

## Approved Minutes

**Meeting: NHS Golden Jubilee Public Board Meeting**

**Date: Tuesday 24 January 2023, 10:00**

**Venue: Level 5 East Boardroom/ MS Teams**

### Members

Susan Douglas-Scott CBE	Board Chair
Gordon James	Chief Executive
Callum Blackburn	Non-Executive Director
Marcella Boyle (via MS Teams)	Non-Executive Director
Morag Brown (via MS Teams)	Non-Executive Director
Karen Kelly (via MS Teams)	Non-Executive Director
Stephen McAllister	Non-Executive Director
Rob Moore	Non-Executive Director
Steven Wallace	Non-Executive Director
Gareth Adkins	Director of Strategy, Planning and Performance
Serena Barnatt	Director of Workforce
Michael Breen	Director of Finance
Anne Marie Cavanagh	Director of Nursing and Allied Health Professionals
Carolynne O'Connor	Deputy Chief Executive/Director of Operations

### In attendance

Nicki Hamer	Head of Corporate Governance and Board Secretary
Sandie Scott (via MS Teams)	Director of Strategic Communications and Stakeholder Relations
Jevon Murphy	Senior Corporate Administrator

### Minutes

Tracey Wark	PA to Chief Executive Office
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## 1 Opening Remarks

### 1.1 Chair's Introductory Remarks and Wellbeing Pause

Susan Douglas-Scott welcomed everyone to the Board meeting and noted it was officially the first Board meeting for Gordon James as Chief Executive and Accountable Officer.

On behalf of the Board, Susan Douglas-Scott congratulated Katie Cuthbertson on her substantive appointment as National Director for Sustainable Delivery and welcomed Nicki Hamer in her new role as Board Secretary.

Susan Douglas-Scott extended her congratulations to Steven Wallace on his appointment as Chief Financial Officer of the Denholm Group. The Board were also informed that Laura Fulton had recently commenced her role as Director of Pharmacy and would be invited to join a future Board meeting.

Susan Douglas-Scott noted the promotion of Paul Duffy to his new role as Food and Beverage Manager of the Golden Jubilee Conference Hotel and highlighted the opportunities for staff development and progression within NHS Golden Jubilee.

Susan Douglas-Scott introduced the Wellbeing Pause, aimed at helping to maintain connections between colleagues.

## 1.2 Apologies

Jane Christie-Flight	Employee Director/Non-Executive Director
Dr Mark MacGregor	Medical Director
Linda Semple	Non-Executive Director (Vice Chair)

## 1.3 Declarations of Interest

There were no changes to the standing declarations of interest.

## 2 Chief Executive Update

Gordon James presented a comprehensive overview from recent governance Committees and key highlights from December and January. He extended his congratulations to Katie Cuthbertson and Nicki Hamer in their new roles and to Laura Fulton on her appointment.

Referring to the recent governance Committees, Gordon James commented that our Volunteers had returned on site, bringing more positive energy to the organisation and the Young Student Programme had enabled good engagement with young people. Occupational Health management referrals had increased since the improved training programme had been established with increased management competence in the process.

Gordon James noted the shared learning for the organisation regarding a recent Whistleblowing concern which had been resolved. He extended his thanks to Anne Marie Cavanagh and the team involved who had ensured confidentiality at all stages of the process. The Board were also advised of the excellent work by Katie Bryant and the Clinical Governance team to reduce the level of complaints and progress timeous completion rates.

The Board was advised that funding for Endoscopy and Bronchoscopy training at NHSS Academy has been confirmed by Scottish Government and commendation was made that a number of the projects were reported as green RAG status programmes. NHSS Academy awaits formal accreditation from the Joint Advisory Group (JAG) for the National Endoscopy Training Programme.

