

	<p style="text-align: center;"><b>ACUTE GOVERNANCE COMMITTEE</b>  <b>Wednesday 21<sup>st</sup> September 2022 at 1400 hours</b>  <b>via Microsoft Teams</b></p> <p><b>Attendance:</b>  Ms. L McDonald, Non-Executive Director, Chair  Dr. J. Keaney, Acute Director of Medical Services  Mr. R Coulthard, Deputy Director of Acute Services/Director of Access  Mr. M. Hill, Board Chair  Dr. L. Thomson, Non-Executive Director  Mr. J. Duffy, Chair of North Public Partnership Forum  Mr. M. McLuskey, Deputy Finance Director  Mrs. S. Friel, Acute Director of Nursing  Mr. S. Peebles, Hospital Site Director, University Hospital Monklands  Mrs. M. Meek, Hospital Site Director, University Hospital Hairmyres  Mr. C. McKay, Communications Manager  Mrs. D Patrick, HR Business Partner  Mr. J. Pender, Head of Workforce  Mrs. A. Campbell, Head of HR Employee Relations  Mr. D. Downie, South H&amp;SC Forum Representative  Ms. M. Hunter, Partnership Representative  Mrs. C. Ritchie, Hospital Site Director, University Hospital Wishaw  Mrs. S. White, Non-Executive Director  Mrs. F. Anderson, Operational Support Manager  Ms. N. McCulloch, Management Team Secretary</p> <p><b>Apologies:</b>  Mrs. J. Park, Director of Acute Services  Mr. A. Boyle, Non-Executive Director  Mr. J. Muir, Non-Executive Director</p>	
1.	<p><b>Welcome</b></p> <p>Ms. McDonald welcomed everyone to the meeting and noted the apologies received. Ms. McDonald reported that following the recent workforce summit and the risks associated with workforce the Committee would spend time receiving workforce information and discussion this issue.</p>	
2.	<p><b>Risk Review</b></p> <p>Mr. Coulthard presented the Acute Risk Register Report, highlighting that the Division currently has 9 very high graded risks. The Acute Governance Committee were assured that the Acute Risk Register continues to be reviewed and updated in keeping with NHS Lanarkshire's Risk Management Policy.</p>	

	<p>Following discussion, it was agreed that future reports will be revised, reporting only the very high and high graded risks and key movements.</p> <p>Mr. Coulthard provided an updated regarding General Surgery and highlighted ongoing risks associated with service provision, junior doctor training and workforce.</p> <p>Following discussion, Mr. Coulthard assured the Committee that significant engagement with staff continues and despite ongoing challenges staff are committed to drive improvement.</p> <p>Ms. Hunter reported that Senior Staff had recently submitted formal written concern regarding patient safety. Ms. Hunter noted her intention to have a discussion with the Whistleblowing Champion and Ms. McDonald offered to meet with Ms. Hunter offline to discuss any concerns.</p> <p>Mr. Coulthard assured the Committee that all concerns have been responded to and addressed. Ms. McDonald stated that she will discuss this issue with the Board Secretary and confirm the appropriate level of content for the Acute Governance Committee. It was agreed that Mr. Coulthard will provide a further detailed report at the next meeting regarding progress and issues related to General Surgery.</p>	<p>LMcD/ MAH</p> <p>LMcD</p> <p>RC</p>
3.	<p><b>3.1 Minutes and Action Log of Acute Governance Committee Meeting Held on 20<sup>th</sup> July 2022</b></p> <p>The Committee agreed that the minutes from the meeting held on 20<sup>th</sup> July 2022 reflected the meeting accurately. The Committee noted the action log.</p> <p>The Committee were assured that Mr. McKay has provided updates regarding previous actions reported. The Committee will continue to receive regular Communications updates and it was agreed that this action could be closed.</p> <p>The Committee noted that the action associated with disputes and bullying has been closed and any work will be taken forward by the People and Staff Group.</p> <p>Ms. McDonald confirmed that she will discuss with Mrs. Anderson an appropriate time for the Committee to receive an update on Vascular Services.</p> <p>The Committee noted that Mr. Coulthard has included the new challenging waiting time milestones information in his waiting time report. Action complete.</p> <p>The Committee noted that an updated will be provided regarding Cancer Services at the meeting in November 2022.</p>	<p>LMcD/ FA</p>

