

Approved Minutes

Meeting: NHS Golden Jubilee Board Meeting
Date: 18 March 2021, 10am
Venue: Microsoft Teams Meeting

Members

Susan Douglas-Scott CBE	Board Chair
Linda Semple	Vice Chair
Callum Blackburn	Non-Executive Director
Marcella Boyle	Non-Executive Director
Morag Brown	Non-Executive Director
Elaine Cameron	Non-Executive Director
Jane Christie-Flight	Employee Director/Non-Executive Director
Jann Gardner	Chief Executive
Stephen McAllister	Non-Executive Director
Rob Moore	Non-Executive Director
Colin Neil	Executive Director of Finance
June Rogers	Deputy Chief Executive / Executive Director of Operations

In attendance

Gareth Adkins	Executive Director of Quality, Innovation & People
Serena Barnatt	Human Resources Director
Anne Marie Cavanagh	Executive Director of Nursing and Allied Health Professionals
Kevin Kelman	Director of NHS Scotland Academy
Liane McGrath	Head of Corporate Governance
Nicki Hamer	Deputy Head of Corporate Services

Apologies

Karen Kelly	Non-Executive Director
Mark MacGregor	Medical Director

1 Opening Remarks

1.1 Chairs introductory remarks

Susan Douglas-Scott opened the meeting and thanked Board Members for joining via Microsoft Teams.

Susan Douglas-Scott shared that Marcella Boyle and Karen Kelly have been reappointed as members of the NHS Golden Jubilee (NHS GJ) Board. The reappointments are for four years running from 1 August 2021 until 31 July 2025. Susan Douglas-Scott thanked Marcella Boyle and Karen Kelly for their continued commitment.

Callum Blackburn is the Non-Executive Lead for the new Whistleblowing process that will be in place from 1 April 2021. NHS GJ is proud to embrace a culture that enables staff to speak out about any concerns.

The NHS Scotland Event will be held virtually from 22 to 24 June 2021. Posters will feature as one of the key elements of the event programme and will continue to form an integral part of best practice, learning and sharing at the event.

Susan Douglas-Scott noted that the programme of Board virtual walk rounds will continue today at the end of the Board Meeting. Following on from the previous sessions, the Theatres Team will join to give an overview of the service.

1.2 Chief Executive introductory remarks

Jann Gardner advised that a positive meeting was held with Scottish Government (SG) on Wednesday 17 March 2021 to discuss the Remobilisation Plan (RMP). Support was given to further optimise the use of NHS GJ as the recovery plans are progressed. The RMP will be discussed in detail within the Private Session of the Board.

Jann Gardner welcomed Kevin Kelman to the Board meeting and noted that work is progressing in partnership with National Education Scotland (NES) to drive forward the NHS Scotland Academy. Jann Gardner will join the NES Board Development Session April 2021 and Karen Reid, NES Chief Executive, will join NHS GJ's Board Seminar on 29 April 2021 to deliver a presentation on the NHS Scotland Academy vision, governance and next steps.

Jann Gardner noted that Surgical Robotics will be discussed in more detail within the private session, the collaboration with NHS Lanarkshire is progressing well.

Excellent progress has been made in the establishment of the Centre for Sustainable Delivery (CfSD). Jann Gardner commended recent work to develop the CfSD Annual Work Plan.

Chief Executive Dialogue sessions continue monthly; this platform gives staff the opportunity to raise any issues that are important to them in an informal environment. The feedback has been positive from these sessions and key learnings and themes will be taken forward as appropriate.

2. Apologies

Apologies noted as above.

3 Standing Declarations of interest

Susan Douglas-Scott CBE	Chair, Independent Living Fund Trustee, Voice Ability
Linda Semple	Non-Executive Director, NHS Ayrshire & Arran
Morag Brown	Board Member, Glasgow Association for Mental Health
Stephen McAllister	Non-Executive Director, NHS Forth Valley
Jane Christie-Flight	Board Member, Scottish Pensions Advisory Board
Jann Gardner	Director of Scottish Health Innovations Ltd (SHIL)

4. Updates from last meeting

4.1 Unapproved minutes from 28 January 2021 Board Meeting

Board Members approved the minutes from the previous Board meeting.

4.2 Board Action Log

No live actions noted.

4.3 Matters Arising

There were no matters arising noted.

5. Clinical Governance

5.1 Clinical Governance Report

Anne Marie Cavanagh presented the Clinical Governance report.

Anne Marie Cavanagh gave an update on complaint numbers and response times.