The Centre for Sustainable Delivery (CfSD) held a successful national event in November 2022; new staff were recruited for the Accelerated National Innovation Adoption (ANIA) and National Green Theatres programmes; there had been positive engagement with NHS Boards around the second year of Heat Maps and discussions were underway with Scottish Government to support recovery as

increased winter pressures continued. The Board noted that the Detect Cancer Early awareness campaign would be launched in Spring 2023.

Gordon James outlined key highlights and media coverage including the launch of Hidden Disabilities Sunflower; AA 4-star accreditation awarded to the Golden Jubilee Conference Hotel; the National Optimal Lung Cancer Pathway was launched; 1000<sup>th</sup> robotic orthopaedic procedure undertaken and transplant numbers increased.

The Board was advised a very successful Recruitment Event took place in January and the Spiritual Care Strategy was launched. The National Elective Co-Ordination Unit (NECU) Validation Programme was underway and CfSD had progressed various new pathways. Gordon James further noted that KMPG were appointed as external auditors and would be invited to a future Board meeting.

Gordon James advised the Board that Gareth Adkins and Nicki Hamer were developing a work plan schedule for the Board requirements to ensure continued governance and delivery of targets. This Workplan will be presented to the next meeting.

Action No:	Action	Action By
Bpu/230124/01	<b>Workplan for NHS GJ Board</b> Present the updated Workplan to the March Board meeting.	Gareth Adkins Nicki Hamer

### 3 Updates from last meeting

#### 3.1 Unapproved minutes from 17 November 2022 Board Meeting

The Board approved the minute of the last meeting as an accurate record.

#### 3.2 Board Action Log

The Action Log was reviewed and actions updated or closed.

#### 3.3 Matters Arising

There were no matters arising.

### 4 Clinical Governance

#### 4.1 Clinical Governance Report

The Board was presented with the Clinical Governance Report.

Anne Marie Cavanagh, Director of Nursing and Allied Health Professionals, advised there were twelve complaints reported in October 2022.

There were four Stage 1 complaints of which two were responded to within the five day response time. There were eight Stage 2 complaints one of which was responded to within the 20 day response time. Improvement plans for response times included weekly review by the Executive Leadership Group with additional Key Performance Indicators (KPIs) currently being identified and developed.

There were two Serious Adverse Event (SAE) reviews commissioned in October and three in November. The crude mortality data was noted which remained within control limits. There was one Whistleblowing concern raised and investigated in the period.

Anne Marie Cavanagh provided an overview of the HAIRT report and highlighted the following:

- Staphylococcus Aureus Bacteraemia – 1 case in November.
- Clostridioides difficile infection – zero cases.
- Hand Hygiene – bi-monthly report indicated overall compliance of 99%.
- Gram Negative/ E.coli Bacteraemia – 1 case.

Ongoing improvement work had resulted in a reduction of complaints reporting. Anne Marie Cavanagh informed the Board that in the event of patient mortality, staff were well supported by their peers and the Spiritual Care Team to ensure positive health and wellbeing. Learning outcomes from debriefing sessions continued to be shared across teams. Susan Douglas-Scott commended staff for their support to each other.

The Board was advised that surgical site infections within Orthopaedic Surgery had stabilised from previous reporting. A Problem Assessment Group (PAG) had convened to review the risk factors and potential sources of an increase since April 2022. This Group had multi-professional membership including a Consultant Microbiologist, Consultant Surgeons, Nurse and Advanced Health Practitioners from wards and Peri-op areas.

The outcomes from PAG meetings had been taken forward by the multi-professional Short Life Working Group, chaired by the Associate Medical Director of NHS Education for Scotland with wide engagement across teams and areas for improvement.

The Board was advised that de-escalation of selected Covid-19 measures across the organisation continued. However, vigilance to community transmission rates for both Flu and Covid-19 status continued.

The Board noted the ongoing work to improve HAI performance.

The Board approved the Clinical Governance Report.

## **4.2 Clinical Governance Committee Update**

Morag Brown, Chair of the Clinical Governance Committee, provided an update on the paper presented highlighting the key issues discussed at the meeting held on 12 January 2023.

