

ASC(M) 24/02  
 Minutes 14 - 27

**NHS GREATER GLASGOW AND CLYDE**

**Minutes of the Meeting of the  
 Acute Services Committee  
 held on Tuesday 19<sup>th</sup> March 2024 at 9.30am  
 via Microsoft Teams**

**PRESENT**

Dr Paul Ryan (in the Chair)

Cllr Chris Cunningham	Dr Lesley Rousselet
Ms Jane Grant	Mr Colin Neil
Dr Becky Metcalfe	Prof Angela Wallace

**IN ATTENDANCE**

Ms Sandra Bustillo	Director of Communications and Public Engagement
Ms Jacqueline Carrigan	Assistant Director of Finance Acute/Access
Dr Scott Davidson	Deputy Medical Director, Acute
Ms Kim Donald	Corporate Services Manager, Governance
Ms Katrina Heenan	Chief Risk Officer
Mr David Ferguson	Secretariat (Minutes)
Ms Anne MacPherson	Director of Human Resources and Organisational Development
Ms Susan McFadyen	Director of Access
Ms Natalie Smith	Depute Director of Human Resources
Ms Elaine Vanhegan	Director of Corporate Services and Governance
Mr Scott Wilson	Senior Business and Delivery Manager to CEO
Mr William Edwards	Chief Operating Officer
Ms Susan Groom	Director of Regional Services
Ms Mandy Crawford	Corporate Services Manager - Complaints
Dr Lesley Thomson	NHSGGC Chair

		ACTION BY
<b>14.</b>	<b>Welcome and Apologies</b>	
	The Chair welcomed those present to the March meeting of the Committee. Apologies were noted on behalf of Mr Ian Ritchie and Mr Graham Haddock OBE.	

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		ACTION BY
<b>15.</b>	<b>Declaration(s) of Interest(s)</b>	
	The Chair invited members to declare any interests in any of the matters being discussed. No interests were declared.  <b><u>NOTED</u></b>	
<b>16.</b>	<b>Minutes of Previous Meeting</b>	
	The Committee considered the minute of the previous meeting, Tuesday, 16 January 2024 [Paper No. ASC(M)23/01], and after making corrections were content to approve the minute as a complete and accurate record.  <b><u>APPROVED</u></b>	
<b>17.</b>	<b>Matters Arising</b>	
a)	Rolling Action List	
	The Committee considered the Rolling Action List [Paper No. 24/05].  The Committee were content to approve the RAL.  <b><u>APPROVED</u></b>	
<b>18.</b>	<b>Urgent Items of Business</b>	
	The Chair asked members if there were any urgent items of business.  Professor Angela Wallace raised the study undertaken by Amma Birth Companions, a charity that operates in glasgow and offers birth support and advocacy services to refugee and asylum seeking women. A report is being published on the 20 <sup>th</sup> of March.  The review focused on 100 births in GGC in 2021(40 births) and 2022 (60 births). The Glasgow based charity ‘birth outcomes and experiences’ report highlighted inadequate communication, limited choice, lack of interpreter availability which the women and the Amma birthing companions felt that these experiences negatively impacted on the care they received. Professor Wallace shared that a significant amount of work was already underway prior to the	

