

Lanarkshire NHS Board **Kirklands Hospital**
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Minute of Meeting of the Lanarkshire NHS Board
held on Wednesday 25 October at 9.30am at the Ken Corsar
Medical Education Centre, Kirklands, and by 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 C Deighan, Medical Director
Mr E Docherty, Nurse Director
Professor J Gardner, Chief Executive
Mrs M Lees, Chair, Area Clinical Forum
Cllr E Logan, Non-Executive Director
Mr C Lee, Non-Executive Director
Mr B Moore, Non-Executive Director
Ms L McDonald, Non-Executive Director
Professor J Pravinkumar, Director of Public Health
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
Mrs J Jones, Director of Human Resources
Mr C Lauder, Director of Planning, Property & Performance
Mr R McGuffie, Chief Officer, North Lanarkshire Health & Social Care Partnership
Mr R Coulthard, Deputy Director of Acute Services
Mr S Sengupta, Director, South Lanarkshire Health & Social Care Partnership
Mr D Wilson, Director of Information & Digital Technology

APOLOGIES: **Cllr M Coyle, Non-Executive Director**
Mr P Couser, Non-Executive Director
Mr N Dar, Non-Executive Director
Mr J Muir, Non-Executive Director
Mr D Reid, Non-Executive Director
Mrs J Park, Director of Acute Services

B/2023/189

WELCOME

Mr Hill welcomed colleagues to the 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. He also took the opportunity to welcome Mrs. Sylvia Stewart who was attending her first Board Meeting as the newly appointed Employee Director.

B/2023/190 **DECLARATION OF INTERESTS**

There were no declarations of interest.

B/2023/191 **MINUTES**

The minutes of the meeting of the NHS Board held on 30th August 2023 were submitted for approval.

THE BOARD:

1. Approved the minutes of the meeting held on 30th August 2023.

B/2023/192 **MATTERS ARISING**

No issues raised.

B/2023/193 **ACTION LOG**

The Action Log was noted.

B/2023/194 **CHAIR'S REPORT**

Mr Hill provided a verbal report to the NHS Board.

He indicated that he had attended a very useful construction Seminar delivered by NHS Assure which had been extremely helpful in relation to the Boards development of the Monklands Replacement Project. He also indicated that on the 14th/15th September he had attended an NHS Chairs Annual Chairs Away Day Conference where the theme was sustainability. He also reported that he had been approached to be a Panel Member in relation to the appointment of the Chief Executive at The Golden Jubilee National Hospital.

Mr. Hill went on to highlight that he had undertaken a number of 1:1 discussions and appraisals with Non -Executive Directors. He also indicated that recent national and local discussions had highlighted the importance of mental health and wellbeing, and the need for NHS Boards to focus more on these areas. He indicated that he would take this forward in discussion with Professor Gardner and Mr. McGuffie. Dr. Thomson indicated that the Board's approach and support for health and wellbeing demonstrated a positive record, however she did acknowledge that a deep dive would demonstrate the many practical things that had been undertaken to support staff health and wellbeing.

THE BOARD:

1. Noted the update from the Board Chair.

B/2023/195 **CHIEF EXECUTIVE'S REPORT**

Professor Gardner provided a verbal report to the NHS Board.

It was noted that the Chief Executive had made a number of site visits across NHS Lanarkshire in relation to raising senior leadership visibility and also in

relation to supporting staff in the Neonatal Service at University Hospital, Wishaw, and as part of preparing for Operation Flow 2 and the Firebreak being planned in November 2023.

In relation to Operation Flow 3, Professor Gardner indicated that Our Health Together Team were looking at potential areas for further reform. This work around Operation Flow 3 would be brought back to the Planning, Performance and Resources Committee and other Governance Committees in due course.

It was noted that the recruitment process for the new Director of Finance was underway and interviews would be held on 14th December 2023. It was also noted that the Non Ministerial Annual Review will take place on 16th November 2023.

Professor Gardner went on to outline a potential pilot which was being discussed with Public Health Scotland colleagues, notably the Chief Executive, Mr. Paul Johnston, in relation to the reform of Primary Care.

