

Approved Minutes
Public Board Meeting
 20 June 2019



Members

Susan Douglas-Scott CBE	Board Chair
Kay Harriman	Non Executive Director
Marcella Boyle	Non Executive Director
Linda Semple	Non Executive Director
Stephen McAllister	Non Executive Director
Karen Kelly	Non Executive Director
Jane Christie-Flight	Non Executive Director / Employee Director
Jann Gardner	Chief Executive
June Rogers	Director of Operations
Julie Carter	Director of Finance
Anne Marie Cavanagh	Nurse Director
Gareth Adkins	Director of Quality, Innovation and People
Angela Harkness	Director of Global Development and Strategic Partnerships
Alistair Macfie	Interim Medical Director

In attendance

Sandie Scott	Head of Corporate Affairs
Colin Neil	Assistant Director of Finance – Acute Services, NHS Greater Glasgow & Clyde (part)
Liane McGrath	Performance Manager, NHS Greater Glasgow & Clyde (part)

Minutes

Christine McGuinness	Corporate Affairs Manager
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Apologies

Phil Cox	Vice Chair
Mark MacGregor	Non Executive Director

Standing Declarations of Interest

Susan Douglas-Scott CBE	Chair, Independent Living Fund
Linda Semple	Non Executive Director, NHS Ayrshire & Arran
Stephen McAllister	Non Executive Director, NHS Forth Valley
Angela Harkness	Trustee, Scottish Sports Futures
Karen Kelly	Special Advisor, NHS Tayside Audit Committee
Jane Christie-Flight	Board Member, Scottish Pensions Advisory Board

1. Chair's Introductory Remarks

1.1. Susan Douglas-Scott opened the meeting and made the following remarks.

Welcomed Julie Carter to her last Board meeting as Director of Finance, thanked her for her time at NHS Golden Jubilee and wished her well in her new post as Director of Finance at the Scottish Ambulance Service.

Welcomed two observers to the meeting:

- Colin Neil, Assistant Director of Finance Acute Services, NHS GG&C, who will be taking up post as NHS Golden Jubilee Director of Finance on 1 July.
- Liane McGrath, Performance Manager, NHS GG&C, who will take up post as NHS Golden Jubilee Board Secretary on 22 July.

Medical Director interviews will take place during the week commencing 24 June. As part of this process, we have surveyed staff and received more than 160 responses from departments across the organisation on what they want from medical leadership. We also had a group session with medical staff, providing a forum to gain further feedback. A staff bulletin is being pulled together to share this feedback with staff.

Congratulated Angela Harkness on being appointed as a Deputy Lieutenant of Dunbartonshire.

Congratulated Malcom Wright on his permanent appointment as Director General Health and Chief Executive of NHSScotland.

The NHS event was another great success for NHS Golden Jubilee. As well as our exhibition space, we had two entries in the poster competition and led a spotlight session. Susan thanked everyone involved for their excellent inputs.

The annual Lancastrina memorial event was held last week. We were joined by Jill Young, Vice Lord Lieutenant of Dunbartonshire, representatives of the families and a representative from Kier Construction.

The annual Volunteer Event was a time to celebrate and thank our wonderful group of 70+ volunteers who provided almost 3,500 hours of support from more than 1,500 sessions in 2018/19. We also marked volunteer week by announcing that we have expanded our pastoral care volunteer service, benefiting even more patients and families than ever before. Pastoral care volunteers support patients at their most vulnerable. They are motivated and caring as well as having the ability to listen, empathise and share time with patients. The pastoral care volunteer service began in 2008 with just four volunteers, and now boasts 11 dedicated 'caring, listening and sharing' volunteers.

We are delighted to say we have had our first ‘Inspire’ baby. Rex Rainey is the first baby to be born from a patient attending the Golden Jubilee’s Intensive Care Syndrome: Promoting Independence and Return to Employment programme since its inception three years ago. Duncan Rainey was treated for a cardiac arrest at the Jubilee after collapsing from cardiac arrest at home in Glasgow last March. His wife Steph gave him CPR while awaiting an ambulance.

2. Apologies

2.1. Apologies were noted as above.

3. Declarations of Interest

3.1. There were no changes requested to the Standing Declarations of Interest.

4. Updates from last meeting held on 14 February 2019

4.1. Minutes of last meeting

The minutes of the last meeting were approved as accurate with no amendments.

