staff working 12 hour shifts, as there was an assumption this would carry on for now an acknowledged the need for more extensive staff engagement going forward.

Jane Burns sought that two different theatres would be utilised (red and green).

The group agreed paper one in principle with those caveats of the need for separate red and green flows, staff engagement and quantify financial impact.

Paper 2 on Pre Assessment Service was noted to be an enabler to paper 1 and was based on evidence based pathways set up across Lanarkshire. Discussion ensued around staff engagement and the need to do the right thing to balance staff and manage clinical governance at all times. Russell Coulthard to link with Community Nursing colleagues to explore if they could undertake final Pre-Assessment swab instead of hospital nurses travelling to the community

The Ophthalmology Diagnostic Hub paper needed further consideration and should be further reviewed within the next month – Further detail is required to quantify likely expenditure and quantify the time it will take to deliver changes being proposed.

Actions:

Differentiate between response and recovery	Calum Campbell & Irene Barkby	21.05.2020
Discussion around partnership working	Calum Campbell, Lilian Macer & Kay Sandilands	21.05.2020
Discussion around community nursing pathways	Trudi Marshall & Russell Coulthard	21.05.2020

Item No. 7 Communications and Engagement - Chair

Calum Campbell and Jackie McColl will work on how we get communication out from this group. All services need to go through Acute, North and South before coming to the Response, Recovery and Redesign Oversight Group.

Calum Campbell acknowledge that all directors were keen to get services back up and running which would be the key to the success of the organisation. Feedback is however needed on the principles and process, corporate directors were asked to think about how they get their functions back up and running ensuring effective communications going forward.

Actions:

Work on sending communications out from RRROG	Calum Campbell & Jackie McColl	21.05.2020
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Item No. **Title: Emerging Clinical Risk Report – Carol McGhee (For Noting)**

Carol McGhee talked about the paper and advised NHSL has consistently undertaken risk assessment and risk analysis of the emerging and current position, including impact on corporate and operational risks. In addition, there has been the recording of adverse events directly related to Covid-19.

Carol McGhee outlined the interdependencies and risks from unintended decisions and how best to manage these emerging risks as services are redesigned/restarted. There was an indication from data coming through that operational units do not have sight of adverse events risks and therefore they are not using all available evidence to inform their decision making – this was agreed.

Irene Barkby informed the group there is still confusion on process and that all proposals need to go to local operational groups first. Calum Campbell agreed; this is a key message and proposals must go via local groups or it will be bounced back. There is a need for further communications via Directors.

Calum Campbell advised there is a need to get the process sorted – feedback on process, principles and provide comments to Irene Barkby.

Irene Barkby informed the Chair that Additional Acute papers had been circulated ahead of the meeting which were not on the Agenda. Heather Knox asked everyone to review these papers and comment back to her before mid-day Tuesday.

Irene Barkby advised the group that the proposal templates should be completed fully and should not be accompanied by attachment's or have papers embedded.

Actions:

Discuss how we use intelligence to inform decision making	Calum Campbell & Irene Barkby	21.05.2020
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Item No. **Title: Access Database – Karon Cormack (For Noting)**

Karon Cormack intended to provide an update on the Database Development. Due to time constraints this item was carried over to next meeting.

Actions:

Database to be an Agenda Item at next meeting	Karon Cormack	21.05.2020
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AOCB

Calum Campbell requested that all papers are submitted to the R&RPMO mailbox by 5pm on each Tuesday to allow for circulation of papers. Calum Campbell asked that the meeting start time be changed to 9.30am from next week.

Actions:

[Amend Meeting Start Times in Diary Request](#) [Jacqueline Murdoch](#) 21.05.2020

Lessons Learned

A Lessons Learned presentation will be brought to the next meeting.

Actions:

[Agenda Item next Meeting](#) [Jacqueline Jackson](#) 21.05.2020

Emerging Risks

No emerging risks were identified at this meeting.

Actions:

Nil

Date of Next Meetings: Thursday, 21 May 2020

Time: 09.30 -10:45