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Minute of Meeting of the Lanarkshire NHS Board
 held on Wednesday 20 December 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
 Cllr M Coyle, Non-Executive Director
 Mr P Couser, Non-Executive Director
 Mr N Dar, Non-Executive Director
 Dr C Deighan, Medical Director
 Mr E Docherty, Nurse Director
 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
 Mr J Muir, Non-Executive Director
 Professor J Pravinkumar, Director of Public Health
 Mr D Reid, Non-Executive Director
 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
 Mrs J Park, Director of Acute Services
 Mr S Sengupta, Director, South Lanarkshire Health & Social Care Partnership
 Mr D Wilson, Director of Information & Digital Technology

APOLOGIES: Professor J Gardner, Chief Executive

B/2023/209

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 confirm that Mr Ally Boyle had been appointed Vice Chair and would take up these additional responsibilities from 1 January 2024.

B/2023/210

DECLARATION OF INTERESTS

There were no declarations of interest.

B/2023/211

MINUTES

The minutes of the meeting of the NHS Board held on 25 October 2023 were submitted for approval.

THE BOARD:

1. Approved the minutes of the meeting held on 25 October 2023 subject to the reference at minute B/2023/199 being amended to read “Mr. Moore highlighted that 50% (not 15%) of the Acute overspend was within the Emergency Departments”.

B/2023/212

MATTERS ARISING

No issues raised.

B/2023/213

ACTION LOG

The Action Log was noted.

B/2023/214

CHAIR’S REPORT

Mr Hill provided a verbal report to the NHS Board.

It was noted that he had attended a number of meetings, including the Public Health Directorate meeting, and he raised the issue of including, in future, walk round type visits to Departments as well as sites providing services.

P Cannon

The Annual Review took place in November 2023 and Mr Hill stated that this had not been well attended by members of the public, and that this needs to be taken account of in planning next year’s Annual Review to encourage greater public participation.

Mr Hill, along with a number of Board Members, had an opportunity to visit University Hospital Wishaw to see the new Minor Injuries Unit, talk to staff in the Unit, visit the Stroke Rehabilitation Unit and the Emergency Department.

Mr Hill also provided an update on the issues raised at the meetings between the Board Chairs and the Cabinet Secretary.

Board Members were also reminded of the announcement the day before in relation to the 2024/25 budget.

THE BOARD:

1. Noted the update from the Board Chair.

B/2023/215

CHIEF EXECUTIVE’S REPORT

In Professor Gardner’s absence Mr Hill provided a verbal report to the NHS Board.

He highlighted that construction work was completed at the end of October for the new dedicated Brain Injury Assessment and Rehabilitation Centre

within Stonehouse Hospital, named the Briar Centre. The unit has 10 inpatient beds and is now accepting and supporting patients.

Lanarkshire was among the winners the national Scottish Health Awards in November. South Lanarkshire Health and Social Care Partnership Community Nurses (End of Life Care) emerged victorious in the highly competitive Integration Award category. Physiotherapist Paulina Ranizsewska won the Allied Health Professional category. Janice McClymont, Head of Profession for Occupational Therapy Services, was a finalist in both the People's Choice Award and Leader of the Year categories. Jacqueline McKechnie, a retired nurse who worked at University Hospital Hairmyres, was shortlisted for the People's Choice Award.

In relation to Operation Flow, Mr Hill stated that NHS Lanarkshire held a short, targeted firebreak across the whole-system – community and acute sites – as part of Operation FLOW in November. The event was an important learning opportunity to refine our winter arrangements as well as having a positive impact on key metrics.

It was noted that Professor Jason Leitch, national clinical director, and his deputy, Dr John Harden, visited the Flow Navigation Centre (FNC), based at University Hospital Hairmyres in November. The FNC works across Lanarkshire to identify the pathway most suited to a patient's needs and, wherever possible, aim to offer the care within a community setting. This reduces the need for the patient to be brought to accident and emergency and offers the patient the care they need as close to home as possible. The FNC has been enhanced as part of Operation FLOW 2.

An ambitious partnership between Glasgow Caledonian University and Lanarkshire Health and Social Care Services has been agreed. Leaders from all organisations met in November to mark the significance of this next exciting stage of partnership working.

THE BOARD:

1. Noted the update from the Board Chief Executive.

B/2023/216

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 DECEMBER 2023 (DRAFT)

Noted.

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

Noted.

HEALTHCARE QUALITY ASSURANCE & IMPROVEMENT COMMITTEE – 9 NOVEMBER 2023 (DRAFT)

Noted.

POPULATION HEALTH, PRIMARY CARE & COMMUNITY SERVICES COMMITTEE – 3 NOVEMBER 2023 (DRAFT)

Noted.

ACUTE GOVERNANCE COMMITTEE – 22 NOVEMBER 2023 (EXCEPTION REPORT)

Noted.

B/2023/217

CONSENT AGENDA

In order to better organise the business of the meeting, a number of papers that were for information or noting were listed under the Consent agenda section and these were not discussed in detail. These were

- Strategic Academic Partnership Report 2022/23
- Quality Report
- Non-Executive Portfolio Changes (Mr Hill invited Members to provide any comments to the Board Secretary out with the meeting)
- Whistleblowing 2023/24 Q2 Report
- Calendar of Dates 2024
- Workplan 2024

B/2023/218

INTEGRATED PERFORMANCE & QUALITY REPORT

Members noted that there was no Integrated Performance and Quality Report for December 2023 as part of the agreed production cycle and Mr Lauder stated that the next version would be issued in January 2024.