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	<p>publication of this report. Over the last 18 months we have undertaken successful outreach to hear from women about their experiences of our services including a text-based survey with 2800 responses. All of the recommendations from the amma report will be addressed and an update report will be presented at clinical and care governance at the earliest opportunity.</p> <p>The Committee noted this update.</p> <p><b><u>NOTED</u></b></p>	<p><b>Prof Wallace</b></p>
<b>19.</b>	<b>Acute / Winter Update</b>	
	<p>The Committee considered the presentation on the Acute / Winter Update provided by Mr William Edwards, Chief Operating Officer – Acute. The following was highlighted:</p> <ul style="list-style-type: none"> <li>- Maintaining flow in our hospitals is our significant priority, with particular attention around the QEUH. Current occupancy rates are over 95% with QEUH sitting at 99.1% occupancy currently</li> <li>- 314 delayed discharges in January 2024. Mr Edwards also outlined the bed days lost due to delayed discharges this year.</li> <li>- Action to be taken in closing around 189 beds that was opened for winter and since covid. This additional capacity is driving the financial position.</li> <li>- 69 beds will be closing on the 8<sup>th</sup> of April 2024 which is the true annual winter capacity that was opened in December 2023.</li> <li>- Whole system Day of Care Audit will be taking place on March 25<sup>th</sup> to try to support sites to decompress prior to Easter break.</li> <li>- Planned care programme numbers have been submitted to Scottish Government. NHS GGC are predicted to overachieve in all areas and have not had to sacrifice the planned care programme to accommodate the winter pressures which is positive.</li> <li>- Priorities going forward will include reducing delayed discharges and making sure longest waiting times are lowered.</li> </ul> <p>The Committee discussed the recent ward closures, particularly at the Royal Infirmary. Mr Edwards assured that these closures have</p>	

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	<p>reduced and have returned to normal levels due to the reduction in covid.</p> <p>The Committee praised the service for the reduction of outpatient wait times and the balancing of winter pressures and continued elective activity and were content to note the update</p> <p><b><u>NOTED</u></b></p>	
<b>20.</b>	<b>Report on Visit to Neurorehabilitation Unit</b>	
	<p>The Committee considered the Report on the Visit to the Neurorehabilitation Unit presented by Dr Paul Ryan, Vice Chair.</p> <p>This service supports adults who have experienced catastrophic neurological injuries or conditions with the main aim of supporting recovery, facilitating independence and safe transition back to the community in the post-acute phase.</p> <p>6 members of the Committee met the staff and commended their enthusiasm and commitment. It was suggested that it may be worth using the endowment fund to help increase storage space at the unit.</p> <p>The Committee were content to note the update.</p> <p><b><u>NOTED</u></b></p>	
<b>21.</b>	<b>Patient Experience Report</b>	
	<p>The Committee considered the 'Patient Experience Report' [Paper 24/06] presented by Professor Angela Wallace, Director of Nursing. The following was highlighted:</p> <ul style="list-style-type: none"> <li>- This is a complaints report for the acute service for Q3</li> <li>- Busy winter time but complaints response targets are still being met. Meeting the national KPI of 80%.</li> <li>- Main themes of complaints were around wait times and staff attitude/behavior.</li> <li>- The number of complaints received is very small in comparison to patients who come into contact with our services, however it is still valuable to investigate these complaints and seek to improve the service further.</li> </ul>	

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	<ul style="list-style-type: none"> <li>- Focus on the power of apology. We want to assure families that we have learned.</li> </ul> <p>The Committee discussed the high number of complaints around unexpected outcomes and queried whether this indicated a communication gap with the patient. Ms Mandy Crawford, Complaints Manager, noted that communication is important but often there is a difference between the expectations of patients and their families. This can be a result of the patient not explaining the extent of their condition or treatment to the family.</p> <p>The Committee were assured by the update.</p> <p><b><u>ASSURED</u></b></p>	
<b>22.</b>	<b>Acute Services Integrated Performance Report</b>	
	<p>The Committee considered the 'Acute Services Integrated Performance Report' [Paper 24/07] presented by Mr Colin Neil, Director of Finance. The following was highlighted:</p> <ul style="list-style-type: none"> <li>- Progress has been made across outpatient and in patient / day case wait times, remaining within the planned position agreed with Scottish Government. Numbers of new patients waiting over 78 weeks has been reduced significantly.</li> <li>- Overall compliance with the A&amp;E four hour waits (64.5%) represents a marginal reduction in the previous months' position. Performance is in line with the national trend.</li> <li>- Performance in relation to the Cancer 62 Day Waiting Times remained fairly static when compared to the previous month 64.4% in December 2023 and 64.6% in January 2024. This position continues to be challenged due to the significant increase in USOC referrals in comparison to pre-pandemic referrals (54%).</li> <li>- Staff sickness and absence numbers have increased in January.</li> </ul> <p>The Committee asked what the average A&amp;E wait time was. This data is not available but Mr Neil confirmed that it is longer than we would like.</p> <p>Higher rates of referral for suspicion of cancer were highlighted. Ms Susan Groom explained that as GPs are being encouraged to</p>	

