

NHSGGC (M) 23/01
Minutes: 01-21

NHS GREATER GLASGOW AND CLYDE

**Minutes of the Meeting of the
NHS Greater Glasgow and Clyde Board
held on Tuesday 28 February 2023 at 9.30am
via Microsoft Teams**

PRESENT

Professor John Brown CBE (in the Chair)

Dr Jennifer Armstrong	Cllr Collette McDiarmid
Ms Ann Cameron-Burns	Cllr Michelle McGinty
Mr Alan Cowan	Ms Ketki Miles
Dr Emilia Crighton	Ms Anne-Marie Monaghan
Cllr Chris Cunningham	Mr Colin Neil
Ms Jacqueline Forbes	Mr Ian Ritchie
Ms Dianne Foy	Dr Lesley Rousselet
Mr David Gould	Dr Paul Ryan
Mrs Jane Grant	Mr Francis Shennan
Ms Amina Khan	Ms Rona Sweeney
Mrs Anne MacPherson	Mr Charles Vincent
Rev John Matthews OBE	Ms Michelle Wailes
Cllr Martin McCluskey	Prof Angela Wallace

IN ATTENDANCE

Ms Denise Brown		Interim Director of e-Health
Ms Beth Culshaw		Chief Officer, West Dunbartonshire HSCP
Ms Sandra Bustillo		Director of Communications and Public Engagement
Ms Sandra Devine		Director of Infection, Prevention and Control
Mr John Donnelly		Programme Director – Major Projects
Ms Kim Donald	..	Corporate Services Manager - Governance/Board Secretary
Mr William Edwards		Chief Operating Officer, Acute Services
Mr Andrew Gibson		Chief Risk Officer
Mr Billy Hunter		Deputy Director of Estates and Facilities
Ms Christine Lavery		Chief Officer, Renfrewshire HSCP
Ms Susanne Millar	..	Chief Officer, Glasgow City HSCP
Ms Julie Murray		Chief Officer, East Renfrewshire HSCP
Ms Ann Traquair Smith		Director of Diagnostics

			ACTION BY
01.	WELCOME AND APOLOGIES		

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		ACTION BY
	<p>Professor John Brown welcomed those present to the February 2023 meeting of NHS Greater Glasgow and Clyde Board.</p> <p>The meeting combined members joining via video conferencing and a socially distanced gathering of some members within the Boardroom of JB Russell House. Members were reminded to observe online meeting protocol; microphones to remain on mute until invited to speak, use the virtual hands up function when wishing to contribute and refrain from using the chat function.</p> <p>The Chair welcomed members of the public who had taken up the invitation to attend the Board meeting, as non-participant observers. Therefore, the virtual hands up function should not be used and members of the public must remain on mute throughout the meeting.</p> <p>The Chair noted the agenda would focus on the progress being made towards achieving the four Corporate Aims; Better Health, Better Care, Better Value, Better Workplace, and a review of aspects of NHSGGC's approach to Corporate Governance including the Risk Management Strategy and the Assurance Information Framework.</p> <p>The Chair suggested that the Executives assume that the Board Members have read the papers, and presentations should be concise and only key issues highlighted.</p> <p>Apologies were intimated on behalf of Ms Susan Brimelow OBE, Ms Margaret Kerr and Mr Alan Cowan.</p> <p><u>NOTED</u></p>	
02.	DECLARATIONS OF INTEREST	
	<p>The Chair invited members to declare any interests in any of the matters being discussed. There were no declarations made.</p> <p>The Chair reminded Board Members of the requirement to keep details updated on the Register of Interests, and advise notification of any changes to Ms Kim Donald, Board Secretary and the Chair, by email.</p> <p><u>NOTED</u></p>	
03.	MINUTE OF PREVIOUS MEETING	