The Board noted the Clinical Governance Committee Update.

#### **4.3 Annual Feedback Report 2021/22**

The Board was presented with the Annual Feedback Report 2021/22 and Susan Douglas-Scott extended her thanks to the Communications Team for producing a well-designed, accessible document.

Anne Marie Cavanagh advised the Annual Feedback Report 2021/22 combined data from Feedback, Volunteers and Communications. The Volunteer and Communications information had been reviewed separately via respective service reports and work would be undertaken to merge into one report for submission to Scottish Government.

The Board was informed that a separate reporting process had been implemented for the data to be submitted to Scottish Government, since the introduction of the revised Complaints Handling Procedure (CHP).

Susan Douglas-Scott commended the high level of compliments received and noted the ongoing improvement work to provide more timely responses. Marcella Boyle commended the layout of the report and requested that future reporting highlighted complaints and compliments for cases jointly owned with other NHS Boards. The Board noted the importance of ensuring host NHS Boards were informed and involved in complaints/compliments arising from these cases.

The Board approved the Annual Feedback Report 2021/22 subject to identified typographical errors being corrected and acronyms being noted in full, including MDT, SAER.

#### **4.4 Duty of Candour Annual Report**

The Board was presented with the Duty of Candour Report 2021/22 by Anne Marie Cavanagh. The report was approved by Clinical Governance Committee in June 2022 and with the preparation of the Board Workplan it had been identified that the report had not received Board approval.

Anne Marie Cavanagh outlined the highlights of the report and Susan Douglas-Scott noted the review of the existing process being undertaken to identify any improvement areas to ensure timescales were met to ensure high quality of patient care and experience.

The Board requested a review of language used within the Appendix is undertaken and the format and layout updated.

The Board approved the Duty of Candour Annual Report 2021/22 with the exception of the above amendments.

## 5 Staff Governance

### 5.1 Staff Governance Report

The Board was presented with the Staff Governance Update by Serena Barnatt, Director of Workforce. Of noting within this report was that the sickness absence figures had increased and there was a 5% improvement in appraisal rates.

Sickness absence was noted at 6.5% in November 2022 which was an increase of 0.5% on the previous month. Mental Health accounted for 21.7% of sickness absence, an improvement of 0.5%, with colds and Flu being the third main reason at 9.8%. Sickness absence levels continued to be closely monitored and benchmarked against other NHS Boards; a similar trend was emerging at a national level.

The Board was advised that Covid-19 absence rates were included in the reporting and when extrapolated the overall absence rate decreased.

The Board noted the work of the Spiritual Care and Occupational Health teams who continued to provide intense support to staff to reduce sickness absence levels as part of the Health and Wellbeing Strategy, including Mental Health First Aid courses and Cognitive Behavioural Therapy.

Gareth Adkins updated that data received from the Employee Assistance Programme did not only report on work related stress but also non-work related stress. A Stress Masterclass and a Resilience Framework by Professor Cary Cooper, Professor of Organisation Psychology and Health at the University of Manchester would be launched in the near future.

Serena Barnatt noted the work undertaken by Mark MacGregor and John Luck in terms of completion of medical appraisals. The Agenda for Change appraisal rate increased by 5% to 57%, with a further increase expected by financial year end.

The Board was advised that 81% of Job Plans were completed and signed off. Several job plans awaiting sign off related to new start employees in November and December.

The Board approved the Staff Governance Report.

### 5.2 Staff Governance and Person Centred Committee Update

Rob Moore noted the salient points from the meeting held on 10 January 2023:

- Committee noted the Health & Safety Report and the focused work undertaken to ensure the organisation understood the reporting of RIDDORS.
- Committee approved the Corporate Risk Register, noting the change of risk grading for risk W7 Workforce Capability and Capacity from 12 (High) to 16 (High) in light of the challenges in relation to workforce supply and retention as despite a number of mitigations being in place, the labour market conditions at present remain challenging.

