

ACUTE GOVERNANCE COMMITTEE
Wednesday 20th November 2023 at 1400 hours
via Microsoft Teams

Attendance:

Ms. L. McDonald, Non-Executive Director, Chair
 Mr. R. Coulthard, Deputy Director of Acute Services/Director of Access
 Dr. J. Keaney, Acute Director of Medical Services
 Mrs. R. Thompson, Acute Director of Nursing
 Mr. S. Peebles, Hospital Site Director, University Hospital Monklands
 Mrs. C. Ritchie, Hospital Site Director, University Hospital Wishaw
 Mrs. M. Meek, Hospital Site Director, University Hospital Hairmyres
 Mr. M. McLuskey, Deputy Finance Director
 Mrs. A. Campbell, Head of HR Employee Relations
 Mrs. D. Patrick, HR Business Partner
 Mrs. S. White, Non-Executive Director
 Mr. C. McKay, Communications Manager
 Mr. J. Duffy, Chair of North Public Partnership Forum
 Dr. L. Thomson, Non-Executive Director
 Mrs. F. Anderson, Operational Support Manager

Apologies:

Mrs. J. Park, Director of Acute Services
 Mr. A. Boyle, Non-Executive Director
 Mr. M. Hill, Board Chair
 Ms. E. Forbes, South H&SC Forum Representative
 Ms. M. Hunter, Partnership Representative
 Mr. J. Muir, Non-Executive Director
 Miss. C. Hope, Corporate Risk Manager

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<p>1.</p>	<p>Welcome Ms. McDonald welcomed everyone to the meeting and noted apologies received.</p>	
<p>2.</p> <p>2.1</p> <p>2.2</p>	<p>Risk Review</p> <p>No updates on the current risks in terms of controls in place or the risk level were noted. No urgent actions were identified.</p> <p>Acute Risk Register Report</p> <p>Mr. Coulthard presented a report highlighting changes to the closure, opening of new risks or escalation / de-escalation / transfer of relevant risks since the last report considered at the meeting held in July 2023.</p> <p>Mr. Coulthard assured that committee that Mrs. Allison McLean will be managing risks in Miss. Hope's absence.</p>	

	<p>The Committee members noted the report and were confident that all risks are being managed in keeping with the NHS Lanarkshire Risk Management Policy.</p> <p>Verbal Update on General Surgery Mr. Coulthard provided an update regarding General Surgery business continuity arrangements and assured the Committee that the 3 site/3 teams model that was established in August 2023 is working well. NHS Lanarkshire continue to work with the Royal College of Surgeons (Edinburgh) around the future service model.</p> <p>The Committee were assured that the General Surgery service is in a more stable position and noted the improved continuity of care for patients and reduced elective waiting times.</p>	
<p>3.</p>	<p>3.1 Minutes and Action Log of Acute Governance Committee Meeting Held on 19th Julye 2023</p> <p>The Committee agreed that the minutes from the meeting held on 19th July 2023 reflected the meeting accurately and noted the action log.</p>	
<p>4.</p> <p>4.1</p> <p>4.2</p>	<p>Performance Overview, Unscheduled Care and Site Reports</p> <p>Performance Overview, Risks and Strategic Agenda</p> <p>Mr. Coulthard provided the Committee members with an update, which highlighted continuing variation in ED attendances, 4-hour wait Compliance, and 8-hour and 12-hour breaches across the 3 Acute sites. The fluctuation of ED attendances was noted by the Committee members. Following enquiry from Ms. McDonald, Dr. Keaney described reasons for increased acuity and Length of Stay (LoS). Mr Coulthard advised that this situation is replicated across the country.</p> <p>Mr. Coulthard assured the Committee members that some progress against waiting times trajectories has been made, despite challenges with demand outweighing capacity. Focused work remains on theatre efficiency.</p> <p>Mrs. Thompson provided feedback following recent Hand Hygiene Audit results and assured the committee of the work being undertaken to drive improvement.</p> <p>Mrs. White questioned the reason for staff sickness and requested details on factors contributing to staff sickness rates. Following discussion, it was agreed that Staff Sickness should feature on the agenda in November as part of a wider workforce special interest item.</p> <p>Unscheduled Care Report The Committee members noted this report.</p>	