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			ACTION BY
	<p>The Board considered the minute of NHS Greater Glasgow and Clyde Board Meeting held on 20 December 2022 [Paper NHSGGC (M) 22/06] and on the motion of Mr Ian Ritchie, seconded by Rev John Matthews, the Board were content to accept the draft minute of the meeting as complete and accurate.</p> <p><u>APPROVED</u></p>		
04.	MATTERS ARISING		
a)	ROLLING ACTION LIST		
	<p>The Board considered the paper 'Rolling Action List' [Paper No. 23/01].</p> <p><u>Minute No 137 – NHSGGC Performance Report</u> Dr Armstrong explained Health Boards across Scotland were in the process of completing various actions that would subsequently be submitted to the Realistic Medicine Policy Unit (via the CLO) for evaluation. Dr Armstrong assured Members that NHSGGC team were planning an evaluation of the BRAN questionnaire sent to all patients attending OP appointments looking at the benefits, risks, alternatives and doing nothing (BRAN) and its usefulness to patients. Realistic Medicine was considered at a number of board committees for review.</p> <p>The Board were content to accept the recommendation that 14 actions were closed.</p> <p>There were no other matters arising noted.</p> <p><u>APPROVED</u></p>		
05.	CHAIR'S REPORT		
	<p>Professor Brown advised the Board that he had attended and contributed to a wide range of meetings since the Board met in December, noting a focus on visiting staff across the sites to offer gratitude for their ongoing dedication to patient centred care during a particularly challenging winter.</p> <p>Prof Brown had also attended meetings with the Cabinet Secretary to discuss the Board's response to system pressures, including the challenges faced in delivering urgent care. The February Board Chairs Group also focused on the approach being adopted to planning service delivery over the next three years, including the challenges around workforce and financial sustainability.</p>		

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		ACTION BY
	<p>Following the update at the December Board Meeting, Prof Brown confirmed that applications for the two Board Member positions had now closed and interviews would be held week commencing 6th March 2023.</p> <p>As lead for corporate governance in NHS Scotland, Prof Brown had delivered presentations on the second edition of the Blueprint for Good Governance to NHS Highland, NHS Orkney and NHS Forth Valley, with further presentations booked across the Spring.</p> <p>Prof Brown advised the Board that he had been asked by the Board of NHS Forth Valley to conduct an external review of their governance arrangements. Susan Walsh, who co-authored the original Blueprint, is assisting with the review which is expected to conclude in the summer.</p> <p>It was noted that Prof Brown chaired the February meeting of the NHS Scotland Global Citizenship Advisory Board and was pleased to note that the programme continues to expand and an update would be discussed at a future Board Seminar.</p> <p>Both Prof Brown and Mrs Grant met with Professor Sir Anton Muscatelli and Professor Iain McInnes of the University of Glasgow to discuss the progress being made by the Glasgow Health Sciences Partnership, including precision medicine, clinical trials, and research into population health.</p> <p>Prof Brown was also pleased to meet with Professor Chik Collins, the recently appointed Director for the Glasgow Centre for Population Health.</p> <p>The Board were advised of both Prof Brown and the Vice Chairs visits across various sites, noting the hard work and dedication of our colleagues to ensuring high quality patient care despite the challenges faced by the services.</p> <p><u>NOTED</u></p>	
06.	CHIEF EXECUTIVE’S REPORT	
	<p>Mrs Grant acknowledged the winter pressures and the challenges faced by the Board, highlighting that significant work was underway with regards to emergency and elective workload. Mrs Grant highlighted the importance of balancing action plans with supporting staff and the financial position. Mrs Grant continues to meet regularly with the Scottish Government regarding system</p>	

