**Approved Minutes**

**Strategic Portfolio Governance Committee**

Tuesday, 5 March 2024 1000-1200hrs

Microsoft Teams Meeting

**Members**

Stephen McAllister Non-Executive Director (Chair)

Jane Christie-Flight Employee Director

Marcella Boyle Non-Executive Director

Morag Brown Non-Executive Director

Lindsay MacDonald Non-Executive Director

**Core Attendees**

Carole Anderson Director of Transformation, Strategy, Planning and Performance

Gordon James Chief Executive

**In Attendance**

Kevin Kelman Director, NHS Scotland Academy (item 5.1)

Nicki Hamer Head of Corporate Governance and Board Secretary

Katie Cuthbertson National Director, Centre for Sustainable Delivery (item 4.1)

Susan Douglas-Scott Board Chair

Eleanor Lang Associate Nurse Director (on behalf of Anne Marie Cavanagh)

**Apologies**

Linda Semple Non-Executive Director

Anne Marie Cavanagh Director of Nursing and Allied Health Professionals

Michael Breen Director of Finance

Karen Kelly Non-Executive Director

**Minutes**

Denise Cameron Senior Corporate Administrator

1. **Opening Remarks**

**1.2 Wellbeing Pause and Chair’s Introductory Remarks**

Stephen McAllister opened the meeting and advised that he would Chair the meeting on behalf of Linda Semple. Stephen McAllister welcomed all attendees.

**1.2 Apologies**

Apologies were noted as above.

**1.3 Declarations of interest**

There were no declarations of interest to note.

**2 Updates from Meeting on 7 November 2023**

**2.1 Unapproved Minutes**

Minutes of the meeting held on 7 November 2023 were approved as an accurate record.

**2.2 Action Log**

There were no outstanding actions.

**2.3 Matters Arising**

There were no matters arising noted.

**3 NHS GJ Strategic Updates**

**3.1 Anchor Programme Including Anchor Baseline Metrics Scottish Government Submission**

Carole Anderson provided an update on the Anchor Programme including the Anchor Baseline Metrics Scottish Government Submission.

Carole Anderson explained that baseline metrics were issued to NHS Health Boards in November 2023 and the return date for submission to Scottish Government was 29 March 2024. Carole Anderson confirmed the three areas of focus: Workforce and Recruitment; Land and Assets and Procurement. Carole Anderson advised that Scottish Government acknowledged the metrics were in the early stages of development and this was the first year of capturing a baseline position.

Marcella Boyle commented that the paper was comprehensive and provided a full view of the metrics. Marcella Boyle asked about current relations with West College Scotland noting that work placements at NHS Golden Jubilee (NHSGJ) were previously provided for students. Carole Anderson advised that relations were ongoing and Eleanor Lang confirmed that NHSGJ facilitated placements for HND students from West College Scotland. Eleanor Lang advised that Allied Health Professionals (AHPs), Operating Department Practitioner (ODPs) and SVQ programmes also took place within NHSGJ. Gordon James advised that training was being provided on PowerBi Microsoft Analytics. Carole Anderson confirmed this was delivered in partnership with Ayrshire College.

Strategic Portfolio Governance Committee noted the Anchor Programme Report.

**3.2 Strategic Programmes Update**

Carole Anderson provided an update on the Strategic Programmes.

Carole Anderson confirmed that the current portfolio consisted of the following programmes: HEPMA; eRostering; Safe Staffing; The Anchor Programme; Implementation of the Digital Delivery Plan.

Carole Anderson advised that eRostering was in the readiness phase and a Communications (Comms) Plan was being prepared in advance of rolling out eRostering to the early adopter departments.

Carole Anderson confirmed that the Safe Staffing Act would be implemented on 1 April 2024, templates were provided for reporting and feedback was awaited for the Quarter 2 (Q2) submission to Scottish Government.

Carole Anderson confirmed that Safe Staffing and eRostering would be delivered together as eRostering was intrinsic to the Safe Staffing Act legislation.

Eleanor Lang confirmed that Clinical Nurse Managers had previous experience using eRostering at other NHS Health Boards and were positive about the benefits.

Marcella Boyle asked how eRostering had been perceived by staff. Carole Anderson advised that eRostering would be more complex for some departments due to differing work patterns but focused testing was being carried out by early adopters to address any concerns.

Susan Douglas Scott suggested early adopters could become eRostering Champions and Gordon James agreed.