Action No.	Action	Action by	Status
090519/01	Minutes: Amend/approve	Christine McGuinness	NEW
090519/02	Minutes: Publish approved minutes online	Christine McGuinness	NEW

4.2. Actions

4.2.1. All previous actions were updated and closed with the exception of the following.

Action No.	Action	Action by	Status
090519/06	Quality of Care review: Gather feedback from Committee Members	Committee Chairs and Executive Leads	NEW
090519/11	Quality of Care Review: Circulate feedback report to Board members	Anne Marie Cavanagh	NEW

4.3. Matters Arising

4.3.1. There were no matters arising from the minutes and actions.

5. Person Centred

5.1. Hospital Expansion Phase One

5.1.1. June Rogers provided an update on phase one of the hospital expansion.

5.1.2. The Board were assured that phase one is on time and budget and commended the hard work to get to this stage.

5.1.3. The Board noted the update.

5.2. Hospital Expansion Phase Two

5.2.1. June Rogers provided an update on phase two of the hospital expansion.

5.2.2. The Board discussed concerns around Microbiologist involvement. This has been raised nationally and is now on the Board Risk Register. If not resolved this issue has the potential to impact on our expansion programme timelines. Marcella Boyle suggested we approach executive agencies like SEPA and Scottish Water. Anne Marie Cavanagh advised that the National Elective Centres Programme Board has asked Health Facilities Scotland to help find a solution.

5.2.3. The Board noted the update.

5.3. Partnership Forum update: 31 May 2019

5.3.1. Jane Christie-Flight provided an update on discussions at the last meeting, including engagement around the People Strategy and Board Strategy.

5.3.1. The Board discussed the 'See Me' survey. Members were assured that the previous lacklustre response rate was due to the timing of its issue in December and that this will run earlier this year with more engagement and communication in the run up to its launch.

5.3.2. The Board noted the update.

Cath Lab Business cases

The Cath Lab business case has been split into two parts:

- Cath Lab Five (item 5.4)
- Redevelopment internally to create space for Cath Lab Five (item 5.5)

5.4. Cath Lab Five

- 5.4.1. June Rogers presented a business case seeking approval for creation of a fifth cardiac catheterisation laboratory (cath lab).
- 5.4.2. The Board discussed the need for the fifth cath lab to ease waiting list pressures and heard that discussions were underway to secure the revenue funding element.
- 5.4.3. The Board commended the very comprehensive business case and approved it subject to confirming revenue funding. This will be a priority for the new Director of Finance.

5.5. Redevelopment internally to create space for Cath Lab Five

- 5.5.1. June Rogers presented part two of the business case, seeking approval for internal redevelopment to support creation of the fifth cath lab.
- 5.5.2. The Board was asked to support relocation of the Respiratory Lab to within the Rehabilitation Gym to accommodate the new lab and for some space within Radiology to be turned into a day case area to keep these in close proximity to the existing labs and day unit.
- 5.5.3. The Board approved the business case and commended the work in developing it.

5.6. Sturrock Report

- 5.6.1. Gareth Adkins asked the Board to approve the organisation's response to the Sturrock Report as requested by the Scottish Government.
- 5.6.2. The Board heard that the response has been drafted in collaboration with our Employee Director, Associate Director of Human Resources and Head of Communications.
- 5.6.3. The Board approved the response, which will now be submitted to the Scottish Government by 28 June 2019.

Action No.	Action	Action by	Status
200619/03	Sturrock: Submit response to the Scottish Government	Gareth Adkins	NEW

6. Safe

6.1. Healthcare Associated Infection Report: April 2019

- 6.1.1. Anne Marie Cavanagh presented the HAIRT for approval.
- 6.1.2. The Board approved the HAIRT for publication on the website and congratulated staff for their continued vigilance.

Action No.	Action	Action by	Status
200619/04	HAIRT: Publish online	Christine McGuinness	NEW

6.2. CSPD business case

- 6.2.1. June Rogers presented a business case seeking approval for creation of a new Central Sterile Processing Department (CSPD) within the phase two expansion.
- 6.2.2. The Board noted the extensive work which had been undertaken to consider the options and provide assurance of the best possible option.
- 6.2.3. The Board discussed the flexibility of the space to meet demand up to 2035 and were assured that the proposal has been future proofed as much as possible.
- 6.2.4. The Board approved the business case.