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	<p>pressures, as well as meeting with the Golden Jubilee National Hospital and the Scottish Ambulance Service.</p> <p>As part of the ongoing work to support our staff both Mrs Grant and Dr Armstrong visited the Emergency Departments across NHSGGC to speak to staff about the challenges they have been facing. Mrs Grant was impressed and grateful to our colleagues for their ongoing dedication to delivering high quality patient centred care, despite the ongoing challenges across the system.</p> <p>As Lead Chief Executive for the West Region, Mrs Grant was on the interview panel to recruit the next West of Scotland Planning Director and Mr Neil Ferguson was successfully appointed. Mr Ferguson takes up his post on 1st March 2023.</p> <p>Mrs Grant had also attended the National Pay Negotiations to reach an agreement for the 2023/24 pay deal.</p> <p>In February 2023 NHSGGC was visited by French colleagues as part of their Development Programme within their Local Authorities. Mrs Grant advised this was a pleasant and positive meeting.</p> <p><u>NOTED</u></p>		
07.	PATIENT STORY		
	<p>Professor Angela Wallace, Nurse Director, introduced a short video presentation which described the actions of Best Start and how our Maternity Services were working towards these recommendations.</p> <p>The Chair thanked all who participated in the video presentation.</p> <p><u>NOTED</u></p>		
08.	COVID-19 UPDATE		
	<p>The Board considered the paper 'Covid-19 Update' [Paper No. 23/02] presented by Dr Emilia Crighton, Interim Director of Public Health.</p> <p>Dr Crighton highlighted that there had been an increase in Covid-19 prevalence with 1 in 45 affected. Mr Edwards advised that the number of Covid positive inpatients had risen to 189 which causes challenges across the system with regards to ward closures.</p>		

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	<p>The planning for the Spring Booster Vaccination campaign was underway, with the Joint Committee on Vaccination and Immunisation (JCVI) advising a smaller cohort of eligibility; noting those over 75 and those with compromised immunity systems would receive an invite for a vaccine. The roll-out was due to begin in Care Homes from 27th March 2023.</p> <p>In response to a question regarding staff uptake of the vaccine and whether this was as a result of availability, Dr Crighton advised that her team work with colleagues to make appointments as accessible as possible, including being present across hospital sites. It was noted that younger people are less likely to engage due to the perception of risk. Ms Bustillo highlighted that the Comms team utilise different social media channels to reach different audiences, including Instagram and TikTok.</p> <p><u>NOTED</u></p>		
09.	POPULATION HEALTH AND WELLBEING COMMITTEE		
a)	Chair’s Report of meeting held on 18 January 2023		
	<p>The Board considered the paper ‘Chair’s Report of the Meeting held 18 January 2023’ [Paper No. 23/03] presented by Mr John Matthews, Chair of the Committee.</p> <p>In response to a query regarding the prevalence of Flu and Strep A in the community, the Board were assured that numbers had reduced and were within the normal limits for this time of year.</p> <p>The Board were assured by the report.</p> <p><u>ASSURED</u></p>		
b)	Approve Minute of the Meeting held on 12 October 2022		
	<p>The Board considered the paper ‘Approved Minute of the Meeting held 12 October 2022’ [PHWB(M)22/04].</p> <p>The Board were assured by the minute.</p> <p><u>ASSURED</u></p>		
10.	ACUTE SERVICES COMMITTEE		
a)	Chair’s Report of meeting held on 17 January 2023		

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	<p>The Board considered the paper ‘Chair’s Report of meeting held on 17 January 2023’ [Paper No. 23/04] presented by Mr Ian Ritchie, Chair of the Committee.</p> <p>Mr Ritchie reflected on the winter pressures and the pressure staff were under to achieve performance targets. Mr Ritchie was keen to demonstrate that the ASC was always cogniscent of staff efforts to ensure a high quality patient service, despite the challenges faced.</p> <p>The Board were assured by the report.</p> <p><u>NOTED</u></p>	
b)	Approved minute of meeting held on 15 November 2022	
	<p>The Board considered the paper ‘Approved Minute of the Meeting held 15 November 2022’ [ASC(M)22/04].</p> <p>The Board were assured by the minute.</p> <p><u>NOTED</u></p>	
11.	NHSGGC BOARD PERFORMANCE REPORT	
	<p>The Board considered the paper ‘NHSGGC Board Performance Report’ [Paper No. 23.05] presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil highlighted that there had been a number of performance targets that had been exceeded, including CAMHS, GP Out of Hours and the Outpatient position. It was, however, acknowledged that there were significant challenges across the Emergency Department 4 hour wait target, as well as the Cancer 62 Day target.</p> <p>The Board noted that delayed discharges remained a challenge across the system, which was impacting on patient flow. Mr Edwards advised that occupancy across the sites remained above 90% which was challenging for flow. Mrs Grant reflected that the main focus in reducing delayed discharges was to ensure that patients were moved to the correct place for their ongoing care. A number of actions were underway to mitigate the delays, including predicting discharge times and utilising the Discharge Lounge. The Board discussed the impact of funding for social care on delayed discharges. Mrs Grant highlighted that there are a lot of differing factors across the HSCPs, and the Chief Officers</p>	

