****Approved Minutes

**Strategic Portfolio Governance Committee**

1 July 2021, 1315 - 1530

Via MS Teams

**Members**

Linda Semple Non-Executive Director *(Chair)*

Elaine Cameron Non-Executive Director *(Vice Chair)*

Anne Marie Cavanagh Nurse Director

Colin Neil Director of Finance

Jane Christie Flight Employee Director

Jann Gardner Chief Executive

June Rogers Director of Operations

Mark MacGregor Medical Director

Morag Brown Non-Executive Director

**In Attendance**

Carole Anderson Associate Director of Quality, Performance, Planning and Programmes

Jessica Henderson Associate Director, Centre for Sustainable Delivery (agenda item 5.1)

Katie Cuthbertson Associate Director, Modernising Patient Pathways Programme, Centre for Sustainable Delivery (agenda item 5.1)

Nicki Hamer Deputy Head of Corporate Services

Nicola Barnstaple Associate Director, Cancer Performance & Early Diagnosis Programmes, Centre for Sustainable Delivery (agenda item 5.1)

Susan Douglas-Scott CBE Board Chair

**Minutes**

Christine Nelson PA

**Informal Workshop Session**

**Health and Social Care Innovation Ecosystem**

Jann Gardner informed the Committee that links have been made with the Scottish Health Industry Partnership, CSO and NSS with the Innovation Steering Group (ISG) which will become the Innovation Steering and Governance Group. This will enable innovation to be moved more effectively through the system, give feedback on any issues and give innovation governance oversight. The Centre for Sustainable Delivery (CfSD) will have a governance role throughout the pathway. ISG will consider submissions/proposals and decide if they meet governance priorities and what is required to meet the national programme.

Jess Henderson is overseeing this work. The innovation accelerator programme has been paused while the process for innovation is simplified.

The Committee discussed the benefit and risk to NHS Golden Jubilee’s innovation work, noting that it was currently well aligned and plan to access health economist resource on a seasonal basis.

**Centre for Sustainable Delivery Animation**

Jann Gardner introduced the animation shown at the recent NHS Scotland Event as part of the CfSD launch. Members agreed that this was a very helpful and informative film.

**A Year In Review of NHS Golden Jubilee Film**

Jann Gardner introduced the film showcasing NHS GJ over the last year.

Linda Semple thanked the Communications team for producing this film.

**Main Meeting**

1. **Chairs Introductory remarks**

Linda Semple opened the meeting and thanked everyone for joining. The Committee moved onto the Formal Session.

* 1. **Unapproved Minutes of Last Meeting**

The minutes of the meeting held on 6 May 2021 were approved as an accurate record of the meeting with the following correction:

Morag Brown commented within sections 5.2 and 5.3, not Marcella Boyle.

**1.2 Action Log**

All previous actions were noted as complete.

**2 Apologies**

Gareth Adkins Director of Quality, Innovation and People

Stephen McAllister Non-Executive Director

Kevin Kelman Director, NHS Scotland Academy

**3 Declarations of interest**

There were no declarations of interest to formally record.

**4 Strategic Programmes**

**4.1 NHS GJ Programme Summary and Overview**

Carole Anderson provided an overview of the Summary Report circulated to the Committee, which was reviewed at a recent Strategic Programme Board meeting. A matrix plan is in development which will provide delivery milestones, RAG status against agreed milestones and an overarching plan with portfolio progress. This will be available for the next meeting.

Carole Anderson outlined the current portfolio, highlighting the significant progress in the work of the NHS Scotland Academy with the business case approved in May 2021. In addition, as part of the Innovation Programmes, NHSGJ are in discussion with a range of partners, specifically with Scottish Enterprise on how innovation can support investment and development in communities at more of a socio-economic disadvantage. Lessons learned and analysis of the Thoracic Robot investment are underway and a plan to measure the benefits realised from the Phase 1 expansion has been initiated.

Emerging initiatives are currently either being developed into fully defined programmes or in scoping phase. Work is ongoing to refine and develop programme management and reporting.

Linda Semple noted the report was very useful especially the emerging initiatives section and the specific update for the Committee.

The Committee noted the NHSGJ Programme Summary and Overview report.

**4.2 National Elective Centre**

June Rogers provided an update on the continuing expansion work with the stage 4 contract now signed. The Endoscopy Suite will now consist of 5 rooms to assist with reducing backlog and providing a training centre. It is hoped that the forecast 12 week delay to build completion will be reduced. Recruitment to the Programme Team is underway to ensure provision of specific skill sets.

Issues highlighted include the impact of the Covid-19 pandemic, a national shortage of some building materials and delays in approval of staged building warrants with West Dunbartonshire Council. Workforce Plans have been updated to reflect the accelerated opening. Breakthrough into level 1 of the existing building is anticipated for October 2021 with a work programme in development.

The Committee noted the National Elective Centre update report.