<p>4.</p>	<p><b>Deep Dive into Staffing</b></p> <p>Mrs. Friel shared a story from a member of staff and the Committee members acknowledged the emotional impact the current situation is having on staff.</p> <p>Mr. Coulthard and the Hospital Site Directors updated the Committee Members regarding workforce pressures.</p> <p>Mr. Pender delivered a presentation from the recent Workforce Summit and shared data with the Committee regarding;</p> <ul style="list-style-type: none"> <li>• Current staffing levels</li> <li>• Current staffing demographics</li> <li>• Absence Rates</li> <li>• Supplementary Staffing</li> <li>• Recruitment Activity</li> <li>• International Recruitment</li> </ul> <p>Mr. Coulthard reported that he will confirm with Ms. Knox, Chief Executive that The CMT will review and monitor action plan and outputs from the Workforce Summit.</p> <p>Mr. Hill stated that he is very impressed with the Health and Well Being work for Staff in NHS Lanarkshire and staff should be reminded that they can only do what services will allow them to do. Mr. Hill emphasised that it is not the staff who are failing, but the systems that are failing.</p> <p>The Committee discussed the whole system pressures associated with Delayed Discharges and Ms. McDonald noted that she will arrange to discuss addressing delayed discharges with Mr. Coulthard, Mrs. Park and the Partnership Chief Officers.</p> <p>Following enquiry from Ms. McDonald, Mr. Pender assured the Committee that recruitment colleagues are investigating why only 4% of applicants were successfully recruited into Band 2 Clinical Support Worker roles.</p> <p>Mrs. White reflected on her recent walk round, noting staff appeared upbeat and displayed good examples of team working. Mrs. White raised concern regarding additional patients in ward areas and Mr. Coulthard provided assurance that despite inpatient capacity continuing to be a huge concern, appropriate risk assessments are carried out.</p>	<p>RC</p> <p>LMcD</p>
<p>6.</p>	<p><b>Labs Managed Service Contract Update</b></p> <p>Mr. Coulthard provided an update to meet the responsibilities of the Acute Governance Committee as per Labs MSC Programme governance.</p>	

	<p>Mr. Coulthard highlighted the following key points and the Acute Governance Committee noted the progress being made;</p> <ol style="list-style-type: none"> <li>1. Significant Programme milestone now achieved with tender now live. Invitation to Tender has been published with Bidder responses due early November 2022.</li> <li>2. Four Bidders have indicated it is their intention to submit a response.</li> <li>3. Bidders can ask clarification questions based on specifications published between now and late October 2022. To date all clarifications raised have been answered with no significant issues to report.</li> <li>4. Responses will be evaluated throughout November 2022, December 2022 and January 2023 by members/nominees of the Programme board. All responses will be answers to questions set within the specification/tender with set scoring criteria to use. Moderation process, whereby awarded scores per question per evaluator will be compared and in event of discrepancy discussed, will be overseen by NHS Shared Business Services ensuring equal treatment, fairness and transparency. Timetable and process for evaluation and moderation has been developed. Training for those involved commenced w/c 12<sup>th</sup> September 2022.</li> <li>5. Outcome of Procurement process will be submitted to Board for final approval March 2023.</li> </ol>	
6.	<p><b>Communications Report</b></p> <p>Mr. McKay shared a proposal to launch a communication campaign to support changes in the patient centred Minor Injuries Unit model across the Acute Sites. The launch of wider work regarding Re-Direction Policy was also discussed.</p>	
7.	<p><b>Items for Noting</b></p> <p>7.1 <b>Nursing/HAI Update</b> The Committee noted the report. Mrs. Friel reported that the 3 Deputy Chief Nurse posts have been filled.</p> <p>7.2 <b>Quality Assurance &amp; Improvement Report</b> The Committee noted the report.</p> <p>7.3 <b>Waiting Times</b> The Committee noted the report.</p> <p>7.4 <b>Unscheduled Care</b> The Committee noted the report.</p> <p>7.5 <b>Hairmyres Performance Report</b> The Committee noted the report.</p>	

7.6	<b>Monklands Performance Report</b> The Committee noted the report.	
7.7	<b>Wishaw Performance Report</b> The Committee noted the report. Ms. McDonald requested that the 3 sites' reports be standardized. Mr. Coulthard assured the Committee that he will discuss this with Mrs. Park and the Hospital Site Directors.	RC
7.8	<b>Finance Report</b> The Committee noted the report, the challenging financial position and the factors contributing to this and noted a Finance DMT continues to focus on mitigating controls. Work continues across the Division on all aspects of financial management.	
7.9	<b>South IJB Minutes – June 2022</b> The Committee noted the report.	
8.	<b>Risk Register</b>  The committee did not identify any new risks and no immediate actions are required to be taken.	
9.	<b>AOCB</b>  Mr. Coulthard and the Hospital Site Directors updated the Committee Members regarding the covid situation and wider system pressures. An overview on 4 hour ED compliance, ED attendances, occupancy rates, outpatient and elective waiting times, finance challenges was provided. Mr. Coulthard assured the Committee that by December 2022 there should be no patients waiting over 18 months for an outpatient appointment in most specialties. Challenges are expected in high volume specialties, such as General Surgery and in some very sub specialised areas. NHS Lanarkshire's position compares well nationally in these waits.  Mr. Coulthard reported that NHSL was just below the National Cancer Standard in Quarter one, however there is an improvement in performance for Q2 data 2022. Although it is predicted recovery of the 95% standard for 31 days in the coming months, this may be compounded in July 2022 due to pressures within elective surgery capacity, in particular Breast. Ms. McDonald advised that Committee that an updated regarding Cancer Services would be prepared for the meeting in November 2022.  No other business was noted by the Committee.	
10.	<b>Date &amp; Time of Next Meeting</b>  The next meeting of the Acute Governance Committee is scheduled to be held on Wednesday 23 <sup>rd</sup> November 2022 at 1400 hours, via Microsoft Teams. Special Interest Item – Cancer Services Update.	

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