- Committee noted the Quarter 2 Feedback report and the positive work in terms of the management of Stage 1 complaints. The Committee also highlighted the section that included a selection of compliments and the powerful messages these portrayed.
- Committee noted the Whistleblowing concern, acknowledging this was the first raised and encompassed learning for the organisation to take forward.
- Committee received the Communications Update and commended the work of the Comms Team not only through 2022/23 but the work being progressed for 2023/24.
- Committee received the Corporate L&OD 6 Monthly Report and the back to the classroom environment training now taking place and were content to see the good uptake of the further education fund by staff in 2022.

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

## 6 Finance and Performance

### 6.1 Operational Performance Report

Carolynne O'Connor provided a presentation on the Operational Performance position at November 2022 for all service areas, noting that the Board's revised Annual Delivery Plan (ADP) with divisions working through initiatives to increase capacity by 11.5%, mostly through National Elective Services. Workforce remained the greatest challenge to meet target.

Carolynne O'Connor highlighted the salient points of her presentation and advised that 1182 cataract procedures had been carried out against an original plan of 999 and was cumulatively year-to-date 8% behind the revised ADP target. The Board was advised that 100% of Ophthalmology in and out patients were treated within 12 weeks. The inpatient cancellation target of 3% was achieved with a decrease to 2.9%. Improvement work continued to secure 8 cataracts per list and improve utilisation of Theatres.

The Board were advised the Day of Surgery Rate was 61.5% against target of 55%. There was a decrease to 36% for 4 joints per session mainly due to staffing and implementation of the anaesthetic national guidance pilot. Endoscopy procedures were 3% behind revised ADP.

Carolynne O'Connor further updated that the JAG Action Plan with evidence was submitted and accreditation was anticipated by the end of January 2023.

The Board was advised that general surgery cancellations had reduced to 11.3% and although there had been a gradual downward trend over the past 6 months, the 7% target had not been achieved.

Within Cardiac Surgery, a fourth theatre was open with extended day working, dependent on workforce availability. The Board was advised that 28 heart transplants had been completed to date and that the waiting list had reduced.

Radiology activity was 2% ahead of YTD budget, with additional weekend activity during November and improved capacity from outsourcing.

The Board requested that future reporting of patient cancellations should include incidence of patients who were cancelled and/or reminders had not been issued.

Michael Breen presented the Financial update. He highlighted that at Month 8 there was a surplus of £74k with a projected breakeven outturn forecast for March 2023. In relation to other income, £53.758m equated to an over-recovery against year to date budget of £484k, with good performance from the Golden Jubilee Conference Hotel.

With regard to the overall overspend of £410k, pay costs were £816k favourable and non-pay at £1.226m was 3% adverse to the year to date budget, mainly due to increased supplier costs.

It was noted that Efficiency savings had focussed workstreams on achieving further efficiencies being identified at Month 8 and a further £0.367m forecast.

The expected pay award would be fully funded and was assumed in the financial plan.

The Board was updated there was an anticipated full year funding allocation awaited from Scottish Government with additional allocations this financial year.

An update was provided on the revised capital plan at November 2022 and a more detailed report of progress against the capital plan would be presented separately.

Action No:	Action	Action By
Bpu/230124/02	<b>Reporting of patient cancellations</b> The Board requested that future reporting of patient cancellations should include incidence of patients who were cancelled and/or reminders had not been issued.	Carolynne O'Connor

The Board approved the Operational and Financial Update.

## 6.2 Finance and Performance Committee Update

Stephen McAllister noted that the majority of points from the Finance and Performance meeting held on 10 January 2023 had been covered in the previous presentations. He commended the strong performance in times of challenge and the update on the ADP planning process for the next financial year.

The Board noted the Financial and Performance Committee Update.

