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Minute of Meeting of the Lanarkshire NHS Board
 held on Wednesday 15th December 2021 at 9.30am
 by using Microsoft Teams

CHAIR: Mrs N Mahal, Non Executive Director

PRESENT: Mrs L Ace, Director of Finance
 Mr A Boyle, Non Executive Director
 Dr J Burns, Medical Director
 Mr E Docherty, Director of Nursing, Midwifery and Allied Health Professionals
 Mr G Docherty, Director of Public Health and Health Policy
 Mr N Findlay, Non Executive Director
 Councillor P Kelly, Non Executive Director
 Ms H Knox, Chief Executive
 Mrs M Lees, Chair, Area Clinical Forum
 Mrs L Macer, Employee Director
 Mr B Moore, Non Executive Director
 Mr J Muir, Non Executive Director
 Ms L McDonald, Non Executive Director
 Dr A Osborne, Non Executive Director
 Mr D Reid, Non Executive Director
 Dr L Thomson, Non Executive Director / Vice Chair

IN ATTENDANCE: Mr C Brown, Director of Communications
 Mr P Cannon, Board Secretary
 Mr C Cunningham, Head of Commissioning and Performance, South Lanarkshire Health & Social Care Partnership (minute 245 & 251)
 Mr G Gray, Health & Safety Manager (minute 249)
 Mr C Lauder, Director of Planning, Property & Performance
 Ms S Mitchell, Stop Smoking Service Manager (minute 243)
 Mr R McGuffie, Chief Officer, North Lanarkshire Health & Social Care Partnership
 Mrs J Park, Director of Acute Services
 Mrs K Sandilands, Director of Human Resources
 Mr S Sengupta, Director, South Lanarkshire Health & Social Care Partnership
 Mr D Wilson, Director of Information and Digital Technology

APOLOGIES: Councillor J McGuigan, Non Executive Director

2021/12/230

WELCOME

Mrs Mahal welcomed colleagues to the meeting, and highlighted that the Board would be joined by Ms Mitchell, Mr Gray and Mr Cunningham when introducing their items.

Mrs Mahal also highlighted that as the meeting was being livestreamed, while welcoming observers, she reminded all observers that the meeting was not being recorded and there was no permission to record or rebroadcast the meeting.

2021/12/231

DECLARATION OF INTERESTS

In relation to the item on Chryston Clinic Business Case, Councillor Kelly stated that although he was a Councillor in North Lanarkshire, he played no part in the planning application process for the new facility, and it was agreed that he should be able to contribute to the discussion.

2021/12/232

MINUTES

The minute of the meeting of the NHS Board held on 27th October 2021 was submitted for approval.

THE BOARD:

1. Approved the minute of the meeting held on 27th October 2021.

2021/12/233

MATTERS ARISING

There were no issues raised that were not covered in the Action Log update.

2021/12/234

ACTION LOG

It was noted that the Action Log had been split into two documents, the first section to show active items, the second listing archived completed items. Members discussed specific items on the Action Log. The Action Log would be updated. Mrs Mahal asked Directors to review all outstanding actions on the Log and update these for the December meeting.

2021/12/235

CHAIR'S REPORT

Mrs Mahal provided a verbal report to the NHS Board.

It was noted that Non Executive interviews had been held recently and an announcement was awaited on the candidates appointed by the Cabinet Secretary. These Non Executives would be starting on 1 February 2022.

Mrs Mahal referred to the Memorial Service held at University Hospital Wishaw for Dr Hakim Ben Younis, and the dedication of the Lecture Theatre in his honour.

Mrs Mahal reported that she had been able to undertake a site visit to Wester Moffatt and that she found it very valuable and informative. Members were encouraged to contact Graeme Reid, Monklands Replacement Project Director if they also wished to make a visit to the site.

Since the last Board meeting the Chair and Chief Executive had met the Cabinet Secretary and NHS in Scotland Chief Executive as part of the Annual Review, which it was reported was largely positive. The letter confirming the discussion and any agreed actions would be shared with the Board Members on receipt.

In relation to the Whistleblowing Short Life Working Group, Mrs Mahal thanked Ms McDonald for participating in this Group, which, having reviewed the action plan and satisfying itself that these were now complete

or embedded, decided to disband the Group. Mrs Mahal thanked Ms McDonald, Mrs Sandilands and Mrs Hibbert for their input.

