

Lanarkshire NHS Board Kirklands Hospital
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Minute of Meeting of the Lanarkshire NHS Board
 held on Wednesday 26th October 2022 at 9.30am
 by using Microsoft Teams

CHAIR: Mr M Hill, Non-Executive Director / Board Chair

PRESENT: Mrs L Ace, Director of Finance
 Mr A Boyle, Non-Executive Director
 Dr J Burns, Medical Director
 Mr P Couser, Non-Executive Director
 Mr N Dar, Non-Executive Director
 Mr E Docherty, Nurse Director
 Mr N Findlay, Non-Executive Director
 Ms H Knox, Chief Executive
 Mr C Lee, Non-Executive Director
 Mrs M Lees, Chair, Area Clinical Forum
 Cllr E Logan, Non-Executive Director
 Mrs L Macer, Employee Director
 Mr B Moore, Non-Executive Director
 Ms L McDonald, Non-Executive Director
 Mr J Muir, Non-Executive Director
 Professor J Pravinkumar, Director of Public Health
 Mr D Reid, Non-Executive Director
 Dr L Thomson, Non-Executive Director / Board Vice Chair
 Mrs S White, Non-Executive Director

IN ATTENDANCE: Mr C Brown, Director of Communications
 Mr P Cannon, Board Secretary
 Professor J Gardner, Chief Executive Designate
 Mr C Lauder, Director of Planning, Property & Performance
 Mr R McGuffie, Chief Officer, North Lanarkshire Health & Social Care Partnership
 Mrs J Park, Director of Acute Services
 Mr S Sengupta, Director, South Lanarkshire Health & Social Care Partnership
 Mr D Wilson, Director of Information and Digital Technology
 Mr J Pender, Head of Workforce Planning

APOLOGIES: Cllr M Coyle, Non-Executive Director
 Mrs K Sandilands, Director of Human Resources

B/2022/116

WELCOME

Mr Hill welcomed colleagues to the meeting. In particular, he highlighted that the meeting would be the last Board meeting to be attended by Heather Knox, and he also welcomed Professor Jann Gardner, Chief Executive Designate, who was observing the meeting. Mr Hill also reported that this was Mr Neil Findlay's last meeting. Mr Hill also welcomed members of the public and staff who were observing the meeting and he confirmed that a recording of the meeting would be available on the Board's website to view over the next week.

B/2022/117

DECLARATION OF INTERESTS

There were no declarations of interest made.

B/2022/118

MINUTES

The minutes of the meeting of the NHS Board held on 31 August 2022 were submitted for approval.

THE BOARD:

1. Approved the minutes of the meeting held on 31 August 2022.

B/2022/119

MATTERS ARISING

No issues raised.

B/2022/120

ACTION LOG

The Action Log was noted.

B/2022/121

CHAIR'S REPORT

Mr Hill provided a verbal report to the NHS Board.

Members noted that there had been five meetings of Board Chairs with the Cabinet Secretary since the last meeting, and the Cabinet Secretary had also visited University Hospital Monklands. At the most recent meeting the range of topics discussed included Covid, Service Pressures, Finance (in particular Nurse Agency spend), and reducing drug deaths.

Mr Hill also reported that he had visited a number of NHS Lanarkshire services since the last report, including University Hospital Hairmyres (Emergency Department), 10 AHP and Physiotherapy Department at University Hospital Wishaw, representatives of the Zambian Health Ministry (in respect of the Board's twinning arrangements), a half day at the new Child & Adolescent Mental Health Service at Udston Hospital, and had his flu / covid vaccination, which he commended to all colleagues, and members of the public observing the meeting, to take up when invited.

THE BOARD:

1. Noted the update from the Board Chair.

B/2022/122

CHIEF EXECUTIVE'S REPORT

Ms Knox provided a verbal report to the NHS Board.

In relation to Covid pressures, Ms Knox provided an update on the number of covid positive patients in the three Acute Hospitals, the staff sickness absence rates, and the impact on Care Homes. It was noted that the number of patients whose discharge was delayed in hospital was rising and that this was adding to service pressures.

Ms Knox also highlighted that the Staff Wellbeing Strategy was being launched on 31 October as part of a week long programme of events.

It was also noted that a number of MPs and MSPs had taken up an offer to have a tour of the Wester Moffat site of the new Monklands Hospital, which had been positively received.

Councillor Logan asked if there were difficulties being caused by patients (and patients families) refusing to allow patients to be discharged from Hospital. Mr Hill stated that there were instances of this happening, and Scottish Government were looking to address this in a national campaign.

