

Lanarkshire NHS Board
Kirklands
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Meeting of Lanarkshire NHS Board – 20 December 2023

SUBJECT: EXCEPTION REPORT FROM ACUTE GOVERNANCE COMMITTEE, 22 NOVEMBER 2023

1. PURPOSE

The Exception Report from the Acute Governance Committee is coming to the Lanarkshire NHS Board.

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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2. ROUTE TO THE LANARKSHIRE NHS BOARD

The Exception Report has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input checked="" type="checkbox"/>
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by the Chair of the Acute Governance Committee, Director of Acute Services and Deputy Director of Acute Services.

3. SUMMARY OF KEY ISSUES

Feedback from Acute Governance Committee on 22nd November 2023, highlighting the ongoing staffing issues, focusing on patient safety and risk mitigation; past and present performance position regarding TTG, clinical prioritisation, Outpatient, Unscheduled Care, capacity and Operation FLOW 2. There was a deep dive into sickness absence. An update on the laboratory managed service contract was provided, as was an update on risks associated with General Surgery Service. Work is progressing at site level to manage agency spend.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP/RMP 5	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input checked="" type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	✓	Effective	✓	Person Centred	✓
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	✓
People are able to live well at home or in the community; (Person Centred)	✓
Everyone has a positive experience of healthcare; (Person Centred)	✓
Staff feel supported and engaged; (Effective)	✓
Healthcare is safe for every person, every time; (Safe)	✓
Best use is made of available resources. (Effective)	✓

6. MEASURES FOR IMPROVEMENT

The Committee are aware of targets.

7. FINANCIAL IMPLICATIONS

A Finance update was provided and the committee noted ongoing financial performance and risks and challenges for 2023/2024. Regular DMT agendas focuses on Finance. Work continues across the Division on all aspects of financial management.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The Acute Governance Committee were assured that the Acute Risk Register is being reviewed and updated report will be shared with committee members when this is complete. Very High graded risks were shared with the Committee.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	✓	Effective partnerships	✓	Governance and accountability	✓
Use of resources	✓	Performance Management	✓	Equality	✓
Sustainability Management	✓		✓		

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

N/A

11. CONSULTATION AND ENGAGEMENT

N/A

12. ACTIONS FOR THE LANARKSHIRE NHS BOARD

The Lanarkshire NHS Board is asked to:

Approve	<input type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	✓	Accept the risk identified	✓	Ask for a further report	<input type="checkbox"/>

13. FURTHER INFORMATION

The Board will continue to receive Performance updates. For further information about any aspect of this paper, please contact:

Lesley McDonald



Ms Lesley McDonald
Chair of Acute Governance Committee

Mrs Judith Park
Director of Acute Services

11th December 2023

Acute Governance Committee

(Meeting on 22nd November 2023)

Chair: Ms Lesley McDonald

Key Issues Considered

1. The Director of Acute Services updated the Acute Governance Committee members regarding the system pressures. An overview on 4 hour Emergency Department compliance, Emergency Department attendances, Operation Flow 2, Planned Care, finance summary, Care Assurance, Hand Hygiene Campaign, as well as very high graded risks was provided.
2. A Sickness Absence deep dive focusing on the position and actions to improve was discussed. An Appreciative Enquiry approach, led by the Director of HR, in discussion with the site triumvirates is being undertaken to manage sickness actively.
3. A Financial summary was provided, by the Deputy Director of Finance. Work is progressing at site ward level to manage agency spend and is being reported through the Acute Scrutiny meetings.
4. The Acute Medical Director provided an update regarding General Surgery service and continued work with the Royal College of Surgeons (Edinburgh). The Committee noted that the General Surgery risk is ongoing and were assured that changes have had a positive impact and improvement has been achieved with regards to continuity of care. They will receive updates at future meetings.
5. An update regarding the Laboratory Managed Service Contract was provided.
6. The Hospital Site Directors provide an update on their site performance.
7. The Committee received a report regarding increased Freedom of Information requests.

Key Issues to Highlight

1. Whole system pressures within the Acute Division.
2. Continued recognition of the workforce pressures within the Acute Division.
3. Improvement work underway to reduce long waits for elective patients.
4. Review of Risk Register.

Any Decisions / Approvals taken to highlight

1. The Acute Governance Committee will seek to focus its work to gain assurance on actions being taken to address current challenges, as well as initiatives and innovations going forward.
2. The Acute Governance Committee agreed a further deep dive into Planned Care, including Cancer Services in March 2024.
3. An update risk report will be shared with the Acute Governance Committee members following full review of all risks.

Any risks identified that need to be highlighted

The Acute Governance Committee noted the following very high risks;

- Finance
- Carrickstone Care Home – Balloch Unit
- Emergency Department Junior Medical Staff
- Impact on diagnosis and treatment as services were stepped down during acute covid response
- Intensive Care Service at University Hospital Monklands
- Ophthalmology glaucoma service
- Stroke/Care of the Elderly additional beds AHP risk
- TTG
- Unscheduled Care
- Staff Resilience
- Radiology reporting workload
- Demand Exceeding the Capacity within University Hospital Wishaw
- Sustaining a Safe Workforce