In January 2021 there were six complaints reported, Stage 1 complaints were responded to within the five-day target. Stage 2 complaint turnaround times continue to be challenging and Anne Marie Cavanagh noted improvement work that is ongoing. A review has highlighted delays at the investigation and sign off level stages of the process, these areas are being actively targeted for improvement.

Complaint themes continue to be reviewed, with Waiting Times as the current main theme. Delivering effective patient communication remains a key priority.

One Serious Adverse Event (SAE) review was commissioned in the month of January 2021 and the crude hospital mortality figure for January 2021 was noted.

Anne Marie Cavanagh outlined the number of Staphylococcus Aureus Bacteraemia (SAB) cases reported in January 2021, the cases were noted in different areas and all have been investigated.

The bi-monthly Hand Hygiene Report indicates 100% compliance across all professional / staff groups.

The Board noted the Clinical Governance Report.

5.2 Clinical Governance Committee Update

Morag Brown gave an overview of the key points discussed at the Clinical Governance Committee meeting held on 3 March 2021, including the following:

- The Committee received an SAE progress report. Members were given an update on key actions and associated timelines. A full report on lessons learned will be included in the Annual Learning Summary Report.
- The Committee were advised that an additional four Consultants have been appointed within the Scottish Adult Congenital Cardiac Service (SACCS).
- The Committee received an update on Hand Hygiene monitoring and were advised that compliance rates had increased in February 2021 to 100% across all areas audited.
- The Committee received an eHealth update. Members commended the hard work and dedication of the eHealth Team throughout the last year and noted the importance of optimal eHealth functionality in underpinning the Board Strategy.

- Committee Members agreed to highlight the requirement for appropriate funding to support the eHealth Programme over the coming year and supported the plan for this to be integrated into the RMP.
- The Committee welcomed the update provided by Dr Catherine Sinclair, Head of Research and acknowledged the flexibility demonstrated by the Research and Development Team during this period.
- The Committee welcomed a paper from the Nurse Director detailing work to date on the evolving guidance for patient visiting. The paper captured positive patient and family stories and the Committee commended the compassion and flexibility of staff to ensure the delivery of patient centred care.
- The Committee noted the Quarter 3 Feedback Report and discussed complaint response times. Members were assured that work is being taken forward to improve turnaround times and new operational procedures have been implemented to support this key area.

The Board noted the Clinical Governance Committee Update.

Action No.	Action	Action by	Status
210318/01	Patient Visiting guidance paper to be circulated to all Non-Executive Directors.	Liane McGrath	New

5.3 Covid Vaccination Programme Update

Anne Marie Cavanagh advised that the Covid Vaccination Programme is progressing well and the Board will be provided with a detailed update in the Private Session.

6 Staff Governance

6.1 Staff Governance Update

Gareth Adkins presented the Staff Governance Board Update.

The sickness absence rate for January 2021 was noted and the main categories for absence were highlighted to Board Members. Ongoing focus and targeted support continues in areas with high absence rates.

The Health and Wellbeing Strategy has been approved and the Action Plan for 2021 has been developed.

The TURAS appraisal rate for January 2021 was highlighted, areas are working on six-month improvement plans which will be implemented to ensure the target is achieved. A full update will be presented to the Staff Governance and Person Centred Committee.

There has been a further pause to Medical Appraisals. A letter received from the Chief Medical Officer recognises the ongoing challenges of the revalidation process during the recovery phase. A detailed update on service planning and job planning was presented to the Staff Governance Person Centred Committee on 3 March 2021 and Committee Members were assured that work will continue to ensure targets are achieved.

Board Members noted the Staff Governance Update.

Action No.	Action	Action by	Status
210318/02	TURAS improvement plan to be presented to Staff Governance and Person Centred Committee.	Gareth Adkins	New

6.2 Person Centred and Staff Governance Committee Update

Marcella Boyle highlighted key points from the Person Centred and Staff Governance Committee which took place on 3 March 2021.

The Committee were provided with a Health and Wellbeing update from the Head of Learning and Organisational Development and a Communications update from the Head of Communications and Corporate Affairs.

The Committee noted the high quality of work on the Diversity and Inclusion Strategy and the Equalities Mainstreaming Report and endorsed both the format and content.

The Committee received an update on the national Whistleblowing Standards from the HR Director and discussed the scope of the implementation. Regular engagement with the Non-Executive Whistleblowing Champion on the implementation plan has taken place. Members were advised that progress continues and were assured that the Board is prepared, in alignment with the Independent National Whistleblowing Officer Board checklist, for the official implementation from 1 April 2021.

Board Members noted the Person Centred and Staff Governance Committee update.