Gordon James advised that NHSGJ was the last Board to implement eRostering and it required to be fully implemented into Scottish Standard Time System (SSTS) and Payroll, but would provide an application based approach.

Lindsay MacDonald requested more information on project reporting in relation to scale and the rationale for Red, Amber, Green (RAG) status reporting. Carole Anderson confirmed that eRostering impacted on a large staffing group whereas The Anchor Programme did not impact daily lives but was deemed of significant importance to be part of the overarching portfolio. Carole Anderson confirmed that approaches for RAG reporting were subject to ongoing review.

Strategic Portfolio Governance Committee noted the Strategic Programmes Update.

**3.3 Digital Improvement Plan**

Stuart Graham provided an update on the Digital Improvement Plan.

Stuart Graham advised that this was the first progress report submitted to the Strategic Portfolio Governance Committee.

Stuart Graham highlighted the Laboratory Information Management System (LIMS) replacement programme RAG status had been escalated from Amber to Red due to systems stability and Laboratory (Labs) resources. Stuart Graham confirmed the go live date had been moved to May 2024.

Stuart Graham highlighted the extended use of the current Endoscopy Reporting system due to delays in the availability of a new national system.

Stuart Graham confirmed that all evidence for Key Performance Indicator (KPI) compliance had been submitted to NIS Audit within timescales and the status was updated from Amber to Green.

Lindsay MacDonald queried the recording of Green RAG status for projects that were overdue and Stuart Graham confirmed that these projects did not impact service or were not delayed a full quarter therefore not considered overdue within that reporting period.

Strategic Portfolio Governance Committee noted the Digital Improvement Plan Update.

**3.4 3 Year Annual Delivery Plan**

Carole Anderson provided an update on the Annual Delivery Plan.

Carole Anderson advised that the Executive Leadership Team was reviewing the final draft of the three year Annual Delivery Plan before submission to the Finance and Performance Committee on 12 March 2024. A draft plan would be submitted to Scottish Government prior to NHSGJ Board approval.

Carole Anderson confirmed that the plan recognised areas that did not have commitments for longer term funding. Carole Anderson confirmed the Plan was structured around the 10 NHS Scotland National Recovery Drivers.

Carole Anderson confirmed that the Transcatheter Aortic Valve Insertion (TAVI) waiting list had a demand and funded capacity mismatch and funding was currently being discussed with NHS Health Boards. Carole Anderson advised that Scottish Adult Congenital Cardiac Service (SACCS), Scottish Pulmonary Vascular Unit (SPVU) and Scottish National Advanced Heart Failure Service (SNAHFS) also had demand for services which exceeded funded capacity. Business cases had been submitted to National Services Division (NSD) but there had been no decision taken to fund these services beyond current levels.

Morag Brown noted the TAVI situation was a concern and asked how responses were delivered to patients not receiving timely TAVI procedures. Gordon James confirmed that a letter had been written to the Director General Health & Social Care and Chief Executive of NHS Scotland at Scottish Government and a national review was being conducted. Gordon James confirmed the Heart Transplant service was in a similar situation and this was also being addressed nationally.

Strategic Portfolio Governance Committee discussed the Annual Delivery Plan Update.

**4 Centre for Sustainable Delivery**

**4.1 Centre for Sustainable Delivery (CfSD) Assurance Statement (including**

**Flash Report and Programme Risks and Issues)**

Katie Cuthbertson provided an update on CfSD.

Katie Cuthbertson reported that Heat Map progress was positive and Active Clinical Referral Triage (ACRT) would move towards national reporting published through Public Health Scotland (PHS).

Katie Cuthbertson advised that governance procedures for pathways had been established at NHS Health Board level and would support fast tracking of pathway delivery and reporting..

Katie Cuthbertson confirmed that 11 NHS Health Boards had engaged with the National Elective Coordination Unit (NECU). 4957 patients had been treated and 89% of patients were contacted through the Digital Validation Platform.

Katie Cuthbertson confirmed the Rapid Cancer Diagnostic Service (RCDS) report had been published. Funding was secured until September 2024 and there were ongoing discussions for next steps.

Katie Cuthbertson advised that key innovation programmes had been approved. Digital Dermatology and Closed Loop systems - Diabetes had secured funding and would move towards business as usual.

Katie Cuthbertson advised that funding was secured for the Accelerated National Innovation Adoption Pathway (ANIA) programme team which would reduce the risk around short term staffing.

Katie Cuthbertson confirmed that a National Lead for Unscheduled Care had been appointed.

