**Approved Minutes**

**Strategic Portfolio Governance Committee**

Tuesday, 5 September 2024 1000-1230hrs

Microsoft Teams Meeting

**Members**

Linda Semple Non-Executive Director (Chair)

Stephen McAllister Non-Executive Director

Morag Brown Non-Executive Director

Rebecca Maxwell Non-Executive Director

Jane Christie-Flight Employee Director

**Core Attendees**

Carole Anderson Director of Transformation, Strategy, Planning and Performance

Gordon James Chief Executive

Jonny Gamble Director of Finance

**In Attendance**

Nicki Hamer Head of Corporate Governance and Board Secretary

Zaid Tariq Deputy Director Quality, Performance, Planning and Programmes (QPPP)

Jeanette Stevenson Associate Director, NHS Scotland Academy (NHSSA) *(deputising for Kevin Kelman)*

Eleanor Lang Associate Nurse Director *(deputising for Anne Marie Cavanagh)*

Katie Cuthbertson National Director, Centre for Sustainable Delivery (CfSD)

Stuart Graham Director of Digital and eHealth (*item 3.2*)

John Scott Director of Facilities and Capital Projects *(item 3.3)*

Sandie Scott Director of Strategic Communications and Stakeholder Relations *(item 3.4)*

**Apologies**

Marcella Boyle Non-Executive Director

Anne Marie Cavanagh Director of Nursing

Kevin Kelman Director, NHS Scotland Academy (NHSSA)

**Minutes**

Denise Cameron Senior Corporate Administrator

1. **Opening Remarks**

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

Linda Semple opened the meeting and took the opportunity for the wellbeing pause aimed at building relations between colleagues.

Linda Semple welcomed Jonny Gamble to his first meeting of the Strategic Portfolio Governance Committee.

**1.2 Apologies**

Apologies were noted as above.

**1.3 Declarations of interest**

 No declarations of interest were noted.

**2 Updates from Meeting on 9 July 2024**

**2.1 Unapproved Minutes**

Minutes of the meeting held on 9 July 2024 were approved as an accurate record subject to the following amendments.

 **Page 1**

* Linda Semple to be noted as Chair
* Jane Christie-Flight to be moved from “in attendance” to “member”
* Rebecca Maxwell apologies to be noted

**Page 6**

Paragraph: “Jane Christie-Flight and Carole Anderson mentioned that national pools were explored during the National Boards Planning Workshops in February 2024, but no decisions were made” **to be amended to:**

“Jane Christie-Flight mentioned that national redeployment pools were explored by the National Boards previously but no decisions were made.

**2.2 Action Log**

There were no live actions.

**2.3 Matters Arising**

 There were no matters arising.

**3 NHS GJ Strategic Updates**

**3.1 Strategic Programmes Update**

Carole Anderson advised that Zaid Tariq would present the Strategic Programmes update at future Committee meetings.

Zaid Tariq advised that the challenges raised by the Anaesthetics Department relating to eRostering had been addressed, with agreement to take forward a short period of double-running on both roster systems to build confidence with the new eRostering platform. The project plan has been revised to take into account resource within the business as usual Roster team. Compliance with the Health and Care Staffing Act was progressing and discussions were ongoing to determine if the project team could be disbanded, and when the Project would exist from the Strategic Portfolio.

Healthcare Electronic Prescribing and Medicines Administration (HEPMA) implementation was reported to be on track and all milestones met.

Anchor stakeholder conversations had been effective in shaping the NHS Golden Jubilee (NHS GJ) role but there were limited resources in support of the activity, which would influence the scale and phasing of future plans.

A review of project management maturity was underway to consolidate investment and future business cases. A working group was being established to shape proposals for a gateway review framework and the annual review of the PM3 system had taken place. Healthcare Project and Change Association (HPCA) have endorsed the approach taken with the review and update of the project management framework.

Strategic Programme Board agreed to report on Anchor and Safe Staffing programmes at every second meeting.

Linda Semple emphasised the importance of managing the impact of budget cuts on the most vulnerable and ensuring Anchor activities were effective.

Rebecca Maxwell suggested focusing on a few high-impact areas rather than multiple areas. Carole Anderson confirmed that discussions around Anchor strategies were ongoing, along with engagement in community planning meetings to boost employability and streamline the delivery of key activities.

Morag Brown proposed a brief exception reporting slot at Governance Committees to update on patient safety issues, including those arising from the digital or transformational programmes. Linda Semple was in support and Carole Anderson agreed to explore this with Joe Hands, Interim Head of Clinical Governance and Jane Christie-Flight.

Linda Semple enquired about connecting with the University of Strathclyde (UoS) to identify students who might benefit from programmes being delivered at NHSGJ. Carole Anderson confirmed ongoing meetings were taking place with key UoS contacts to explore opportunities.