6.3 Staff Governance and Person Centred Committee Terms of Reference

Gareth Adkins presented the Staff Governance and Person Centred Committee Terms of Reference, highlighting a change to the membership.

Board Members approved the Staff Governance and Person Centred Committee Terms of Reference.

6.4 Diversity and Inclusion Strategy and Mainstreaming Equalities Report

Gareth Adkins presented the Diversity and Inclusion Strategy for Board approval. A significant amount of work has been undertaken with key stakeholders across the organisation over the last year to develop the new Strategy.

To meet public sector equality duties Equality Outcomes must be published every four years. These are due for publication by 31 March 2021. The Equality Outcomes has a four-year duration with two mainstream reports due mid to end cycle.

The Diversity and Inclusion Group continue to build on new networks and establish existing networks around Protected Characteristics in the organisation. A Black and Minority Ethnic Network has recently been established.

Morag Brown welcomed the strategy and noted the importance of inclusion across all areas of the organisation. With regard to the Hospital Expansion Programme, Morag Brown asked that a changing place facility be considered. Board Members supported this approach and Jann Gardner agreed that the potential for a changing place facility would be reviewed via the Expansion Programme Board.

The Board approved the Diversity and Inclusion Strategy and Mainstreaming Equalities Report.

7. Finance and Performance

7.1 Operational Performance Report

June Rogers presented the Operational Performance Board Update and noted the following key points:

- The Waiting Times position was outlined.
- The recruitment position in the Eye Centre was noted.
- The NHS GJ Quality Improvement Team are supporting a review of the patient flow within the Eye Centre with a view to safely increase clinic capacity.
- An increase in both ad-hoc and urgent cancer service requests and regular operating sessions in January 2021 was noted.
- Work is ongoing to review and improve Cardiac and Thoracic Surgery performance. Operational Teams continue to review patient pathways to ensure the effective and safe flow of activity.

Jann Gardner highlighted the excellent work the team had undertaken and shared positive feedback that was received from a visiting Clinicians. Jann Gardner thanked June Rogers, Anne Marie Cavanagh and Mark MacGregor for their leadership in this area.

Board Members approved the Operational Performance Report.

7.2 Finance Report

Colin Neil presented the Finance Report and advised that the financial position for month ten indicated a total surplus of £225k, including income (core and non-core). Income indicated an under recovery of £17k for the year to date and core expenditure (pay and non-pay) reporting an underspend of £449k.

The Golden Jubilee Conference Hotel (GJCH) position was identified separately and Colin Neil noted a year-end break even forecast.

The Capital position for Expansion Phase 1 and Phase 2 were outlined.

Month ten Service Level Agreement (SLA) monitoring summary reports have been shared with the Scottish Government Access Support Team and Board SLA leads as at January 2021. Discussions are in place with both Scottish Government and Boards around the detail behind this and final adjustments by Board will be progressed for the March 2021 RRL allocations.

Colin Neil outlined the in-year savings targets and highlighted the amount formally implemented to date. There is recognition of the additional challenge to achieve this within the Remobilisation Plan template return to Scottish Government which is consistent nationally.

Colin Neil summarised the presentation and confirmed that the Board remains in a stable financial position in terms of Revenue and Capital. A breakeven position is forecast for this financial year. Reasonable progress has been made in this financial year on impacting the savings challenge.

The Board approved the Finance Report.

7.3 Finance and Performance Committee Update

Stephen McAllister presented the Finance and Performance Committee update.

The Committee discussed the potential impact of the EU Withdrawal on building materials for the Hospital Expansion Programme and were assured that no significant impact had been experienced to date. Members were also advised that contingency plans are in place to mitigate against any potential impact. Cost forecasts remain within trajectory plans; this area will continue to be closely monitored as the programme progresses.

The Committee were advised of the annual review of the Key Performance Indicators (KPIs) for the Integrated Performance Report (IPR) to ensure ongoing alignment with the Board priorities and to promote a culture of continuous improvement. The Performance Team are liaising with target leads to agree any proposed changes. The proposals will be submitted to the Chair of each Board Committee for discussion before approval at the May 2021 Board Committee meeting cycle.

The Committee discussed and approved the proposal to progress a Surgical Robotics Business Case.

The Board noted the Finance and Performance Committee Update.

7.4 Remobilisation Plan

Jann Gardner shared that the Remobilisation Plan (RMP) optimises the use of NHS GJ facilities, further discussion on the RMP would take place in the Private Session of the meeting.

7.5 Board Risk Register

Colin Neil presented the Board Risk Register which had been updated following the Board Seminar in December 2020.

The Board Standing Committees had further opportunity to comment on their aligned risks in January 2021.