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	<p>continue to work hard with their teams to maximise flow across the system.</p> <p>In response to a query regarding the use of 13ZA, Ms Millar highlighted that this was legislative and linked to Adults with Incapacity (AWI). Ms Millar noted that this was a complex area due to the fluctuating nature of capacity.</p> <p>With regards to the Cancer 62 Day challenges, Mr Edwards assured the Board that a detailed action plan was in place and there had been a deep dive into cancer by the Acute Services Committee and the need to create additional capacity across the diagnostic pathways. Mr Edwards also highlighted that as the Board were focusing on patients who had been waiting the longest, the trajectory of performance improvement may not be immediately noticeable. It was agreed that future Performance Reports would include the number of patients, to help Members with context of the position.</p> <p>In response to a query regarding communication with patients on the waiting list, Ms Bustillo advised that a letter is sent to every patient outlining where they are on the waiting list and an anticipated date to be seen. During the pandemic, a national leaflet was also created and distributed to every household highlighting the impact on healthcare.</p> <p>The Board discussed the GP Out of Hours (OOH) position, with Ms Lavery highlighting that there are between 3-4 thousand consultations per week. Ms Lavery explained that the OOH service had evolved since the pandemic, and now runs a ‘telephone first’ appointment system. Ms Lavery was pleased to note that the service was stable, with 16 Salaried GPs being recruited.</p> <p>With regards to CAMHS, Ms Millar assured Board Members that the service was evaluated on a regular basis to ensure that the quality remained of a high standard. Mrs Grant also noted that there were ongoing discussions with the Scottish Government with regards to Mental Health Services. It was agreed that further information on the CAMHS improvement would be brought to a further Board Meeting.</p> <p><u>NOTED</u></p>	<p>William Edwards/ Colin Neil</p> <p>Ms Millar</p>
12.	HEALTHCARE ASSOCIATED INFECTION REPORT	

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	<p>The Board considered the paper 'Healthcare Associated Infection Report' [Paper No. 23/06], presented by Professor Angela Wallace, Director of Nursing.</p> <p>Prof Wallace acknowledged the winter pressures and highlighted that staff across the sites continued to respond well to infection prevention. The Board noted that additional beds were opened to support additional capacity and Prof Wallace reassured Members that staff remain inspection ready, and continue to support each other to ensure patient safety and care remained of a high quality.</p> <p>In response to a query regarding the recent inspection at Inverclyde Royal Hospital and staff working under pressure, Prof Wallace assured the Board that the report had 10 areas of good practice and the team continue to monitor the progress of the actions closely.</p> <p>There was a question regarding the increase of e-coli across November and December, which Prof Wallace highlighted was seasonal variance and the numbers have returned to normal.</p> <p>The Chair also highlighted the importance of the Board's Standing Committees for ongoing scrutiny, noting that the Clinical and Care Governance Committee received the HAIRT report as standard and scrutinised the data in advance of the Board Meeting.</p> <p>The Board were assured by the report.</p> <p><u>NOTED</u></p>		
13.	AREA CLINICAL FORUM		
a)	Chair's Report of meeting held on 09 February 2023		
	<p>The Board considered the paper 'Chair's Report of the Meeting held 09 February 2023' [Paper 23/07], presented by Dr Lesley Rousselet, the Chair of the Committee.</p> <p>The Board were assured by the report.</p> <p><u>NOTED</u></p>		
b)	Approved minute of meeting held on 08 December 2022		
	<p>The Board considered the paper 'Approved minute of the meeting held 08 December 2022' [ACF(M)22/06], presented by Dr Lesley Rousselet, Chair of the Committee.</p>		