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| **Meeting** | **Action** | **Action Lead** | **Due Date** |
| SPGC05092024/01 | Review exception reporting to Committees | Carole Anderson | 7 November 2024 |

Strategic Portfolio Governance Committee noted the Strategic Programme Summary Update.

**3.2 Digital Improvement Plan**

Stuart Graham provided a Digital Improvement Plan Update.

Forty four projects were now fully underway and the overall programme status was green. Six projects were recorded with an amber or red status and nine projects were completed. All projects were logged and updated on the PM3 system with consistent governance reporting in place across work streams.

Dendrite data migration was underway and the concerns raised around system stability of the Laboratory Information Management System (LIMS) were reduced. Work was ongoing with the vendor for a new go live date of October 2024. Challenges with the National Endoscopy Reporting System had been resolved.

Dependencies affected the implementation of the Netcall Patient Hub, which was expected to be complete by early 2025. In the interim, patient notifications would transition to SMS text messaging and patients would be able to access letters through a digital service.

A business case would be presented to the Executive Leadership Team and Board by the end of the year 2025 for development of an Orthopaedic App.

Initial staff sessions commenced for TrakCare and a product demonstration was scheduled for mid-September 2024.

A new room booking system, developed by a member of the eHealth Team, was now live and receiving positive feedback with other NHS Health Boards noting interest in the development.

Golden Jubilee Conference Hotel Opera Management System had been upgraded.

Morag Brown highlighted the importance of inter-committee communication and a focus on service impacts to prevent patient issues and this led to a discussion. Gordon James proposed a review of the three-year digital plan in March 2025 to assess year one and create a plan for year two and this was supported by Stuart Graham. Linda Semple suggested a formal review of governance processes to ensure effectiveness and assess if the programme had met its objectives.

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| **Meeting** | **Action** | **Action Lead** | **Due Date** |
| SPGC05092024/02 | Year End Evaluation of Digital Programme, impacts and governance processes | Jonny Gamble/ Stuart Graham | 30 April 2025 |

Strategic Portfolio Governance Committee noted the Digital Improvement Plan Update.

**3.3 Expansion / National Treatment Centre (NTC) Update**

John Scott provided an Expansion/NTC Update.

Level 3 theatres opened on 21 August 2024, Surgical Admissions on 26 August 2024 and Endoscopy on 2 September 2024.

John Scott reported positive outcomes including effective collaboration, stakeholder meetings, staff education and daily debriefs. NHS Scotland had approved the Key Stage Assurance Review sign-off.

Patient feedback was being used to inform improvements as needed. Work was ongoing to have the Central Sterilising and Processing Department operational, though challenges remained within theatres recovery reconfiguration.

Linda Semple enquired about daily activity and Gordon James provided a general overview of expected statistics, taking into account the various clinical areas and Academy training rooms.

Strategic Portfolio Governance Committee noted the Expansion/NTC Update.

**3.4 Academic Relations**

Sandie Scott provided an update on Academic Relations.

University of Strathclyde (UoS) and NHSGJ extended their partnership agreement for a further five years and the updated Shared Interest Summary document highlighted the key areas of collaboration.

An overview of the current projects and key leads was provided.

The University of Glasgow (UoG) Memorandum of Understanding was renewed in June 2024, a stepping stone to NHSGJ receiving University Status with UoG.

Discussions were ongoing between NHSGJ and Glasgow Caledonian University with aims of widening already existing relations held with the NHS GJ Nursing Team. Opportunities with Open University and West of Scotland University would also be explored.

Sandie Scott highlighted that members of the Executive Leadership team were involved with the Health Innovation and Transformation Partnership.

Gordon James highlighted potential funding opportunities relating to the National Manufacturing Institute Scotland and noted the valuable opportunities offered through DesignHOPES and newly established bridges across the Clyde, to strengthen and leverage relationships.

Rebecca Maxwell asked about involvement with college institutions for housekeeping staff and Sandie Scott referred to ties with West College Scotland for hospitality. Eleanor Lang confirmed that links were in place for students studying HNC Healthcare programmes and work was underway with Denis Flanagan, Commercial and Logistics Director, GJ Conference Hotel on Scottish Vocational Qualification hospitality training for Hotel staff.

Linda Semple thanked Sandie Scott and Team for driving this forward and highlighting the benefits.

Strategic Portfolio Governance Committee noted the Academic Relations Update.

**4 Centre for Sustainable Delivery (CfSD)**

**4.1 Assurance Statement including Core Programme Updates, Risks and Issues and CfSD Annual Report 2023/24**

Katie Cuthbertson highlighted recent visits from Mark Logan, Chief Entrepreneur, Scottish Government, John Burns, Chief Operating Officer, Scottish Government and Ivan McKee, Minister for Public Finance, Scottish Government. Discussions arose around how CfSD could support NHS Health Boards to be more productive.