Mrs Mahal highlighted that Paul Cannon, Board Secretary, and Lorraine Taggart, Head of Information and Records Management had both successfully completed the Royal College of Physicians of Edinburgh Quality Governance Collaborative Fellowship, and congratulated both on their achievement.

Mrs Mahal also paid thanks to Heather Knox and the senior management team for their fortitude and resilience in the face of unprecedented demands on secondary, primary and community services.

THE BOARD:

1. Noted the update from the Board Chair.

2021/12/236

CHIEF EXECUTIVE'S REPORT

Ms Knox provided a verbal report to the NHS Board.

Ms Knox provided an overview of the current Covid positive case numbers and the numbers of in-patients being treated across NHS Lanarkshire.

The update also included up to date details of the progress being made in the vaccination programme, and the Booster / Flu campaign.

It was also noted that services were being significantly impacted by the exceptional demands placed on them by unprecedented numbers of patients attending Emergency Departments. It was also noted that the Strategic Command structure was still in place and that there were weekday daily Gold Command meetings taking place.

THE BOARD:

1. Noted the update from the Board Chief Executive

2021/12/237

POPULATION HEALTH, PRIMARY CARE & COMMUNITY SERVICES - DRAFT MINUTES OF 2 NOVEMBER 2021

The draft Minutes of the Population Health, Primary Care and Community Services Governance Committee meeting held on 2 November 2021 were noted.

2021/12/238

HEALTHCARE QUALITY IMPROVEMENT & ASSURANCE COMMITTEE – MINUTES OF 9 SEPTEMBER 2021 / MINUTES OF 20 OCTOBER 2021 / SUMMARY OF 11 NOVEMBER 2021

The draft Minutes of the Healthcare Quality Assurance & Improvement Committee meetings held on 9 September 2021, and 20 October 2021, and the summary of the meeting held on 11 November 2021, were noted.

In relation to the Fire Incident at University Hospital Hairmyres, Mr Lauder reported that he would bring a lessons learned paper to the Planning, Performance and Resources Committee in February 2022 for discussion.

C Lauder

2021/12/239

STAFF GOVERNANCE COMMITTEE - SUMMARY OF 29 NOVEMBER 2021

The summary of the meeting of the Staff Governance Committee meeting held on 29 November 2021 was noted.

2021/12/240

ACUTE GOVERNANCE COMMITTEE - SUMMARY OF 1 DECEMBER 2021

The summary of the meeting of the Acute Governance Committee meeting held on 1 December 2021 was noted.

Dr Osborne highlighted that the Board was still in black status and that high numbers of patients attending Emergency Departments coupled with high staff sickness rates were having a significant impact on the provision of services, and meeting local and national targets.

Mrs Mahal stated that it was important that Directors remained visible and accessible to staff across all facilities managed by the Acute Division and the Health & Social Care Partnerships and asked that all Directors ensured that staff were aware in advance of any planned visits.

Directors

2021/12/241

AUDIT COMMITTEE – DRAFT MINUTES OF 8 DECEMBER 2021

The draft Minutes of the Audit Committee meeting held on 8 December 2021 were noted. Mr Moore stated that the Committee were cognisant of the current extreme pressures on staff, against a backdrop when normally discussion would commence on savings to be made in 2022/23. Mrs Ace indicated that no central direction had been received in relation to savings for 2022/23, but it was noted that the Board remained obliged to seek to provide value for money and efficient services.

2021/12/242

CHRYSTON HEALTH CENTRE BUSINESS CASE

The NHS Board received a paper from Mr Lauder, Director of Planning, Property and Performance, on the process and rationale underpinning the development of the new community clinic at Chryston which will serve the population of Chryston, Muirhead and surrounding areas, and set out the key points from the Standard Business Case.

Board Members noted that Councillor Kelly was a Councillor in North Lanarkshire but that he played no part in the planning application process for the new facility, and it was agreed that he should be able to contribute to the discussion.

In the paper Mr Lauder invited NHS Board Members to approve the Business Case as it was above the delegated limit for sign off by Officers, and was for the Board to approve.