The Director of Finance, Chair of Audit and Risk Committee, and Head of Risk and Clinical Governance met in February 2021 to discuss the outputs from the Seminar and links to the Audit Plan.

The Board Risk Appetite has been updated with a refreshed matrix and statement appended for discussion and approval.

At the Board Seminar in December 2020 it was agreed to explore further the COP26 and UEFA events planned in 2021 and any potential impact of these. National resilience meetings for these events have restarted with early stage planning discussions.

Colin Neil concluded and said that no additional risks were identified for escalation or addition to the Board Register.

The Board noted the Risk Register update.

7.6 Audit and Risk Committee Update

Morag Brown presented the Audit and Risk Committee Update and noted the following:

- Project Bank Account will be established for Phase 2 of Hospital Expansion in line with guidance from Scottish Government. This is now a mandatory condition of all Capital projects. Members approved process and procedures for setting up a Project Bank Account and signing of Trust Deed.
- The Committee approved the use of the Credit Card by the Communications Team for specific purposes i.e. digital marketing, social media and recruitment needs. It was noted strict processes are in place for credit card use.
- External Audit Annual Plan was presented noting that this year's audit will be undertaken remotely as per previous year and original timescales of June 2021 will be adhered to.
- Internal Audit Progress Report was presented and Members were informed that work is progressing. Members noted that the Workforce audit has been slightly delayed and the Director of Finance will progress this. The Auditors assured Members of their focus on the second phase of the Patient Pathway Audit.
- The Governance Review Audit found that robust and effective governance was in place in response to the COVID-19 Pandemic. The report indicated one minor advisory note that would be considered going forward.
- Annual Accounts Timetable was presented with background detail to enable the accounts to be submitted in line with timescales for June 2021.

Board Members noted the Audit and Risk Committee Update.

8 Business and Strategy

8.1 Hospital Expansion Phase One and Phase Two Update

Phase One

June Rogers noted progress with Phase One and highlighted the following key points:

- Focus remains on accelerating recruitment to increase available Theatre capacity. The increase will be incremental pending successful recruitment outcomes.
- The Expansion Team are finalising any outstanding actions following the Assurance Review Process, the majority of items have been closed out.
- The NHS GJ Quality Improvement Team are supporting a review of the patient flow within the Eye Centre.

Phase Two

June Rogers noted progress with Phase Two and highlighted the following key points:

- The Assurance Review process has concluded, the final report has been received and the action plan is being prepared. The Phase Two Action Plan will be presented at a future Board Seminar to allow a robust and full review.

- Initial discussions regarding the plans for the breakthroughs from Phase 2 to the existing hospital are at an early stage; the Expansion Team are working with the contractors and clinical teams to ensure that any possible disruption is minimised during the planned programme of works.

Colin Neil advised that a letter has been received from the NHS Scotland Chief Executive recommending approval for Phase Two Elective Expansion and has invited NHS GJ to proceed to financial close.

Board Members noted the Hospital Expansion Phase One and Two update.

Action No.	Action	Action by	Status
210318/03	Phase Two action plan to be presented to a future Board Seminar	June Rogers	New

8.2 Strategic Portfolio Governance Committee Terms of Reference

Gareth Adkins presented the Strategic Portfolio Governance Committee (SPGC) Terms of Reference. The Committee met for first time in January 2021 and the Terms of Reference were endorsed. The SPGC will oversee the delivery of the NHS Board Strategy and expanding Board portfolio.

Board Members approved the SPGC Terms of Reference.

9 Corporate Governance

9.1 Board Business Programme

Jann Gardner noted that the Board Business Programme outlines the key dates of the Board for 2021 and 2022.

Board Business will be outlined in advance and should any members of the public wish to join the Board meeting, this would be facilitated through MS Teams.

Board Members noted this programme.

10 Minutes for Noting

10.1 Clinical Governance Committee Approved Minutes

The Board noted the Clinical Governance Committee approved minutes for the meeting held on 13 January 2021.

10.2 Staff Governance and Person Centred Committee Approved Minutes

The Board noted the Staff Governance and Person Centred Committee approved minutes for the meeting held on 13 January 2021.

10.3 Finance and Performance Committee Approved Minutes

The Board noted the Finance and Performance Committee approved minutes for the meeting held on 20 January 2021.

10.4 Audit and Risk Committee Approved Minutes

The Board noted the public Audit and Risk Committee approved minutes for the meeting held on 20 October 2020.

11 Any Other Competent Business

There was no other competent business to record.

12 Date and Time of Next Meeting

The next scheduled meeting of the NHS GJ Board is Thursday 27 May 2021 at 10am.

The meeting closed at 11:33