In relation to the vaccination programme, Professor Pravinkumar stated that uptake in certain groups was lower than required, and local communications were targeting these groups of patients to encourage them to take up the offer. Mr Brown stated that the BBC had been filming at the Ravenscraig Centre to encourage uptake rates.

THE BOARD:

1. Noted the update from the Board Chief Executive

B/2022/123

GOVERNANCE COMMITTEE MINUTES

A number of Governance Committee minutes were provided and Mr Hill invited Committee Chairs to highlight material items for awareness.

POPULATION HEALTH, PRIMARY CARE & COMMUNITY SERVICES COMMITTEE - 1 SEPTEMBER 2022 DRAFT

Noted.

CHILD POVERTY ACTION PLANS

The Local Child Poverty Action Plans that had been discussed at the Population Health, Primary Care and Community Services Committee on 1 September 2022 were presented to the Board, Mr Boyle commended both reports and the Board endorsed the reports, prior to joint publication with respective Local Authorities.

STAFF GOVERNANCE COMMITTEE - 5 SEPTEMBER 2022 DRAFT

Noted.

AUDIT COMMITTEE - 6 SEPTEMBER DRAFT

Noted.

HEALTHCARE QUALITY ASSURANCE & IMPROVEMENT COMMITTEE - 8 SEPTEMBER 2022 DRAFT

Noted.

AREA CLINICAL FORUM - 15 SEPTEMBER 2022 DRAFT

Noted.

B/2022/124

PERFORMANCE UPDATES

The NHS Board received a series of reports from Mrs Park, Mr McGuffie and Mr Sengupta which provided an overview of key areas of performance in the Acute Division, and in the North, and South, Health & Social Care Partnerships. The main issues were captured in the reports provided.

In relation to the Acute Division report, Mrs Park highlighted that the capital scheme to extend the footprint at the University Hospital Wishaw Emergency Department was progressing well, and the plans agreed. Mr Lauder confirmed that his team were working closely with the local contractor, and PFI provider, to have this completed as soon as possible in early 2023.

In relation to out patients, it was noted that demand continues to increase and pent up demand/demand from long term conditions has contributed to the growth in the waiting list size and the increase in length of time for a routine outpatient appointment. At 30th September 2022, 52.2% of patients are waiting over 12 weeks to be seen.

Planning for delivery of the 78-week target by December 2022 was underway. Early modelling indicated that General Surgery would be the area of most challenge. Initial modelling was now being revised in light of the reduced allocation of planned care funding confirmed by Scottish Government. Mr Hill indicated that this was being raised by Board Chairs with the Cabinet Secretary.

In relation to the Treatment Time Guarantee, the end of September 2022 there were a total of 8,162 patients who had breached their TTG date, compared to 8378 patients in August 2022. Mrs Park outlined the range of measures being undertaken to address this waiting list.

In relation to the General Surgery Business Continuity Plan, Mrs Park assured Board Members that this was progressing to plan and there had been no patient transfer issues raised by the Scottish Ambulance Service.

Mrs Park provided reassurance to Board Members that lists are constantly being reviewed, and that every area of theatre and workforce capacity was being deployed. Cancer pathways were being protected as far as possible, and DNA rates were also being reviewed and monitored closely to ensure that the capacity provided was used efficiently.

Mr McGuffie provided an overview of performance in key areas in North Lanarkshire Health & Social Care Partnership. He highlighted the static nature of delayed discharges but also highlighted the progress being made in recruiting and intruding Home Assessment Teams already in place in 4 localities and being introduced in the other 2 in early 2023. He set out a range of measures that were being take forward as a whole system which touched on discharge without delay (a suite of new metrics were being piloted to quickly identify flow issues), Hospital At Home & Reablement Teams supporting patients, and end of life pathway improvements.

Mr Sengupta echoed the measures in place across both Partnerships and provided an overview of services hosted by the South Lanarkshire Health & Social Care Partnership. Published delayed discharge performance for the period to August 2022 continued to show performance to be below target, albeit there was some improvement in May and June.

Significantly high levels of absence across the care at home sector; infection, prevention and control closures of care homes to protect staff and patients therein and ongoing staffing difficulties across the wider health and social care sector all impacted adversely on performance over the period shown in the report.

Alongside with the raft of measures outlined by Mr McGuffie, recently reported work associated with 'Discharge without Delay' and associated developments to support earlier discharge and potential admission avoidance were assisting in improving this position. Recently produced data shows that between May and September, 94% of all patients from South Lanarkshire were discharged without delay.

