

Lanarkshire NHS Board Kirklands Hospital
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Minute of Meeting of the Lanarkshire NHS Board
 held on Wednesday 31 January 2024 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
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
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 M Breen, Finance Director (Designate)**
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
Professor R McGuffie, Chief Officer, North Lanarkshire Health & Social Care Partnership
Mrs T Marshall, Nurse Director, North Lanarkshire Health & Social Care Partnership
Mrs J Park, Director of Acute Services
Professor S Sengupta, Director, South Lanarkshire Health & Social Care Partnership
Mr D Wilson, Director of Information & Digital Technology

APOLOGIES: **Mr E Docherty, Nurse Director**

B/2024/001

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 welcomed Mr Breen, Finance Director (Designate) who would be taking up post on 1 April 2024. He also welcomed Mrs Marshall who was attending for Mr Docherty.

B/2024/002 **DECLARATION OF INTERESTS**

There were no declarations of interest.

B/2024/003 **MINUTES**

The minutes of the meeting of the NHS Board held on 20 December 2023 were submitted for approval.

THE BOARD:

1. Approved the Minutes of the meeting held on 20 December 2023.

B/2024/004 **MATTERS ARISING**

No issues raised.

B/2024/005 **ACTION LOG**

The Action Log was noted.

In relation to Item 9 ‘General Surgery Business Continuity Plan’ Mrs Park indicated that the report from the Royal College of Surgeons was anticipated to be made available to the Board at the end of February 2024, and would thereafter be discussed at the next available PPRC. **Mrs Park**

B/2024/006 **CHAIR’S REPORT**

Mr Hill provided a verbal report to the NHS Board.

Mr. Hill reported that he had met with the Executive colleagues to discuss Primary Care governance arrangements which had led to useful suggestions being made to improve governance in this area. He had also taken the opportunity to visit the Paediatric Audiology Department and met a range of staff and patients during that visit. He also updated the Board on recent Chairs meetings and highlighted some of the relevant agenda items, and issues discussed at those meetings.

THE BOARD:

1. Noted the update from the Board Chair.

B/2024/007 **CHIEF EXECUTIVE’S REPORT**

Professor Gardner provided a verbal report to the NHS Board.

It was noted that in welcoming Mr. Breen as Finance Director Designate, Laura Ace would be retiring at the end of April 2024. In addition, members were advised that Judith Park had indicated her intention to retire on 30th June 2024 as Director of Acute Services, and Professor Gardner indicated that the recruitment process was already underway. It was also indicated that the Frailty Strategy would be presented to the PPRC meeting in February 2024.

Professor Gardner indicated that significant managerial effort and focus was now on the Transformation & Reform Programme, and allied to this the preparation of the Financial Plan which had to be submitted to Scottish Government at the end of March 2024. It was indicated that the Plan would be brought to the March Board meeting for sign off.

In relation to Operation Flow and unscheduled care generally, Professor Gardner indicated that the system was far more resilient and robust, and the many measures already put in place for the Festive period were working as intended, although there was still much to be put in place. She placed on record her thanks to all staff who had worked across the festive period, and beyond, for their dedication and commitment.

Professor Gardner also highlighted that Christine Gilmour, Director of Pharmacy, had been recognised for her distinction in the profession of pharmacy and had been designated as a Fellow of the Royal Pharmaceutical Society.

THE BOARD:

1. Noted the update from the Board Chief Executive.

B/2024/008

GOVERNANCE COMMITTEE MINUTES

There were no Governance Committee meetings held since the last NHS Board meeting.

B/2024/009

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

- Quality Report
- Calendar of Dates 2024
- Workplan 2024

B/2024/010

INTEGRATED PERFORMANCE & QUALITY REPORT

Members noted the Integrated Performance and Quality Report issued in January 2024. Mr. Lauder also indicated that work was ongoing in relation to reviewing the contents of the current IPQR and a second revised addition of the Report would be made available in June for subsequent monthly reports.

In relation to a question posed by Mr. Moore regarding falls improvement, Mrs Marshall indicated that this was a difficult area to interpret improvement data in because there was a degree of risk that arises from encouraging patients to be mobile, against the possibility of muscle loss in not taking up any form of exercise. It was agreed to discuss the Falls Strategy at a future session. Dr. Deighan concurred that it was difficult to drive assurance from low or high figures, and he stressed that the objective should be to minimise falls with harm.

T Marshall

In relation to sickness absence Mrs. Jones indicated that during February HR colleagues had been meeting with Site Directors to triangulate a number of data sources and use an Appreciative Enquiry model of interrogating sickness absence data. It was noted that this would enable drilling into areas where there was high absence, and equally where there was low absence for lessons to be learned and spread.