THE BOARD:

1. Noted the update.

B/2023/219

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 25th October Board meeting and the site presentations to Planning, Performance and Resources Committee meeting on the 29th November 2023. The update covered the impact, learning and reflections from our November Firebreak, described the continued work underway to implement our new care models and system preparation for increased activity and demand from early January 2024, and set out a revised governance arrangement to further support delivery of the plan

Mr Lauder also highlighted that the Associate Medical Director for the Frailty Service was in post.

In relation to understanding the impact of Operation Flow from a patient experience, and a question posed by Mr Boyle about feedback, Mr Lauder stated that a formal evaluation of Operation Flow 2 will be undertaken in collaboration with colleagues from Strathclyde University and preparation work commenced during November 2023, with qualitative research being

progressed during December 2023 and January 2024. Our findings will be shared with the Board as soon as they are available.

In relation to additional posts that were identified to better manage patient flow across NHS Lanarkshire, Mr Lauder indicated that all 98wte posts had been advertised and all would be in post this month.

Mrs White asked of all of these measures were likely to succeed in reducing demands on the service over the early January 2024 period, and Mr Lauder stated that taken collectively the measures encapsulated within Operation FLOW put the Board in a much better footing for the anticipated busiest period of the year. Mr Sengupta added that there was a greater sense of whole system working in preparing for the coming winter pressures and significant additional support was in place.

Mr Moore asked of the length of stay issue was compounded by end of life / palliative care delays, and Mr Sengupta intimated that this may be a small component of the length of stay data, and indicated that a Palliative Care Strategy will be brought forward for the Board to discuss in Spring 2024.

S Sengupta

Mr Reid highlighted the very positive development at University Hospital Monklands in implementation of a REACT processes as part of our new Front Door Target Operating Model. It was noted that this was being spread to the other two Acute Hospitals.

Mr Hill referred to the excellent peer support provided by colleagues in NHS Tayside and the exchange of good practice across both organisations.

THE BOARD:

1. Noted the update.

B/2023/220

FINANCIAL REPORT FOR THE PERIOD ENDED 30 NOVEMBER 2023

Board Members received a verbal report from Mrs. Ace summarising the Board's financial position at 30th November 2023, which was noted.

Mrs. Ace stated that because the December Board meeting was a week earlier than normal, the full Finance Report was not available for the meeting, but that this would be circulated to Board Members when available.

In summary Mrs Ace stated that the estimated deficit at month 8 was £7.031m with a forecast year end position of £7.305m over budget (month 7, £13.435m). The main factors behind the improvement were

- Releasing, on a one off basis, a total of £2.852m that had been held in the plan for regional developments following confirmation they are now planned for 2024;
- Formally recognising that corporate underspends will be used to offset part of the acute deficit and that corporate departments have managed any residual covid-19 related expenditure without additional funding;
- Offsetting part of the costs of backfilling annual leave with a planned release from the accrual held for carried forward leave;

- Additional savings.

Mrs Ace added that all Directors have been asked to look closely at all spend in the final quarter of 2023/24 to ensure that there are tight fiscal controls in relation to discretionary spend.

THE BOARD:

1. Noted the verbal report.

B/2023/221

CORPORATE RISK REGISTER

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 September – December 2023. A summary of material changes to the risks within the Corporate Risk Register was highlighted in the cover paper.

Mr Muir asked of any comparisons had been undertaken with other NHS Boards in terms of reports, and Mr Moore indicated that this had been undertaken in 2021, and the results reviewed by the Audit & Risk Committee, and this could perhaps be considered for a refresh at the June 2024 meeting.

P Cannon

THE BOARD:

1. Noted the report.

B/2023/222

NORTH LANARKSHIRE IJB INTEGRATION SCHEME

Board Members received and noted a paper from Mr. McGuffie which reported that in order to meet the 5-year review timeline, a review and update of the North Lanarkshire Integration Scheme for 2024 had taken place and an update of the document was attached for approval.

The draft included minor amendments to reflect updated processes and structures relating to risk; Support Care and Clinical Governance; Committees; and complaints processes.

Mr McGuffie added that the Integration Scheme must go to public consultation for a period of 4 weeks before final approval and submission to the Cabinet Secretary. Following approval from both partners, the public consultation will commence in early 2024 with the aim of bringing the final version of the Scheme back to partners for formal approval in March 2024.

THE BOARD:

1. Approved the changes made as a result of a round of internal consultation; and
2. Noted that the revised final Scheme would be brought back to the Board in March 2024.

R McGuffie

B/2023/223

GOVERNANCE COMMITTEE STRUCTURE

Board Members received and noted a paper which set out a revised Governance Committee structure. Mr Hill reminded Members that this reflected recent discussions about refocussing the work of the Population Health, Primary Care and Community Services Committee, and the operational changes made to reflect the Scrutiny Panel arrangements.

The structure does not identify at this stage the membership of each of the Committees. Mr Hill indicated that this would be discussed separately in early 2024. Mr Hill invited the Board to approve the structure, in principle, subject to further consultation.

THE BOARD:

1. Agreed in principle the revised Governance Committee structure and noted that this was subject to further discussions.

B/2023/224

CALENDAR OF DATES 2024

Noted.

B/2023/225

WORKPLAN 2024

Noted.

B/2023/226

ANY OTHER COMPETENT BUSINESS

There was no other business raised.

B/2023/227

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.

B/2023/228

DATE AND TIME OF NEXT MEETING

Wednesday 31 January 2024 at 9.30am.