Work is ongoing in the recovery of AHP waiting times. AHP services have similar recruitment difficulties in being able to recruit to all posts associated with the additional number of posts advertised nationwide in seeking to recover services to pre-covid levels.

THE BOARD:

1. Noted the reports.

B/2022/125

SERVICE PRESSURES AND WINTER PLANNING UPDATE

Members received a report from Mr Cunningham which provided an update of, and sought approval for, the planning arrangements being put in place to ensure services are prepared for the coming winter months.

It was noted that further guidance was still anticipated from Scottish Government on the planning and self-assessment for preparedness for winter following a national event on 19 October 2022. In addition, discussion was still ongoing at national and local level on available funding to manage the impact of Covid and ongoing pressures associated with both unscheduled and planned care. There were also ongoing meetings with Scottish Government officials in relation to current pressures as well as preparing for winter planning.

Mr Hill reminded Board Members that a separate session was being planned for the 16th of November 2022 to go into Winter Planning in greater detail.

Board Members were also advised that the impact of any Industrial Action would have to be taken into account when plans were being put in place to mitigate winter demands.

Mr Hill thanked Mr Cunningham for co-ordinating the Board's efforts in responding to winter demands.

THE BOARD:

1. Noted the planning arrangements put in place to ensure services are prepared for the coming winter months and the associated costs associated with same; and
2. Noted that work is ongoing with Scottish Government to confirm the financial arrangements.

B/2022/126

ANNUAL DELIVERY PLAN

The NHS Board received a report from Mr Lauder which sought approval of the 2022/23 Annual Delivery Plan (ADP) which was submitted to the Scottish Government (SG) at the end of July 2022.

Mr Lauder reminded Board Members that the 2021/22 Annual Operational Plan (AOP) development process was replaced by the development of Remobilisation Plans, and from 2022/23 this was replaced with Annual Delivery Plans (ADP). The Scottish Government described the ADP as a transitional approach to planning to support Boards to stabilise and start to take forward improvement work that will strengthen services for any future Covid-19 waves and the demands of winter.

Since the initial submission in July, the draft ADP had been updated to include Planned Care key deliverables reflecting updated SG guidance. The Plan will be further developed to include additional Mental Health key deliverables from Quarter 2 onwards.

It was noted that NHS Boards were required to provide the SG with quarterly updates on progress toward delivering the ADP, and the Service Remobilisation Oversight Group (SROG) will oversee preparation of these updates. As discussions are ongoing with SG regarding funding from Quarter 2 onwards, the service trajectories detailed within the ADP were likely to change.

While the process for developing the ADP was discussed at the June meeting of PPRC, due to time constraints, it was not possible to share the draft ADP with the NHS Board ahead of submission to the SG. Mr Lauder reminded Board Members that the draft Plan had been shared with Non-Executive Board Members at a briefing session on 17th August 2022.

The draft ADP was subsequently discussed at a meeting of Senior Officers from SG and NHS Lanarkshire on 24th August 2022. At that time SG representatives indicated that they were content with the draft ADP and this was later reflected in a formal letter to NHS Lanarkshire.

THE BOARD:

1. Approved the 2022/23 Annual Delivery Plan (ADP) - Final.

B/2022/127

FINANCIAL REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2022

The NHS Board received a report from Mrs Ace on the financial position as at 30 September 2022.

The Board's financial plan reflected the costs of normal operating and assumed any additional Covid-19 costs would be funded by the Scottish Government. To balance, it relied on £38.223m of savings. An estimated £32.554m of savings had still to be identified when submitting the plan.

Mrs Ace highlighted that since then there has been a marked deterioration in the Board's financial forecast and the main reasons for this were set out in Annex C.

It was noted that the Corporate Management Team had established a Financial Recovery Group which has assigned ownership for various work streams. These were still at an early stage and even those under discussion represent small scale savings opportunities which will not be enough to close the gap.

Mrs Ace reported that the Scottish Government had written to the Board indicating any potential brokerage can be no more than £19.868m, to be fully repaid over 3 years. The Board had submitted plans as to how it will reduce its forecast deficit from the projected gap of £28.581m, at the time, to a maximum of £19.868m by 31/3/23. Since then additional savings of £0.431m within Corporate and PSSD had been identified and the projected gap reduced to £28.150m at month 6. The Board will continue to prioritise clinical safety in decision making, but will have to pull back on discretionary expenditure and any new cases for investment would either require separate funding or a disinvestment strategy.