Members noted two upcoming visits to NHS Lanarkshire, the first on 7th November 2023 by Professor Jason Leitch and Dr. John Harden, who would be visiting University Hospitals Monklands and Hairmyres, and also the arranged visit for Non-Executive Directors to University Hospital Wishaw to see the new Minor Injuries Unit in particular, and also to speak to local staff, which was programmed for the afternoon of 29th November 2023.

Members were also encouraged to look at the offerings being made through Staff Wellbeing Week and the programme was available on the Board's website.

THE BOARD:

1. Noted the update from the Board Chief Executive.

B/2023/196

GOVERNANCE COMMITTEE MINUTES

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

STAFF GOVERNANCE COMMITTEE – 11TH SEPTEMBER 2023 (DRAFT)

Noted.

AUDIT & RISK COMMITTEE – 5TH SEPTEMBER 2023 (DRAFT)

Noted.

HEALTHCARE QUALITY ASSURANCE & IMPROVEMENT COMMITTEE – 14TH SEPTEMBER 2023 (DRAFT)

Noted.

POPULATION HEALTH, PRIMARY CARE & COMMUNITY SERVICES COMMITTEE – 20TH SEPTEMBER 2023 (DRAFT)

Members were also provided with a copy of a paper from Professor Pravinkumar which set out the wide range of work being undertaken in relation to Anchor, which had been discussed at the Population Health, Primary Care and Community Services Committee meeting. However, members commended it to the Board and it was therefore on the Board agenda for noting.

Mr. Boyle as Committee Chair indicated that the Committee was adopting a thematic approach, and at the last meeting had children and young people as their theme.

ACUTE GOVERNANCE COMMITTEE – 20TH SEPTEMBER 2023

Noted.

B/2023/197

INTEGRATED PERFORMANCE & QUALITY REPORT

Members noted that the Integrated Performance and Quality Report for October 2023 had been circulated separately due to the size of the attachment.

Mr. Lauder outlined the process of production of the IPQR which was moving from the Communications Team to the Corporate Performance Team, and Mr. Lauder also indicated that a number of suggestions had been made over the last month or two and these would be considered in the New Year in a revised template to come into effect from 1st April 2024.

Mr. Docherty highlighted the changes being made to the Audit Tool being used to monitor hand hygiene compliance and the changes that had been made to bring about a greater consistency between the local and national auditing tools.

In relation to items which may be added to the contents list in the revised version it was suggested that occupancy would be a useful indicator to track, and Care Opinion.

In relation to unscheduled care, and in particular the time to first assessment, it was noted that a deep dive of this issue would be undertaken at the Acute Governance Committee.

Mrs. Park indicated that in relation to planned care, outpatient activity was ahead of trajectory and the Treatment Time Guarantee was in line with the AOP trajectory with theatre lists running above pre-pandemic levels.

Professor Gardner indicated that regional discussions were ongoing in relation to TAVI (transcatheter aortic valve implantation), which was a regional service, but which brought with it challenges and different rates of uptake across the regions of Scotland. It was noted that NHS Lanarkshire was utilising the service less than other neighbouring Regional Boards on a pro rata basis.

Mr. Moore welcomed the increased waiting time performance in general surgery which had been a source of difficulty over the past year or so in

relation to the Business Continuity Plans put in place. He also raised concerns about sickness absence rates and the need to see this improved. Ms. Jones indicated that the first meeting of a Sickness Absence Group had taken place this week and the group were reviewing the data with a view to building up local management capacity to challenge and support the individuals who were absent through illness. Ms. McDonald indicated that the Acute Governance Committee were undertaking a workforce deep dive at their next meeting.

In relation to delayed discharge generally, Mr. McGuffie indicated that there was a different demographic pressure with twice as many referrals being received in NHS Lanarkshire than that of Glasgow City, where the population was far in excess of that of NHS Lanarkshire, and that this had been the case for many years, rather than a recent phenomenon.

Mr. Hill commended Dr. Deighan and the Quality Team for the improvements made in complaints handling, and also highlighted the continuing improvement within the Child & Adolescent Mental Health Services against the 18 week wait target.

B/2023/198

OPERATION FLOW UPDATE

Board Members received an update on Operation Flow from Mr. Lauder which provided an update on the report that went to the 30th August Board meeting and the Planning, Performance and Resources Committee on 27th September 2023. The update covered the system refocus and commitment to delivering the plan and system preparedness for our Winter Plan launch on 1st November 2023. Mr. Lauder took members through the report in detail highlighting the Pause Event which was held on 29th September 2023 with managerial, operational and clinical leads from across the system. The objective of the session was to provide space and time to consider whether Plans align with the local needs informed by learning from Peer Review visits from colleagues from NHS Tayside.