Marcella Boyle noted the response rates for NECU was positive and asked for further information. Katie Cuthbertson advised that the digital contact would not work for all patients therefore this was followed up with a phone call and patients were not excluded. Katie Cuthbertson advised that patient experience of NECU was, in the main, very positive and this was a goodresult to be built upon. Gordon James confirmed that scripts would be tailored to the patient and this would be more condition centred.

Morag Brown congratulated CfSD for securing the ANIA funding.

Strategic Portfolio Governance Committee discussed the CfSD Assurance Statement (including Flash Report and Programme Risksand Issues)

**5 NHS Scotland Academy**

**5.1 NHS Scotland Academy Programme Update**

Kevin Kelman provided an update on the NHS Scotland Academy (NHSSA) Programme.

Kevin Kelman advised that Objective Structured Clinical Examination (OSCE) for Educators programme was attended by colleagues from continents across the world. The programme was launched in December 2023 and focused on achieving a Once for Scotland approach.

Kevin Kelman confirmed that two hospitals had received Joint Advisory Group (JAG) accreditation for the National Endoscopy training programme and a further accreditation was in progress.

Kevin Kelman advised that the National Endoscopy Upskilling programme had not achieved planned training numbers due to the delay in the opening of the training rooms.

Kevin Kelman advised that the Assistant Practitioner Programme for Endoscopy would no longer continue as it had been difficult to recruit cohorts of learners.

NHS Fife and NHS Lothian had been added to the list of Health Boards involved with The Youth Academy. The Healthcare Pathway would no longer be funded by Skills Development Scotland but discussions were taking place with West College Scotland to ascertain if they could maintain the programme and discussions with NHS Fife were ongoing around continuing the pathway.

Kevin Kelman thanked Jenny Pope and the team who had supported implementation of the Employee Passport which addressed the difficulties faced by staff on the National Endoscopy Programme working across different NHS Boards.

Kevin Kelman advised that the NHSSA Skills and Simulation Centre had been launched and the endoscopy training rooms were due to open as part of the NHSGJ Surgical Centre.

Susan Douglas-Scott commended the achievements and collaboration accomplished within the Academy.

Marcella Boyle asked for details of patient feedback relating to the National Ultrasound Programme. Kevin Kelman advised that feedback had been positive and patients had been alerted to being part of a training programme. NHSSA were working with Scottish Government to secure funding to extend the programme.

Strategic Portfolio Governance Committee noted the NHS Scotland Academy update.

**6 Corporate Objectives**

**6.1 Blueprint for Good Governance Improvement Plan 2024/25**

Gordon James provided an overview on the Blueprint for Good Governance Improvement Plan.

Strategic Portfolio Governance Committee approved the Blueprint for Good Governance Improvement Plan (2024/25).

**6.2 Strategic Portfolio Governance Committee Annual Work plan (2024/25)**

Nicki Hamer provided an overview of the Strategic Portfolio Governance Committee Annual Work plan and advised that the plan was definitive but would be reviewed if required.

Strategic Portfolio Governance Committee approved the Annual Work Plan (2024/25).

**6.3 Strategic Portfolio Governance Committee Terms of Reference (2024/25)**

Nicki Hamer provided an update on the Strategic Portfolio Governance Committee Terms of Reference (2024/25).

Strategic Portfolio Governance Committee approved the Terms of Reference.

**7 Issues for Update**

**7.1 Update to the Board**

* The Committee received an update on the Anchor Programme and Baseline Metrics. The Committee noted that there was good governance around the programme with further specific outcomes and objectives being included in the next iteration of the report.
* The Committee noted the NHS GJ Strategic Programmes update that including the three programmes for HEPMA, eRostering and Safe Staffing.
* The Committee noted the update on the Digital Improvement Plan.
* The Committee discussed the work on the 3 Year Draft Annual Delivery Plan which will be considered by the Finance and Performance Committee on 12 March 2024 with final approval being sought from the Board at the end of March 2024.
* The Committee noted the CfSD progress report and commended the work on various areas of the portfolio.
* The Committee commended the work undertaken by NHSSA and the achievements, which provided an excellent example of collaboration working across NHS Scotland.
* The Committee approved its seven improvement areas as noted within the Blueprint of Good Governance Improvement Plan 2024/25.
* The Committee approved its Annual Work Plan for 2024/25.
* The Committee approved its Terms of Reference for 2024/25.

**8 Any Other Competent Business**

There was no further business raised.

**9 Date and Time of Next Meeting**

Thursday 9 May 2024, 10:00 hrs