Mr McGuffie provided the background to the development. It was noted that the Northern Corridor (covering the areas of Moodiesburn, Muirhead, Chryston, Stepps, Gartcosh and Auchinloch) transferred from NHS Greater Glasgow & Clyde into the NHS Lanarkshire boundary area on 1st April 2014 with a total population at transfer of 20,450.

The area has one health facility, Muirhead Clinic, which is a small single story building with no dedicated car parking facilities. He reminded Board Members that in April 2019, the Board's Capital Investment Group (CIG) members approved a proposal to develop a detailed business case for the replacement of Muirhead clinic.

In mid-2019 North Lanarkshire Council (NLC) offered the opportunity to collocate the replacement facility within their planned Chryston Primary School Hub development and work commenced to assess the suitability of this option in late 2019. This proposed scheme demonstrated considerable benefits and in early 2020 a formal invitation was issued to Hub South West (SW) to develop the scheme in detail.

The capital cost of the project is £3.65m. The additional revenue costs associated with the project of £442,154 will be met by North Health & Social Care Partnership primarily utilising the funds supporting the provision of the service in Glasgow which will be available following the withdrawal of these services from the Service Level Agreement between both NHS Boards. The capital funding will be released to North Lanarkshire Council by NHS Lanarkshire during the construction period in line with approved building works valuations with the bulk of the expenditure occurring in 2022/23 financial year. This will allow North Lanarkshire Council to then fund South West Hub as construction progresses.

Board Members were reassured that NHS Lanarkshire have undertaken a number of capital projects on a joint basis with North Lanarkshire Council with a significant degree of success over the past decade. Mrs Ace indicated that the funding arrangements were consistent with agreements reached with North Lanarkshire Council in similar projects.

In relation to net zero ambitions, Mr Lauder indicated that the building was designed in line with North Lanarkshire Council current energy policy which is to achieve a very low carbon footprint (with detailed energy efficiency targets agreed). However, there was a recognition that a further step in respect of net carbon zero will be required and the facility includes the infrastructure to install and support the operation of air source heat pump technology at a later date and in advance of the net carbon zero target of 2045. Mr Lauder added that he intended to bring a report to the Board on the Sustainability and Climate Strategy in March 2022.

C Lauder

In relation to questions raised around community benefits and Fair Work principles, Mr Lauder indicated that the Hub SW had a significant track record in addressing these issues positively and offered to share further information about the Hub SW separately.

C Lauder

THE BOARD:

1. Approved the Standard Business Case; and
2. Agreed to commit funding of £3.65m to be released to North Lanarkshire Council during the construction phase as set out in the paper.

2021/12/243

NO SMOKING POLICY

The NHS Board received a paper and draft No Smoking Policy from Ms Mitchell, Tobacco Control Programme Manager and were asked to consider the revised NHS Lanarkshire No Smoking Policy 2021. Ms Mitchell also sought to update members on the position of the forthcoming smoke-free hospital grounds legislation. It was also noted that the draft Policy had been endorsed by the Corporate Management Team and the Population Health, Primary Care and Community Services Governance Committee.

Members were reminded that the national Tobacco Control Action Plan for Scotland *Raising Scotland's Tobacco-Free Generation* was published in 2018 and contained a series of actions aimed at achieving smoke-free status by 2034 (less than 5% of the population as people who smoke). The action plan contains a specific action to 'ban smoking around hospital grounds in 2018 – making it an offence to smoke within 15 metres of hospital grounds. However, due to parliamentary pressures, there had been a delay in the implementation of this legislation.

The impact of the pandemic had also resulted in the review of the No Smoking Policy being less in-depth than it would have been in normal circumstances. COVID-19 also resulted in the review of the No Smoking Policy being delayed.

Following discussion, it was noted that further consultation was required with the Joint Policy Forum and it was agreed that the draft Policy would be submitted to the March 2022 Board meeting for formal approval.

J Pravinkumar**THE BOARD:**

3. Noted that further consultation was required; and
4. Noted that the draft Policy would be submitted to the March 2022 Board meeting for formal approval.