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	The Board were assured by the minute.		
	<u>NOTED</u>		
14.	FINANCE PLANNING AND PERFORMANCE COMMITTEE		
a)	Chair’s Report of meeting held on 07 February 2023		
	<p>The Board considered the paper ‘Chair’s Report of meeting held on 07 February 2023’ [Paper No. 23/09] presented by Mr John Mathews, Vice Chair of the Committee.</p> <p>In response to a query regarding the GP OOH and HIS, it was noted that there were ongoing discussions with Healthcare Improvement Scotland (HIS) who would be considering the NHSGGC position in terms of service change and would provide feedback thereafter.</p> <p><u>NOTED</u></p>		
b)	Approved minute of meeting held on 06 December 2022		
	<p>The Board considered the paper ‘Approved minute of the meeting held on 06 December 2022’ [FPPC(M)22/06], presented by Mr John Mathews, Vice Chair of the Committee.</p> <p>The Board were assured by the minute.</p> <p><u>NOTED</u></p>		
15.	FINANCE REPORT		
	<p>The Board considered the paper ‘Finance Report’ [Paper No. 23/09], presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil reported a year to date deficit of £34m of which there were £25m unachieved savings and a pay/non-pay overspend of £9m. Mr Neil confirmed the Partnerships were noted as breaking even.</p> <p>Mr Neil highlighted that £50m of Covid-19 funding had been incorporated into the funding and that this had been confirmed as being in place to cover all associated costs. The overall position included £64m non-recurring, which had been put against the savings profile.</p>		

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	<p>The Sustainability and Value Programme had achieved £38.9m as at month 9, an improvement of £14m from month 8.</p> <p>Capital expenditure was noted as £40m at month 9, which was 41% of the plan. A balance of £58m was to be incurred by 31st March 2023, with services reviewing orders in place to ensure movement. Mr Neil assured the Board that at month 9, 81% of the total allocation had orders in place.</p> <p>Mr Neil highlighted the revised forecast of £78.4m had decreased to £15.6m. There had been additional funding from the Scottish Government for New Medicines, of which NHSGGC was expected to receive £11m of the £50m national funding, as well as CNORIS.</p> <p>In response to a query regarding the impact of the central budget, Mr Neil highlighted that there was still a recurring deficit which would be carried forward and form part of the review within the three year finance plan cycle.</p> <p>With regards to property costs within the budget, it was noted that there were ongoing valuations and the Finance Report would be updated to reflect decisions made.</p> <p>In response to a question regarding IJB reserves and Covid-19 funding, Mr Neil confirmed that the funding was retained against the core element and the national costs would be covered.</p> <p><u>NOTED</u></p>	
16.	RADIONUCLIDE OBC	
	<p>The Board considered the paper 'Radionuclide OBC' [Paper No. 23/10] presented by Mr Billy Hunter, Deputy Director of Estates and Facilities.</p> <p>Mr Hunter highlighted that the OBC was a national priority for capital investment and assured Members that the case had been scrutinised via the appropriate governance groups.</p> <p>It was noted that £20.9m incorporated the inclusion of compliance of design with regards to the most recent construction guidelines, and there was ongoing communication with the Scottish Government regarding the scheme. Mr Hunter assured the Board that Scottish Government funding was available.</p>	