In relation to vaccination rates it was agreed to bring a report back in due course in relation to the uptake of vaccinations by members of the public and staff.

S Sengupta

THE BOARD:

1. Noted the update.

B/2024/011

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 20 December Board meeting in relation to impact, learning and reflections from our January Firebreak, continued work underway to implement our new care models in response to the increased activity and demand from early January 2024, our revised governance approach to support delivery and improvement, and Hospital performance over the Christmas and New Year period relative to 12 months ago.

Professor Gardner highlighted that there was now an enhanced Governance structure around Operation Flow and a number of local Flow Site Boards working locally, and reporting up to the Executive Flow Oversight Board, which meets on a weekly basis. It was also noted that any carry forward of the additional £5.9m support sought from Scottish Government would be available in 2024/25.

It was also noted that the impact of the failing infrastructure at University Hospital Monklands was putting additional strain on services, and it was agreed to bring an update on the Business Continuity risks that were currently being managed, which would be reported to the Planning, Performance and Resources Committee. Mrs. Park indicated that it would be useful to share the extent of the difficulties being managed in relation to infection control, floods and the lack of single rooms.

C Lauder

In relation to delayed discharges it was noted that North and South Partnerships were in regular dialogue in relation to improving processes for reducing delays.

THE BOARD:

1. Noted the report.

B/2024/012

CLIMATE EMERGENCY AND SUSTAINABILITY ANNUAL REPORT

Board Members received a copy of the 2022/23 Climate, Emergency and Sustainability Annual Report which was to be submitted to the Scottish Government by 31st January 2024. The paper presented to members detailed

the key elements of the submission and sought approval for submission of the detailed Annual Report.

It was noted that this had been discussed in detail at a Non-Executive Briefing in January 2024 where members were able to ask detailed questions about the Annual Report prior to submission to the Board.

THE BOARD:

1. Approved the Annual Report.

B/2024/013

FINANCIAL REPORT FOR THE PERIOD ENDED 31 DECEMBER 2023

Board Members received a report from Mrs. Ace summarising the Board's financial position at 31 December 2023.

It was noted that the Board was reviewing all opportunities for reducing its forecast deficit in order to fall within nationally available funding and to reduce the level of debt it would have to repay in 2024/25. The estimated deficit at month 9 was £7.618m with a forecast year end position of £4.092m over budget. This has improved from the £7.305m forecast at month 8 through recognising that the time to plan and recruit means an estimated £3.196m of the £5.9m budget agreed by the Board for Operation Flow in May 2023 will not be needed until 2024/25.

Mrs Ace highlighted that the £4.092m forecast deficit was now lower than the £12.787m deficit that would have been expected if the only changes to the opening plan had been the additional SG income (£14.933m in additional sustainability funding and £12.312m non recurring funding for new medicines) and the SG agreement for the Board to increase its expenditure by £5.9m to support improvements to unscheduled care performance through Operation Flow.

The £4.092m gap is made up of a recurring gap of £58.087m, offset by over £53.995m of income or other measures to reduce the gap classed as non recurring.

The target issued by SGHSCD to all Boards is for 3% recurring savings which would equate to c £42.7m for NHS Lanarkshire spread across all budgets including those delegated to the Integration Joint Boards (IJBs). The next year recurring impact of the 2023/24 identified savings schemes is currently estimated at £4.607m for the NHS Board and £5.6m for the IJBS. As the Board has been instructed to break even in 2024/25 identifying the balance of recurring savings will be critical for gaining acceptance to its 2024/25 financial plan.

THE BOARD:

1. Noted the financial report.

B/2024/014

GOVERNANCE COMMITTEE STRUCTURE & MEMBERSHIP CHANGES FROM 1 APRIL 2024

Members received a note confirming the Committee membership for the revised Governance structure which was being introduced in June 2024. This was to allow support staff to make the necessary changes to distribution lists and other administrative arrangements to be made well in advance. Mr. Hill also drew attention to the organisational structure chart which was continuing to evolve, reflective of the new structure to be put in place in June 2024. It was noted that the Terms of Reference for each of the Committees would be developed during February and March.

B/2024/015

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 November – January 2024. A summary of material changes to the risks within the Corporate Risk Register was highlighted in the cover paper.

It was noted that a full review of the Cyber risks would be undertaken separately.

THE BOARD:

1. Noted the report.

B/2024/016

ANY OTHER COMPETENT BUSINESS

There was no other business raised.

B/2024/017

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/2024/017

DATE AND TIME OF NEXT MEETING

Wednesday 27 March 2024 at 9.30am.