2021/12/244

REMOBILISATION PLAN 4

The NHS Board received and discussed the Remobilisation Plan (RMP version 4) and noted the Scottish Government's letter in response to the RMP4. Mr Lauder, Director of Planning, Property and Performance, took Members through the main features of the Plan.

It was noted that Quarter 3 and Quarter 4 updates of the RMP4 Delivery Planning Templates will be prepared for submission in January and April, respectively.

In addition, Members were asked to note that for 2022-25 the Annual Operational Plan / Remobilisation Plan will be replaced with a 3-year Operational Recovery Plan, supported by an Annual Delivery Plan.

In relation to CAMHS and Psychological Therapies, Mr Findlay noted that there were shortfalls in staffing numbers and sought assurance that the recruitment drive being embarked upon would be successful. Mr McGuffie stated that every effort was being made to ensure that the additional Scottish Government funding allocated was used to recruit as many staff as were

identified as being required, and added that the service was already responding creatively and by being flexible about service models where this was appropriate. He added that he was confident that the requisite staff could be recruited to the Psychological Therapies service, and that colleagues were working hard to recruit an additional 99 wte staff into the CAMHS service where there were more challenges in doing so, as the Board was competing with Boards across Scotland for a scarce resource.

In relation to engagement, it was noted that there were no opportunities to engage widely on the development of the Remobilisation Plans, but it was intended to do so in the new year, particularly with the Area Clinical Forum and the Area Partnership Forum, and the move to an Annual Delivery Plan would afford further opportunities to do so later in the year.

THE BOARD:

1. Approved the draft Remobilisation Plan 4 (RMP4) which was submitted to the Scottish Government on 4th October 2021.
2. Noted the Scottish Government's letter in response to the submission of the RMP4;
3. Noted that Quarter 3 and Quarter 4 updates of the RMP4 Delivery Planning Templates will be prepared for submission in January and April, respectively; and
4. Noted that for 2022-25 the Annual Operational Plan/Remobilisation Plan will be replaced with a 3-year Operational Recovery Plan supported by an Annual Delivery Plan.

2021/12/245

WINTER PLAN

The NHS Board received a report from Mr Cunningham, Head of Commissioning & Performance, South Health & Social Care Partnership, which provided an update of, and sought approval for, the planning arrangements put in place thus far to ensure services are prepared for the coming winter months – with particular recognition of planning alongside the impact of Covid 19 and the other strategic priorities operating this year.

Mr Cunningham highlighted that details of the planning work had also formed part of response to Scottish Government officials in relation to winter planning as part of the wider understanding of the Health Board mobilisation plan. The self-assessment for preparedness for winter had been submitted to Scottish Government as part of RMP 4 and this was attached to the report provided for information.

Mr Cunningham highlighted a range of innovative measures being adopted in NHS Lanarkshire including the extended opening hours of GP Practices during the festive period and into January 2022, the very positive working relationship developed through Local Resilience Planning structures, and the work of Communications colleagues in promoting key messages to the public about accessing the most appropriate services during the winter.

THE BOARD:

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

2021/12/246

NON EXECUTIVE DIRECTORS PORTFOLIOS

The NHS Board received and approved a paper presented by Mr Cannon, Board Secretary, which set out a range of changes to Non Executive Portfolios in light of two Non Executives coming to the end of their term of office on 31 August 2021, the appointment of three new Non-Executive Directors from 1 October 2021 and one Non Executive who will come to the end of their terms of office on 28 February 2022.

THE BOARD:

1. Approved the changes set out in the paper with immediate effect; and
2. Noted that a fuller review of portfolios will be undertaken by the new Chair in light of further changes in 2022.

2021/12/247

CORPORATE GOVERNANCE IMPLEMENTATION PLAN UPDATE

The NHS Board received and approved an update of the Corporate Governance Blueprint Improvement Plan and the Active Governance Action Plan, and Mr Cannon, Board Secretary, took Members through the papers.

Mr Cannon reminded Board Members that the Improvement Plan was last updated in June 2021 and was paused due to COVID-19. The Blueprint was being updated by the National Corporate Governance Steering Group and the Improvement Plan will be updated accordingly.

It was noted that the Plan had been reformatted to show in the first section those items paused due to system pressures and COVID. The second section showed Active Governance items that had to be put on hold and a log of complete items was included.