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	<p>In response to a query regarding the risk associated with failure of the current facility, Mr Hunter advised that there were mitigating factors in place to reduce failure, and resilience continued to be maintained with the facility remaining a high profile amongst key stakeholders. The ongoing risk was also regularly scrutinised at the relevant Steering Groups and the CMT.</p> <p>The Board were content to approve the OBC.</p> <p><u>APPROVED</u></p>		
17.	STAFF GOVERNANCE COMMITTEE		
a)	Chair’s Report of meeting held on 21 February 2023		
	<p>The Board considered the paper ‘Chair’s Report of meeting held on 21 February 2023’ [Paper No. 22/11], presented by Ms Ann Cameron-Burns, Co-Chair of the Committee.</p> <p>The Board were assured by the report.</p> <p><u>NOTED</u></p>		
b)	Approved minute of meeting held on 22 November 2022		
	<p>The Board considered the paper ‘Approved minute of meeting held on 22 November 2022’ [SGC(M)22/04].</p> <p>The Board were assured by the minute.</p> <p><u>NOTED</u></p>		
18.	PHARMACY PRACTICES COMMITTEE		
a)	Note of Decisions from meeting held on 30 November 2022		
	<p>The Board considered the paper ‘Note of Decisions from meeting held on 30 November 2022’ [Paper No. 23/12] and were assured by the minute.</p> <p><u>NOTED</u></p>		
19.	ACTIVE GOVERNANCE PROGRAMME		
	<p>The Board considered the paper ‘Active Governance Programme’ [Paper No. 23/13] presented by Ms Elaine Vanhegan, Director of Corporate Services and Governance.</p>		

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		ACTION BY
	<p><u>Assurance Information Framework Short Life Working Group (SLWG)</u> Ms Vanhegan updated the Board with regards to the Assurance Information Framework SLWG who had an opportunity to reflect on the guidance available and consider how to best to deliver corporate objectives. Ms Vanhegan highlighted the importance of ensuring alignment to the KPIs, Scheme of Delegation and corporate objectives, while sufficient assurance was being provided through the relevant Standing Committees. It was recognised that this was a complex area, however, the SLWG were taking a positive and robust approach. Work remained underway, but an update would be brought to the April Board Meeting.</p> <p><u>Induction</u> Ms Vanhegan highlighted that with two new Board Members being recruited it was an opportune time to revisit the Induction work that had been undertaken by Mr Alan Cowan and Ms Amina Khan. She explained that Ms Kim Donald was supporting this work and seeking feedback from Board Members regarding self-directed learning and access to databases.</p> <p><u>RCPE Fellowship</u> Ms Vanhegan advised that the RCPE Governance Fellowship had come to an end, and had completed a number of governance projects. The recommendations from the projects were being reviewed by the CMT and 'lessons learned' would be brought back to a future Board Meeting.</p> <p><u>Annual Cycle of Business</u> Ms Vanhegan reflected that the ACOB was a dynamic document and would be shared at every Board Meeting for review and approval.</p> <p>The Chair highlighted that the next step would be for the Board to undergo a self-assessment. A pilot self-assessment was underway in NHS Highland and the rest of Scotland would be using the same tool, when available.</p> <p>The Board were content to approve.</p> <p><u>APPROVED</u></p>	<p>Elaine Vanhegan</p> <p>Elaine Vanhegan</p>
20.	CLOSING REMARKS	

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	<p>The Chair highlighted that this was the last Board Meeting for Ms Susan Brimelow and Ms Amina Khan.</p> <p>The Chair reflected on Ms Brimelow’s contribution as Chair for Clinical and Care Governance, highlighting the challenges faced through the escalation of the Board as well as the pandemic and Ms Brimelow’s unwavering support in guiding the committee through this challenge.</p> <p>The Chair also highlighted Amina’s contribution to the Staff Governance Committee, as well as her dedication to the role as Board Equality and Diversity Champion; recognising her input into the BAME network.</p> <p>The Chair extended his gratitude on behalf of the Board to both Ms Brimelow and Ms Khan for their ongoing dedication to their role, particularly in light of the challenges faced by the Board in recent years.</p>		
21.	DATE OF NEXT MEETING		
	The next meeting would be held on Tuesday, 25 April 2023 at 9.30 am via MS Teams		