## 6.3 Annual Delivery Plan (ADP) 2022-23 and Q2 Feedback Letter

Gareth Adkins updated that Scottish Government had endorsed the Annual Delivery Plan 2022-23 submission and recommended submission to Board for final approval.



Gareth Adkins advised that the Board had been asked to develop further proposals for consideration by Scottish Government, including the National Planning team, focussing on two highly specialist services for delivery by NHS Golden Jubilee where activity and demand exceeded current national commissioning levels:

- Transcatheter Aortic Valve Implantation (TAVI)
- Heart Transplantation

The Board welcomed the positive feedback received from Scottish Government and noted the work being undertaken to understand the requirements and implications of undertaking these services. Further updates would be provided in due course.

The Board noted the Annual Delivery Plan 2022-23 and Q2 Feedback Letter.

## **7 Strategic Portfolio Governance**

### **7.1 Strategic Portfolio Governance Committee Update**

Morag Brown highlighted the key matters arising at the Committee held on 12 January 2023.

- The Committee received the new NHS Scotland Academy governance model and commended this to the Board for approval.
- The Committee noted progress and commended the work on various portfolios and approved the Assurance Statement for the Centre for Sustainable Delivery.
- The Committee commended the Radiography and Ultrasound programmes and looked forward to receiving the programme closure reports to see the specific benefits achieved.

The Board noted the Strategic Portfolio Governance Committee Update.

### **7.2 Governance of the work of NHS Scotland Academy**

Gareth Adkins presented an overview of the aim to streamline the governance structure of NHSS Academy by dissolving the Academy Joint Strategic Programme Board. The Board referred to the governance elements for NHS Golden Jubilee.

Susan Douglas-Scott assured the Board that she and Gordon James would continue to meet with the Chair and Chief Executive of NHS Education for Scotland on a quarterly basis to ensure continued governance and scrutiny.

The Board approved the proposed streamlined governance structure of NHS Scotland Academy.

### **7.3 Strategic Programmes HLD: Radiology and Ultrasound**

Carolynne O'Connor introduced Louise McDade, Interim Radiology Manager who presented the Board with an update on the Scottish National Radiology Reporting Service (SNRRS).

The Board noted that the service was well-embedded with 72 active reports and all NHS Boards donating exams to the service for reporting, with a 19% increase year on year at November 2022 with over 400 hours per week.

Louise McDade outlined the establishment of an Ultrasound Academy to improve the expanding service which went live in November 2022 with additional funding provided by Scottish Government. A Year 2 business case had been drafted with the National Services Scotland team.

Gareth Adkins highlighted the programme management approach undertaken by the service underplaying the complexities. Susan Douglas-Scott commended the success of this service and the national collaboration.

The Board noted the Strategic Programmes Update.

## **8 Corporate Governance**

### **8.1 Board Corporate Risk Register**

Michael Breen informed the Board that the Corporate Risk Register continued to be updated and reported to each of the Committees. The Board continued to identify, assess and take action on all risks which were monitored via the risk system Datix. All risks had been aligned to the Corporate Objectives.

The Board approved the Board Corporate Risk Register.

## **9 Minutes for Noting**

### **9.1 Clinical Governance Committee Approved Minutes**

The Board noted the Clinical Governance Committee approved minutes for the meeting held on 10 November 2022.

### **9.2 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 1 November 2022.

### **9.3 Finance and Performance Committee Approved Minutes**

The Board noted the Finance and Performance Committee approved minutes for the meeting held on 1 November 2022.

### **9.4 Strategic Portfolio Governance Committee Approved Minutes**

The Board noted the Strategic Portfolio Governance Committee approved minutes for the meeting held on 25 October 2022.

**10 Any Other Competent Business**

There was no other competent business raised.

**11 Date and Time of Next Meeting**

An NHS GJ Board Seminar has been scheduled for Thursday 23 February 2023 at 10:00 hrs.

The next meeting of NHS GJ Board has been scheduled for Thursday 30 March 2023 at 10:00 hrs.