7. Effective

7.1. Board Strategy

- 7.1.1. Jann Gardner noted the work undertaken in recent months to develop the Board Strategy and the staff engagement which has been incorporated into this.
- 7.1.2. Jann Gardner asked Gareth Adkins to present the Board Strategy for approval by the Board.
- 7.1.3. Gareth Adkins advised that the strategy will be delivered through the Annual Operational Plan, Corporate Objectives and new Strategic Programme Board.
- 7.1.4. The Board discussed feedback from the staff engagement exercise, which primarily focused on three areas being taken forward around revitalising our organisational values, refreshing our leadership framework and reviewing car parking and transportation. The Board agreed that car parking is a very important issue for the organisation and noted the excellent staff engagement work.

7.1.5. The Board approved the Board Strategy subject to the amendments agreed.

Action No.	Action	Action by	Status
200619/05	<p>Board Strategy:</p> <p>Cover images to be more representative of staff groups, race and gender</p> <p>Change workforce to people</p> <p>Change elderly to older people</p> <p>Amend language</p>	Gareth Adkins	NEW
200619/06	<p>Travel Plan:</p> <p>Reflect mobility issues</p>	Gareth Adkins	

7.2. Property and Asset Management Strategy Interim Report

7.2.1. Julie Carter presented the Property and Asset Management Strategy Interim Report for approval.

7.2.2. The Board heard that there are no major issues and that an updated strategy will be brought to the Board for approval later in the year.

7.2.3. The Board approved the report.

7.3. Performance Report: April 2019

7.3.1. Jann Gardner provided an outline of current performance.

7.3.2. The Board discussed the need for a review and clarity around performance targets and look forward to seeing the difference between national requirements and local stretch targets highlighted in the new Integrated Performance Report which will go to the Committees in July, Board in September.

7.3.3. The Board heard that the new Finance, Planning and Performance Committee will begin in September under the chair of Linda Semple.

7.3.4. The Board noted that the approach to performance will be developed over the coming months in collaboration with the Committees and Board.

7.3.5. The Board noted the report.

7.5. Hospital Activity Report: April 2019

- 7.5.1. June Rogers provided an update on business activity.
- 7.5.2. The Board discussed the challenges around medical workforce and were assured that we are exploring a range of innovation solutions going forward, including flexible/part time roles, joint posts and other options including advanced practitioners, to provide sustainability for these high volume clinical specialties.
- 7.5.3. The Board noted the report.

7.6. Finance Report April 2019

- 7.6.1. Julie Carter provided members with an update on the financial position at close of 2018/19 and first month of 2019/20.
- 7.6.2. The Board were assured of the financial position and welcomed the new layout of the report.
- 7.6.3. The Board discussed efficiency savings and commended staff for identifying so many recurring efficiencies.
- 7.6.4. The Board noted the report.

7.7. Audit and Risk Committee update: 11 June 2019

- 7.7.1. Karen Kelly provided an update on discussions at the meeting and confirmed assurance from the Committee at full year end.
- 7.7.2. The Board noted the update.

7.8. Audit and Risk Committee minutes: 16 April 2019

- 7.8.1. The Board noted the approved minutes of the meeting and highlighted additional names after Karen Jones’ title on page one

Action No.	Action	Action by	Status
200619/07	Audit and Risk Committee minutes: Remove additional names after Karen Jones’ title on page one	Julie Carter (Anne McQueen)	NEW

7.10. Endowments Sub Committee update: 11 June 2019

7.10.1. Julie Carter provided an update on discussions at the meeting.

7.10.2. The Board noted the update.

7.11. Board Risk Register

7.11.1. Julie Carter presented the updated Board Risk Register for approval.

7.11.2. The Board discussed in detail the risk around European Union withdrawal (Brexit). Following discussion that the Audit and Risk Committee will not meeting again until eight days before Brexit, the Board were assured that the Senior Management Team will be closely monitoring this risk regularly and take action if any issues are highlighted. If need be, any issues will be circulated by email.

7.11.3. In relation to the Sturrock Report, the Board noted the importance of healthy organisational culture and the ongoing commitment to ensure strong and effective values and culture within the organisation.

7.11.4. The Board approved the changes to the Board Risk Register.

Action No.	Action	Action by	Status
200619/08	Board Risk Register cover paper: W7 Workforce capacity and capability recommendation – remove 'reduce to' (page two)	Christine McGuinness	NEW

8. AOCB

8.1. There was no other business to discuss.

9. Date and Time of Next Meeting

9.1. The next meeting takes place on Thursday 1 August 2019 at 10am.