**4.3 NHS Scotland Academy Update**

Anne Marie Cavanagh presented an update on the NHS Scotland Academy, highlighting the current status of 8 key projects:

* National Endoscopy Training Programme – appointment into key posts between NHSGJ and NSS and working towards JAG accreditation. A 3 year training plan is being developed.
* ICU Accelerated Workforce Programme – 25-30 additional beds required across Scotland by Autumn 2021.
* NTC Accelerated Workforce Programme – 2000 additional staff required to support National Training Centres, in particular for perioperative practice.
* NTCs – Growing Access Routes – key factor is employment. To include Healthcare Support Workers, establishment of NHS Scotland Youth Academy and potential roles for Military Service Leavers or career changers within NHS Scotland.
* Built Environment Programme – Discussions ongoing with Health Facilities Scotland.
* Physical Learning Environment – Gap analysis and stakeholder workshop being carried out to enhance current facilities in hotel, research institute in collaboration with Clinical Skills Managed Education Network (CSMEN)
* Digital Learning Environment – Audio Visual Upgrade in Research Institute in line with hotel conference facilities. Further development of TURAS Learn site along with advancement of live link systems and Scotia Medical Observation and Training System (SMOTS).
* Pharmacy – 3 key areas are undergraduate experiential learning, postgraduate inter professional learning and clinical skills.

Anne Marie highlighted the key partnerships in this work and some of the emerging developments regarding roles.

Linda Semple thanked Anne Marie Cavanagh for the update, acknowledging the progress made.

Morag Brown asked about addressing disadvantage in employment. Anne Marie Cavanagh responded that Kevin Kelman is speaking with West Dunbartonshire Council to identify how employment opportunities can be given to local people. Susan Douglas-Scott added that working with neuro-diverse people is also being considered.

The Committee noted the NHS Scotland Academy Update.

**4.4 Centre for Sustainable Delivery (CfSD) Workplan and Programme Update**

Jess Henderson, Nicola Barnstaple and Katie Cuthbertson joined the meeting to provide an update on behalf of CfSD.

Jess Henderson confirmed that CfSD was formally launched at the NHS Scotland Event along with the website and social media promotion. Teams continue to evolve with structures and approaches in the business of CfSD being strengthened to optimise delivery.

A session with John Burns, Chief Operating Officer was held on site in June with further sessions with Board Chief Executives planned. Funding has been secured for 20 PA’s for Clinical Directors and a resourcing proposal has been developed for 25 posts being recruited to by 2024.

Nicola Barnstaple outlined the key achievements including:

* Establishing 3 Cancer Diagnostic Centres within Scottish Governments 100 day plan with a further plan to have one for every Board.
* Partnership with Cancer Research UK in a lung cancer public awareness campaign which has resulted in increased referrals.
* Framework for effective cancer management meetings undertaken with 14 health boards to assess progress against the framework. Waiting times performance is good with the 31 day standard being achieved throughout 2020.

Nicola Barnstaple provided an overview of the performance milestone chart for cancer, giving reassurance that this work is on track for the year.

Katie Cuthbertson shared the key messages from Scottish Access Collaborative (SAC) and Modernising Patient Pathways Programme (MPPP) including:

* Cytosponge roll out is complete in all mainland health boards
* Colon Capsule Endoscopy is now live in 5 health boards
* Active Clinical Referral Triage (ACRT) revised toolkit and Bringing it Together (BiT 3) virtual development programme have been launched.
* 10 National meetings held in June across multiple speciality/workstream areas
* Involvement in 4 nations outpatient network.

Katie Cuthbertson outlined the performance milestones for SAC and MPPP across the year and detailed how delivery will be supported and progress measured, using the example of the implementation and roll out of Cytosponge.

Katie Cuthbertson then explained the 4 stage process for the approach to engagement with NHS Scotland Boards’ and progress to date with heatmaps being developed for each Board. Boards’ will prioritise their focus areas and develop a plan to include support from CfSD.

Jess Henderson explained the emerging innovation pathway being developed in partnership with the Innovation Steering Group, outlining the role that CfSD will play in this work.

Potential commissions are assessed at the weekly Rapid Assessment Review meeting, taking into consideration resource and practicality.

Jess Henderson provided an overview of the 10 projects currently in the pipeline and detailed the current risks and mitigations.

Jann Gardner acknowledged the breadth and depth or work being undertaken by CfSD and thanked the team for the incredible amount of work completed to date.

Linda Semple agreed, asked if the Committee can provide support in any way and how best the Committee can ensure the work reflects the national strategic ambitions alongside NHS GJ priorities.

Jann Gardner stated that the aim of today’s presentation was to give more detail and it is planned to provide high level KPI with more detail on heatmaps and a more in-depth look at 1 or 2 items at future meetings.

The Committee discussed the governance around the workload and asked that an Assurance Statement be written to present to the Board to give assurance. Jann Gardner, Jess Henderson and Nicki Hamer agreed to progress this.

The Committee also agreed it would be useful to signpost the Board to the CfSD website to gain more understanding of the work being undertaken.

**5 Any other Competent Business**

There was no other competent business raised.

**6 Key Issues for reporting to NHSGJ Board**

The Committee agreed the following items for inclusion in the report to the NHS GJ Board:

* Update from NHS GJ Programme Summary and Overview
* Update on the National Elective Centre
* Update on NHS Scotland Academy
* Update on Centre for Sustainable Delivery Workplan and Programme.

**7 Date and Time of Next Meeting**

Thursday 2 September 2021, 1300 – 1530.