

Lanarkshire NHS Board
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Meeting of Lanarkshire NHS Board
March 2023

SUBJECT: EXCEPTION REPORT FROM ACUTE GOVERNANCE
COMMITTEE, 22ND MARCH 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 March 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. A presentation regarding the West of Scotland Vascular Services was delivered. An update on the laboratory contract was delivered. An update on risks associated with General Surgery Services and Ophthalmology Services was provided.

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. Every 6 weeks the DMT agenda focuses 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 continues to be reviewed and updated in keeping with NHS Lanarkshire's Risk Management Policy. A revised report will be prepared highlighting Very High and High graded risks and key movements and shared with the Committee in May 2023.

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	<input checked="" type="checkbox"/>	Accept the risk identified	<input checked="" type="checkbox"/>	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

Judith H Park

Ms Lesley McDonald
Chair of Acute Governance Committee

Mrs Judith Park
Director of Acute Services



Mr Russell Coulthard
Deputy Director of Acute Services

22nd March 2023

Acute Governance Committee

(Meeting on 22nd March 2023)

Chair: Ms Lesley McDonald

Key Issues Considered

1. The Deputy Director of Acute Services updated the Committee Members regarding the system pressures. An overview on 4 hour Emergency Department compliance, Emergency Department attendances, occupancy rates, Operation Flow, outpatient and elective waiting times, finance challenges, workforce challenges as well as very high graded risks was provided.
2. A Vascular presentation was provided and the Acute Governance Committee acknowledged the significant success of this project, with improved patient and staff experience across NHS Lanarkshire, NHS Ayrshire & Arran and NHS Dumfries & Galloway. The Committee commended the strong clinical and managerial leadership and the positive impact that this has had on staff.
3. A Finance update was provided and the committee noted ongoing financial performance and risks and challenges for 2023/2024. Every 6 weeks the DMT agenda focuses Finance. Work continues across the Division on all aspects of financial management. Sustainability and Value Framework work plan and work streams have been established.
4. The Deputy Director of Acute Services provided an update regarding General Surgery business continuity arrangements and continued work around the future service model. The Committee noted that the General Surgery risk is ongoing and were assured that they will receive updates at future meetings.
5. A short life working group is being established by the Chief of Medicine at University Hospital Hairmyres in an attempt to mitigate the very high graded Ophthalmology risks.
6. The Acute Governance Committee were assured of the Corporate Risk Manager's intention to work with the Acute Division to review the Acute Risks. The risk report was noted by the Committee.
7. An update regarding the Laboratory Managed Contract was provided. Assurance was provided that there is no apparent operational risk at this time.
8. Organisational workforce challenges were recognised by the Committee and wider assurance was provided of corporate oversight of this issue.
9. The Acute Medical Director and Acute Nurse Director provide a summary of a range of Quality indicators and assurance regarding ongoing improvement work. The Acute Nurse Director and the Board Chief Executive acknowledged the positive feedback following the unannounced visit from Health Improvement Scotland to University Hospital Wishaw on 16th January 2023 and the response to the letter of concern submitted by the Emergency Department Team.

Key Issues to Highlight

1. Whole system pressures within the Acute Division improved during Firebreak. Establishment of a sustainable flow model is the key area of focus.
2. Continued recognition of the workforce pressures within the Acute Division.

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.

Any risks identified that need to be highlighted

The Acute Governance Committee noted the following very high risks;

1. Delayed Radiology Examinations/Radiology Staffing
2. Staffing and Resilience
3. Unscheduled Care
4. TTG
5. Finance

6. Ophthalmology Diabetic Service
 7. Ophthalmology Glaucoma Service
 8. Intensive Care Service at UHM
 9. Stroke/Care of the Elderly additional beds AHP risk
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