Mrs Mahal stated that the report will form part of the handover arrangements between the current and the new Chair.

THE BOARD:

1. Approved the update of the Corporate Governance Blueprint Improvement Plan and the Active Governance Action Plan.

2021/12/248

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 highlighted in particular the progress being made in relation to the development of dashboards, and the progress being made in relation to Realistic Medicine, despite the pressures brought about by responding to the pandemic.

THE BOARD:

1. Noted the range of work throughout NHS Lanarkshire to improve the quality and safety of care and services;

2021/12/249

HEALTH & SAFETY POLICY STATEMENT – BOARD MEMBERS RESPONSIBILITIES

The NHS Board noted that a revised Health & Policy Statement had been approved by the Corporate Management Team and Mr Gray, Health & Safety Manager, took Members through a paper which set out their responsibilities under the Health and Safety at Work, etc. Act 1974.

Mr Gray highlighted that the Health and Safety Executive advocated that the health and safety responsibilities of Directors and Board Members should be clearly articulated in the organisation's statement of health and safety policy and arrangements. In acknowledgement of this requirement, the paper was accompanied by the latest revision of the NHS Lanarkshire Board's Health and Safety Policy statement, and provided a summary of the main responsibilities of Directors and Board Members with regard to health and safety.

THE BOARD

1. Noted the Health and Safety Responsibilities of Directors / Board Members.
2. Noted the NHS Lanarkshire governance arrangements which support compliance with health and safety responsibilities of Directors / Board Members and members of the Acute, Corporate, Health and Social Care and PSSD Divisional Management teams; and
3. Noted the review documents outlined within section 15 for further reference.

2021/12/250

DISCHARGE WITHOUT DELAY

The NHS Board received and noted a report from Mr Sengupta, Director, South Health & Social Care Partnership, and Mr McGuffie, Chief Officer, North Health & Social Care Partnership on the challenges around maintaining pressure on delayed discharges, which set out that the Board will be participating in a Discharge Without Delay Programme sponsored by Scottish Government's Urgent and Unscheduled Care Programme and the Home First Team, to prevent delays and reduce lengths of stay. It was noted that the programme had been established to build on the planned date

of discharge implementation programme, and that funding had been allocated by Scottish Government to support the roll out of the Programme.

THE BOARD:

1. Noted the report and endorsed the development of the Discharge Without Delay programme across NHS Lanarkshire.

2021/12/251

COVID UPDATES

a) Vaccination Delivery Programme

The NHS Board received and noted an update on the covid and flu vaccination programmes which showed significant positive progress in relation to a range of age groups, schools and booster stages. Mr Cunningham took Members through the detail contained within the report, and Board Members congratulated the Vaccination Team on their efforts.

b) Test & Protect Update

The NHS Board received and noted an update on the Test & Protect service which showed a recent rise in cases, and the impact of the emergence of the Oricom variant. It was also noted that positive cases had risen significantly peaking at 589 in the last reported period.

c) Care Homes Update

The NHS Board received and noted an update on the support being provided to Care Homes and Mr E Docherty, Director of Nursing, Midwifery and Allied Health Professionals took Members through the paper. He highlighted the extensive range of support in place including collaborative support visits, Infection Prevention and Control expert support, the vaccination and flu programme, and testing.

Mr E Docherty also highlighted that the Care Inspectorate had issued a proposal to cancel registration in respect of a provide in North Lanarkshire and reassured the Board Members that Board Officers were working closely with the Home, the Care Inspectorate and the Council Social Work Department to support the home and residents

2021/12/252

CALENDAR OF DATES 2021 & 2022

The NHS Board received and noted the Calendar of Dates for 2021 and 2022.

2021/12/253

ANY OTHER COMPETENT BUSINESS

Mrs Mahal paid tribute to Mr G Docherty, who was attending his last meeting of the Board pending his retirement as Director of Public Health, and she thanked Gabe on behalf of the Board. Mrs Mahal in particular referenced Gabe's tireless championing of health inequalities and the role of the Board in challenging others to tackle poverty, and she wished him a long and healthy retirement.

2021/12/254

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.

2021/12/255

DATE AND TIME OF NEXT MEETING

Wednesday 26th January 2022 at 9.30am.