<p>4.3</p> <p>4.4</p> <p>4.5</p>	<p>UHH Report</p> <p>Mrs. Meek highlighted challenges associated with increased 8 and 12 hour breaches.</p> <p>The Committee members noted that redesign work is ongoing at Stonehouse Hospital to create a 10 bedded Traumatic Brain Injury (TBI) Unit. The project has experienced building delays and is now scheduled to be completed mid-November. Mrs. Meek reported that the site is working through a plan to reduce patient numbers, thus reducing the Care of the Elderly bed numbers from 40 to 30 beds to establish these 10 beds as TBI.</p> <p>Mrs. Meek reported challenges associated with Vascular medical staffing, but assured the Committee members that discussions have taken place with NHS GG&C colleagues regarding potential support for the on call rota. The Emergency Vascular service is being monitored however, there is an impact on the elective service.</p> <p>UHM Report</p> <p>Mr. Peebles highlighted concerns raised in relation to an increase of falls at Carrickstone. Mr. Peebles stated that this would be added to the site risk register and the Committee members were content that the DMT are sighted on the risk.</p> <p>UHW Report</p> <p>Mrs. Ritchie highlighted concerns regarding Gynaecology accommodation. Following enquiry from Mrs. White, Mrs. Ritchie assured the Committee members that clinics are being held, a Gynaecologist has been appointed and workforce remains under review.</p> <p>Mr. McLuskey confirmed that NHSL does not receive direct funding from SG for National screening programmes.</p>	
<p>5.</p>	<p>Special Interest Items</p> <p>Divisional Finance Deep Dive</p> <p>Mr. McLuskey delivered a presentation updating the Committee members on Financial Governance arrangements, the current financial position and Nurse Agency spend.</p> <p>Mr. McLuskey reported at as July 2023 the Acute Division is £9.360m overspent against an overspend of c£18m in 2022-2023.</p> <p>The Committee members were assured that Sustainability and Value Workstreams are in place.</p> <p>It was noted that the significant increase in Nurse Agency spend was attributable to;</p>	

	<ul style="list-style-type: none"> • Post Pandemic system pressures. • Increasing Registered Nurse vacancy rate since 2021-22. • Increasing Sickness Absence rates. • Agency Premium cost. • Market dominated by Off-Framework agencies. <p>The following controls have seen a reduction in Nurse Agency spend over the last couple of months;</p> <ul style="list-style-type: none"> • S&V Group established. • Change in Off-Framework booking offering notable progress with 70% reduction in Off Framework shifts. • Target reduction for every newly qualified nurse coming on. • Recruitment to Band 4 Assistant Practitioners to provide longer term sustainable workforce <p>Mr. McLuskey reported a significant cost improvement when compared to Q4 of 2022-23. He assured that Committee members that reporting systems for both finance and workforce are well established. The Committee noted the risks that remain around workforce availability.</p> <p>The Committee discussed the projected Nurse Agency costs and sick pay for substantive posts, Bank and Agency workers.</p> <p>Mrs. Thompson assured the Committee that the Acute team are working well with HR colleagues to recruit Band 4 Assistant Practitioners, which is a new role in nursing where staff are given an opportunity to earn while they learn.</p> <p>Mr. McLuskey highlighted the increase in home care medicines growth.</p>	
6.	<p>Labs Managed Service Contract (MSC)</p> <p>Mr. Coulthard shared an update regarding the Laboratory Managed Service Contract and highlighted that a report on the programme for delivering the contract would go to Board or PPRC in near future.</p>	
7.	<p>Communication Report</p> <p>Mr. McKay shared report, highlighting a significant increase in the Freedom of Information requested received. The Committee discussed the work involved in compiling these, the deadlines and the compliance.</p>	
8.	<p>Items for Noting</p> <p>8.1 NHSL Integrated Performance & Quality Report The Committee noted the report.</p> <p>8.2 Human Resources & Workforce Report The Committee noted the report.</p>	

<p>9.</p>	<p>Risk Register</p> <p>The Committee noted the risk at Carrickstone previously highlighted by Mr. Peebles, who assured the Committee that he would add to the UHM Site Risk Register.</p> <p>The committee did not identify any other new risks and no immediate actions are required to be taken.</p>	<p>SP</p>
<p>10.</p>	<p>AOCB</p> <p>Special Interest Item / Deep Dive for November 2023 meeting</p> <p>It was agreed that Mrs. Campbell and Mrs. Patrick would provide a deep dive on the Acute sickness absence position and long term workforce planning at the next Committee meeting.</p> <p>No other business was noted by the Committee.</p>	
<p>11.</p>	<p>Date & Time of Next Meeting</p> <p>The next meeting of the Acute Governance Committee is scheduled to be held on Wednesday 22nd November 2023 at 1400 hours via Microsoft Teams.</p>	

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