Katie Cuthbertson updated on the digital dermatology rollout, with the first project going live in October 2024 and all NHS Health Boards expected to be operational by March 2025. The team were working closely with all NHS Health Boards to meet tight schedules, address patient referrals and outpatient capacity. Further efforts included tackling the waiting lists and backlog, with funding and cultural changes supporting this progress.

The CfSD core budget was unconfirmed and therefore highlighted as a red risk on the Risk Register. Discussions were ongoing with Scottish Government and aims were to resolve this by 16 September 2024.

Issues were identified with data provided by Public Health Scotland which was used for supporting CfSD programmes. Collaborative work was ongoing to resolve this.

Linda Semple queried if the CfSD update could move to business as usual on the agenda. Gordon James clarified that CfSD were viewed as part of NHSGJ and a change could be made in 2025 for CfSD to report on the same basis as the NHSSA, due to the ongoing sponsorship agreement.

Strategic Portfolio Governance Committee approved the CfSD Update.

**5 NHS Scotland Academy**

**5.1 NHS Scotland Academy Programme Update**

Jeanette Stevenson provided the NHS Scotland Academy (the Academy) Update.

Jeanette Stevenson highlighted the current portfolio and potential new work streams within the Academy but noted challenges in funding.

Further challenges included the recruitment of learners to perioperative programmes, income diversification, short term contracts for planned care funded roles and the location of the National Ultrasound Training Programme expansion project.

Linda Semple enquired whether NHS Health Board training outcomes were assessed and Jeanette Stevenson reported that while some programmes showed tangible results, the economic impact was not evaluated but opportunities were being explored to build on the evidence base.

Linda Semple explored arguments against budget cuts and noted potential cost differences in receiving training from the Academy compared to the private sector. Jonny Gamble emphasised justifying the Academy from a financial standpoint and supported income generation initiatives, noting he was keen to discuss this further. Katie Cuthbertson added that connecting with the Accelerated National Innovation Adoption (ANIA) team in CfSD could be beneficial, as the value case work on technological solutions took into account these considerations. Gordon James agreed, confirming that economic evaluation of ANIA cases were discussed at a national level.

Linda Semple referred to Discrete Event Simulation Methodology to model the Scottish Orthopaedic Inpatient/Daycase Waiting List work being carried out by CfSD and suggested linking with universities to assess the NHSSA value.

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Strategic Portfolio Governance Committee noted the NHS Scotland Academy Programme Update

**5.2 NHSSA Draft Ethical Sponsorship Principles and Policy**

 Jeanette Stevenson provided an overview of NHSSA Draft Ethical Sponsorship Principles and Policy

 The policy was aimed at minimising risks to organisations, had been approved by NHS Education for Scotland Audit and Risk Committee and was awaiting approval by NHSGJ Audit and Risk Committee.

Linda Semple queried the wording used in item 2 of the policy prompting a discussion. The Committee agreed the wording should be revised and adopt a broader values based approach that would recognise the difference in legislative practices across countries. The Committee agreed that sponsorship cases should be reviewed on an individual basis. Gordon James suggested that the revised wording was forwarded to Committee Members for review in advance of the Audit and Risk Committee meeting on 12 September 2024.

Strategic Portfolio Governance Committee requested a revised policy was circulated to the Committee for approval.

Strategic Portfolio Governance Committee noted the NHSSA Draft Ethical Sponsorship Principles and Policy.

**6 Corporate Governance**

**6.1 Corporate Objectives**

Gordon James provided an overview of the Corporate Objectives.

 Gordon James advised that anti-racism and equality and diversity had been incorporated into the objectives.

 Strategic Portfolio Governance Committee noted the Corporate Objectives.

**7 Issues for Update**

**7.1 Update to the Board**

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| NHSGJ Strategic Updates | The Committee agreed that the update to the Board should include the following:* The Committee noted the Corporate Objectives for 2024/25.
* The Committee engaged in discussions over the strategic programme updates, the process of portfolio management and looked forward to an update on the review.
* The Committee noted the update on the Digital Transformation Projects.
* The Committee acknowledged the exciting progress being made with Academic relations.
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| Centre for Sustainable Delivery | * The Committee acknowledged the CfSD update and noted the concerns around the risks in funding and loss of data from PHS.
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| NHS Scotland Academy | * The Committee requested that item 2 of the NHSSA Draft Ethical Sponsorship Principles and Policy was revised and presented to the Committee for approval before submission to NHSGJ Audit and Risk Committee.
* The Committee noted the Academy update and concerns over funding.
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**8 Any Other Competent Business**

There was no further business raised.

**9 Date and Time of Next Meeting**

Thursday 7 November 2024, 10:00-12:30.