It was noted that the feedback from NHS Tayside colleagues was largely very positive and one highlight of the feedback was the need to improve the frailty pathway to avoid these patients being assessed in Emergency Departments.

In relation to Operation Flow 2 Power Up it was noted that this will launch on 1st November 2023. Mr. Lauder indicated that given the proximity to the date of delivery, the Management Team had refreshed the membership of the Executive Flow Oversight Board and released operational colleagues to have more time to support the focussed approved work required to ensure successful delivery of the plan at the beginning of November. Mr. Lauder in particular highlighted the testing of React processes as part of our new front door target operating model which will be able to measure improvements in performance. Mr. Lauder also indicated that the project had developed an action in the Responsibility Framework for Operational Flow with levels of escalation and action cards which described roles and responsibilities, and were developing table top exercises to test the framework to ensure that issues are managed and escalated appropriately.

In relation to patient experience and staff wellbeing, Board Members were advised that formal evaluation of Operation Flow 2 will be undertaken in

collaboration with Strathclyde University from 1st November 2023, with qualitative research being progressed during December 2023.

In relation to a question from a Board Member, Mr. Lauder indicated that of the £5.9m committed to recruiting staff around 80 staff have been recruited and a further update would be provided at the next Planning, Performance and Resources Committee meeting.

Mr. Coulthard indicated that the experience and feedback from the various visits of the past 6 months by staff to Tayside, and by Tayside staff to NHS Lanarkshire, had indicated that NHS Lanarkshire Operation Flow approach was the right path to take, however there were also lessons learned by NHS Tayside colleagues who had taken back some of the experience of establishing the flow navigation centre in NHS Lanarkshire as an example of good practice.

Professor Gardner highlighted that the target operating model had been agreed and was being rolled out so that there was a consistent approach to the response to attendance at Emergency Departments and prior to attendance. She also indicated that each of the three Emergency Departments would very shortly be in receipt of a range of large colourful Communications Posters to explain the Services available and the alternatives to patients.

Mr. Hill commended the approach to raising public awareness and the efforts being expended to ensure that the public messaging was consistent and helpful.

B/2023/199

FINANCIAL REPORT FOR THE PERIOD ENDED 30TH SEPTEMBER 2023

Board Members received a report from Mrs. Ace detailing the Board's Financial position at 30th September 2023 which was noted.

Mrs. Ace highlighted that the estimated deficit at month 6 was £8.539m with a forecast year end position of £18.469m over budget. It was noted that this was higher than the £13.160m deficit which had been expected due to a worsening overspend in the Acute Division. It was noted that the £18.469m gap was made up of a recurring gap of £68.694m offset by over £50m of income or measures taken to reduce the gap classed as non-recurring.

Mrs. Ace also highlighted that the target issued to all Boards was for 3% recurring savings. The recurring impact of the identified savings scheme in 2024/2025 was currently estimated at £4.536m for the NHS Board and £5.6m for the IJBs. Work continues to identify options to narrow the gap.

Members noted that the robust actions taken in order to reduce non framework agency nursing bookings had all but eliminated all non framework agency nursing shifts, however there had been a discernible uptick in the use of framework agency nurse bookings, and this was being closely monitored by Nursing and HR colleagues.

In relation to capital, Mrs. Ace reminded Board Members that at the start of the year the demands for capital far exceeded income and the approach was to work up projects to establish realistic timelines while allowing a more advanced priority items to proceed. Therefore, at the end of September 2023

the commitments made to date had been brought within the budget largely due to financial support from the IJBs for specific mental health projects.

Mrs. Ace highlighted again the uncertainties around some of the position noted, particularly in relation to GP prescribing where only estimates of data were available, and also the allocation of out of area hospital drugs.

Mrs. Stewart asked if the efforts to re-band posts was adding to the deficit and Mrs. Ace indicated that this was the case.