The capital programme was now forecasting a £0.780m under commitment, £0.708m of which is earmarked for transferring to revenue to fund maintenance costs.

Mrs Ace indicated that some funding allocated to the Primary Care Improvement Plan was to be withdrawn by Scottish Government and Health & Social Care Partnerships asked to use reserves for this and other initiatives. Mr Sengupta reported that this also covered related General Medical Services contract changes, and was adding pressure to the Health & Social Care Partnerships budgets. Mr Boyle, in welcoming the support from Scottish Government in the short term in the form of brokerage, expressed his concern that this would have to be paid back over three years, and would simply add to the financial challenges being faced by the Board in the medium to long term.

Mr Reid also expressed his concerns that the spend in agency staffing was not improving, despite attempts to limit the use of agency and bank staff (particularly nursing).

THE BOARD:

1. Noted the financial position as at 30 September 2022.

B/2022/128

HEALTHCARE ASSOCIATED INFECTION REPORT (APRIL – JUNE 2022) – VALIDATED DATA

The Board received and noted a paper from Mr Docherty which provided Board with an update on NHS Lanarkshire's position in regards to the CNO (2019) October 2019: Standards on Healthcare Associated Infection and

Indicators for Antibiotic Use, for the period April – June 2022, which was validated data.

Mr Docherty took Members through the paper in detail highlighting areas of good and worsening compliance. He also stated that while the report was in a prescribed format which was not easy to interpret at a glance, he offered to look at how this could be addressed in order to satisfy the needs of the Board and the reporting process nationally.

Dr Thomson highlighted her ongoing concerns about compliance with hand hygiene standards. Mr Docherty acknowledged these concerns and stated that all IPC hand hygiene quality assurance audits had been suspended for March and April 2022. These audits re-commenced in May 2022 when all Infection, Prevention & Control staff returned to their original bases. Health and Social Care Partnerships did not complete these audits for May 2022 due to the audits being undertaken in Health Centres where hand hygiene audits are not permitted in these environments.

Mrs Lees pointed out that these reports were looked at in detail at the Healthcare Quality & Improvement Governance Committee, on a regular basis, and offered to work with Mr Docherty on the format of the reports that are submitted to the Board, to include clearer trend analysis and actions being taken.

THE BOARD:

1. Noted the report;
2. Confirmed that the report provides sufficient assurance around NHS Lanarkshire performance on HCAI, and the arrangements in place for managing and monitoring HCAI; and
3. Noted that the format of reports to the Board would be reviewed

B/2022/129

HEALTH & SOCIAL CARE INTEGRATED WORKFORCE PLAN 2022 - 2025

Board Members received and noted a Final Draft Lanarkshire Integrated Three-year Workforce Plan which was introduced by Mr Pender.

It was noted that an earlier draft of the document had been submitted to Scottish Government (SG) at the end of July 22 in line with DL (2022) 09 guidance. The plan had been reviewed by Human Resources Forum, Area Partnership Forum and Area Clinical Forum throughout August and September, with feedback provided and incorporated into the draft.

The document followed the 6 steps to workforce planning methodology as the agreed collective approach. An Action Plan was developed alongside the workforce plan to set out local commitments going forward and this was attached at Appendix 2. This draft was to be submitted to Corporate Management Team for sign off on 24th October with a target date for SG submission being 31st October. However, because of the timing of meetings, NHS Lanarkshire had approval from SG for a short delay to publication to enable sign-off of the final version by Area Partnership Forum on 7th November.

Mr Moore asked about oversight of the Action Plan and Mr Pender indicated that the Action Plan would be subject to annual updates.

Mr Couser pointed out the this planning cycles did not dovetail with the development of other plans and in particular Our Health Together (OHT). This was acknowledged and Mr Pender indicated that there were strong links between the Workforce Plan and the OHT workstreams.

Mr Pender also acknowledged that the Plan was very detailed and at times difficult to read, but it followed a prescribed format. However, he also added that the information to be replicated in OHT would be clearer. Mr Boyle asked if underpinning plans, such as an Employability Strategy, were being considered, and Mr Pender stated that an Employability Strategy was being developed, and would be available for comment in early 2023.

THE BOARD:

1. Noted the timetable for approval and submission of the Lanarkshire Integrated Three-year Workforce Plan.

B/2022/130

WHISTLEBLOWING REPORT Q1 2022/23

Board Members received and noted a whistleblowing report covering the period April – June 2022, which was introduced by Ms McDonald, Non-Executive Director and Whistleblowing Champion.