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	<p>detect cancer as early as possible this is having an impact on so referral rates. Figures are not out of line with the rest of Scotland.</p> <p>The Committee were assured by the update.</p> <p><b><u>ASSURED</u></b></p>	
<b>23.</b>	<b>Financial Monitoring Report</b>	
	<p>The Committee considered the 'Financial Monitoring Report' presented by Mr Colin Neil, Director of Finance. The following was highlighted:</p> <ul style="list-style-type: none"> <li>- This is the month 10 report. As at the 31st January 2024 Acute Services finance ledger is reporting a deficit of £54.4m.</li> <li>- Unachieved savings are £25.2m YTD.</li> <li>- Pays are £13.5m over budget, with Medical and Nursing pays being the main drivers.</li> <li>- Non Pays are £15.7m over budget with Drugs, Surgical Sundries, Equipment and CSSD/Diagnostic supplies and Other Therapeutics being the key pressures.</li> <li>- The total forecast for 2023/24 is £63.6m, with pay and non pay headings being £33.8m and unachieved savings being £29.8m.</li> <li>- We are in receipt of the month 11 position which has seen a slight improvement to nursing pays and non-pay figures.</li> </ul> <p>The Committee were content to note the update</p> <p><b><u>NOTED</u></b></p>	
<b>24.</b>	<b>Update on the Corporate Risk Register and Review of Acute Services Risks</b>	
	<p>The Committee considered the Extract from Corporate Risk Register [Paper 24/09] presented by Ms Katrina Heenan, Chief Risk Officer. Ms Heenan also gave a presentation on the Corporate Risk Register. The following was highlighted:</p> <ul style="list-style-type: none"> <li>- This presentation was put together to give the Committee a stronger understanding of how risks are calculated and registered.</li> </ul>	

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	<ul style="list-style-type: none"> <li>- The process to identify risks was shown.</li> <li>- There are 6 new Board members starting in June and risk management will be included in the induction processes.</li> </ul> <p>The Committee asked who is responsible for identifying risks. Ms Heenan explained that the framework is created by NHS Scotland and a review is carried out by examining objectives. This will be carried out by the service/directorate owner.</p> <p>Ms Heenan gave the following update from the Corporate Risk Register Extract:</p> <ul style="list-style-type: none"> <li>- Risk scores remain static for this reporting period, with no proposed changes to risk scores.</li> <li>- A deep dive of Unscheduled Care Waiting Time Targets Risk has been arranged, however due to resource this date is currently being rescheduled.</li> </ul> <p>The Committee were content to approve the update.</p> <p><b><u>APPROVED</u></b></p>	
<b>25.</b>	<b>Committee Terms of Reference</b>	
	<p>The Committee considered the Committee Terms of Reference [Paper 24/10] presented by Ms Kim Donald, Corporate Services Manager – Governance.</p> <p>The Committee were content to approve the Terms of Reference.</p> <p><b><u>APPROVED</u></b></p>	
<b>26.</b>	<b>Closing Remarks and Key Messages for the Board</b>	
	<p>The Chair thanked Members for attending the Acute Services Committee.</p> <p><b><u>NOTED</u></b></p>	
<b>27.</b>	<b>Date and Time of Next Scheduled Meeting</b>	
	<p>The next meeting would be held on Tuesday, 7 May 2024 at 9.30am via Microsoft Teams.</p>	