Mr. Moore highlighted that 15% of the Acute overspend was within the Emergency Departments and he also highlighted that he was aware of national discussions ongoing in relation to pay settlements and a reduction in the working week from 37 ½ hours to 36 hours, over a three-year period. Professor Gardner indicated that all Boards were looking at tests of change and had been asked to consider how these could be taken in relation to the phased reduction in the working week, and that a pay award group was looking at 24/25 awards, although there was still some uncertainty and significant levels of assumption being made in relation to future awards. Professor Gardner also indicated that the Acute Scrutiny Group was starting to meet again and the first meeting would be within the next week.

In relation to workforce generally, Ms. McDonald indicated that the next Acute Governance Committee would be looking at the workforce issues as a deep dive.

B/2023/200

QUALITY ASSURANCE AND IMPROVEMENT PROGRESS REPORT

Board Members received and noted a paper which provided the Board with an update on the Lanarkshire Quality Approach and progress with Quality Initiatives across NHS Lanarkshire which was introduced by Dr. Deighan.

Dr. Deighan highlighted the positive improvements being seen in the performance of closing complaints at Stage 2 and the escalation process in place where the targets were not being met. He also added that the NHS Lanarkshire Complaints Manager had been asked to participate in a Panel discussion at a National Event run by the Scottish Public Services Ombudsman.

In relation to patient information and health literacy the efforts being undertaken were commended by Board Members.

Board Members also noted the Corporate Policies update for the Board.

THE BOARD:

1. Noted the report.

B/2023/201

WHISTLEBLOWING 2023/2024 QUARTER 1 REPORT

Board Members received and noted a paper from Mr. Docherty which provided assurance around the activities to support whistleblowers within NHS Boards. The paper had been prepared by Ruth Hibbert, Head of Human Resources, Policy and Governance and had been circulated to members of

the Staff Governance Committee, and was presented to Committee members in September 2023. The report which was attached provided details of whistleblowing concerns raised across the organisation by staff and those who provide services on behalf of NHS Lanarkshire during the period April 2023 to June 2023.

Mr. Docherty indicated that no cases had been raised during this period and that as discussed at the last Board Meeting, and following a review of Executive responsibility for managing whistleblowing this was transferred to the Executive Director of Nursing and had previously been managed by the Director of Human Resources and the handover process was completed on 1st October 2023 with the Executive Nurse Director being supported in that process by the Board Secretary and the Corporate Business Manager.

Ms. McDonald was invited to provide the commentary on the transfer responsibility and she indicated that this had been managed very effectively locally, and she in particular highlighted the activities undertaken to support learning from concerns during the period 2nd – 6th October 2023, and a fuller report on those activities will be included in the next quarterly update.

THE BOARD:

1. Noted the Whistleblowing Quarter 1 Report.

B/2023/202

HEALTHCARE ASSOCIATED INFECTION ANNUAL REPORT 2022/23

The Report was noted and Mr. Docherty took Board Members through the Annual Report in detail.

Mr. Boyle in particular highlighted the targets on page 9 and 10 of the report and it was noted that the targets set were being reviewed by the Antimicrobial Resistance and Healthcare Associated Infection Group (ARHAI). Mr. Docherty however, indicated that funnel plots were set out in the report to provide a degree of assurance in relation to the Board's position when compared with other neighbouring similar sized Boards.

Mr. Docherty indicated that a reset of targets was being discussed nationally.

THE BOARD:

1. Noted the Healthcare Associated Infection Annual Report 2022/23.

B/2023/203

CORPORATE RISK REGISTER UPDATE

Board members received and noted a Corporate Risk Register Report which was produced by Mrs. McLean.

Members noted the Report, Appendix 1 in the Corporate Risk Register and full Appendix 2 which presented an update to the Corporate Risk Register for the reporting period August to October 2023. A summary of material changes to the risks within the Corporate Risk Register was highlighted in the cover paper.

B/2023/204 **CALENDAR OF DATES 2023**

Noted.

B2023/205 **WORKPLAN 2023**

Noted.

B/2023/206 **ANY OTHER COMPETENT BUSINESS**

There was no other business raised.

B/2023/207 **RISK AND REFLECTIONS**

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.

Dr. Thomson did reflect however that the IPQR was lending itself to a very focussed and purposeful discussion which was a positive development.

B/2023/208 **DATE AND TIME OF NEXT MEETING**

Wednesday 20 December 2023 at 9.30am.