There was one whistleblowing concern raised during Quarter 1 2022. Due to sickness absence the investigation into this complaint was not completed until August 2022 and further information about how this was addressed will therefore be provided in the Quarter 2 whistleblowing report.

The attached report provides details of whistleblowing concerns raised across the organisation by staff and those who provide services on behalf of NHS Lanarkshire. This demonstrates our performance in key areas of whistleblowing handling, as well as highlighting outcomes and providing more detail on Whistleblowing themes.

Ms McDonald highlighted the very positive way in which services was engaged in cases raised to date, and the very positive feedback from those who had used the Policy. It was also noted that a national “Speak Up” week was held in early October and that had been well publicised and supported local.

THE BOARD:

1. Noted the Quarter 1 performance report and that one concern had been raised during that period.
2. Received assurance that whistleblowing standards were being followed and learning shared.

B/2022/131

QUALITY REPORT

The NHS Board received and noted the update on the Lanarkshire Quality Approach and on progress with quality initiatives across NHS Lanarkshire.

Dr Burns took Members through the paper and highlighted areas of particular interest.

Dr Burns drew Members attention to the section on Complaints and Significant Adverse Event reporting, Leadership Walk rounds, SMR (which was positive), and crude mortality rates (which were returning to near pre covid levels / rates) and audit activity.

THE BOARD:

1. Noted the range of work throughout NHS Lanarkshire to improve the quality and safety of care and services;
2. Endorsed the governance approach to this work and in particular the assurance being provided by the Healthcare Quality Assurance and Improvement Committee; and
3. Supported the ongoing development of the Lanarkshire Quality Approach.

B/2022/132

SUSTAINABILITY & CLIMATE CHANGE STRATEGIC PLAN

The NHS Board received and discussed the Sustainability and Climate Change Strategic Plan which details our strategy to deliver net zero sustainable health service for NHS Lanarkshire's population, meeting government targets and providing efficient, patient-focussed care. The plan was presented to Board for approval.

Members were reminded that following an initial round of restricted stakeholder engagement, a draft of the plan was presented to Planning, Performance and Resources Committee (PPRC) in April 2022. A period of stakeholder engagement took place between April and September with feedback from this process presented to PPRC in September 2022. The plan had been amended to reflect the comments received prior to presentation at the October meeting of the Board.

Mr Findlay asked if the Board was able to invest in schemes to reduce carbon in the current financial climate, and Mr Lauder reported that the Board has a good track record in attracting funding for invest to save schemes, which are supported by Scottish Government.

The Board thanked Ms Knox, Mr Lauder, Mrs McGeough and Mr Simpson for their diligence and hard work in producing an engaging, easy to read and ambitious Plan.

THE BOARD:

1. Approved the Sustainability and Climate Change Strategic Plan.

B/2022/133

CALENDAR OF DATES 2022/23

Noted.

B/2022/134

WORKPLAN 2022/23

Noted.

B/2022/135

ANY OTHER COMPETENT BUSINESS

Mr Hill reminded Board Members that this was the last meeting to be attended by Heather Knox before she retired in November 2022, and he paid tribute to her dedication to NHS Lanarkshire, and the NHS in general, over a long and distinguished career. In particular, he singled out her compassionate leadership and her drive to nurture a positive culture in NHS Lanarkshire. He also added that she had played a significant part in the progress made in relation to the Monklands Replacement Project, in steering the Board through the Covid crisis, and in championing Staff Wellbeing.

Mr Hill also recorded that this was the last meeting for Neil Findlay, who had indicated that he had resigned from the NHS Board with effect 31 October 2022. Mr Findlay indicated that he was unable to dedicate the time necessary to the NHS Board due to other commitments, and he wished the Board well in its future endeavours.

B/2022/136

RISK

The NHS Board did not consider that any other new emerging risks should be considered for addition to the Corporate Risk Register, or that any existing risks needed to be re-assessed following discussion at this meeting.

B/2022/137

GENERAL SURGERY

Mr Hill reported that the further stages of change in relation to General Surgery across NHS Lanarkshire were to have been reviewed by the Academy of Royal Colleges, however due to other pressures the Academy was no longer able to undertake this for the Board. Instead it was reported that the Royal College of Surgeons of Edinburgh had agreed to undertake this work, drawing on experts from other disciplines as required.

THE BOARD:

1. Noted the arrangements.

B/2022/138

DATE AND TIME OF NEXT MEETING

Wednesday 14 December 2022 at 9.30am.