

Approved minutes



Meeting: Finance, Performance & Planning (FPP) Committee
Date: 2 September 2020
Venue: MS Teams Meeting

Members

Linda Semple	Non-Executive Director (<i>Chair</i>)
Morag Brown	Non-Executive Director
Jane Christie-Flight	Employee Director
Susan Douglas-Scott	Board Chair
Karen Kelly	Non-Executive Director
Stephen McAllister	Non-Executive Director
Gareth Adkins	Director of Quality, Innovation & People
Anne Marie Cavanagh	Director of Nursing and AHPs
Jann Gardner	Chief Executive
Colin Neil	Director of Finance
Mark MacGregor	Medical Director

In attendance

Claire MacArthur (Deputy for June Rogers)	Director National Elective Services
Liane McGrath	Head of Corporate Governance

Minutes

Lilian Russell	Programme Support Officer
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Apologies

June Rogers	Director of Operations
Carole Anderson	Associate Director of Quality, Performance, Planning & Programmes

1 Opening remarks

1.1 Chairs introductory remarks

Linda Semple opened the meeting and thanked everyone for their attendance via MS Teams. Members were advised that agile principles would be used for this meeting to ensure concise discussion.

2 Apologies

Apologies were noted as above.

3 Declarations of Interest

Previous standing declarations of interest were noted, there were no new declarations to record

4 Updates from last meeting

4.1 Unapproved Minutes

The minutes of the previous meeting were read and approved as an accurate record.

4.2 Action Log

All the items on the action log are included in the agenda for today's meeting.

5 Effective – Operational / Finance Performance Review

5.1 Operational Performance – Integrated Performance Report August 2020

Claire MacArthur presented the Operational Performance position to the Committee. Recovery Plan activity had commenced in July 2020. For the period to August 2020, the Heart, Lung and Diagnostics Division carried out 753 procedures against a plan of 792. The National Elective Services Division recorded 707 procedures against a plan of 631 for the same period.

The National Elective Services Division are continuing to support NHS Scotland Boards with urgent cancer pathway recovery plans, including the first breast cancer procedures on site which commenced in August 2020.

Orthopedic activity was ahead of plan for the month despite challenges with the availability of patients to meet the initial orthopedic patient criteria. The criteria has since been widened in line with a change to national guidance. During a recent Clinical Audit, positive feedback was received from patients and visiting clinicians and the pathway is currently working well.

Diagnostic imaging activity continues to increase with the operational teams working closely with referring Boards to maximise capacity.

Referral patterns from other NHS Boards were discussed and Members were advised of the increasingly changing requests. NHS GJ operational teams continue to work as flexibly as possible to respond to these requests but the changing nature can impact productivity.

Ophthalmology activity is ahead of plan and the pathway continues to work well with the number of sessions increasing. The new NHS GJ Eye Centre will open late October 2020.

The Intervention Cardiology service continues to admit patients in order of clinical priority. Electrophysiology (EP) capacity remains challenging and work is ongoing to address the waiting list and secure admission dates for patients waiting beyond the 12 week Treatment Time Guarantee (TTG). The service continued to receive referrals during the Covid 19 pandemic via virtual clinics and are working hard to ensure patients are seen as quickly as possible.

It was reported that a total of eleven heart transplants have taken place this year, this is the highest level recorded at this point in the year.

72.4% of patients on the inpatient waiting list that have waited over 12 weeks and all services are working through the recovery plan address this. Theatre recruitment is ongoing to ensure Theatre capacity is optimised and overall productivity is increased.

The Committee thanked Claire MacArthur for this detailed update and commended the Operational and Clinical teams for their achievement and positive attitude towards the delivery of the recovery plan.

The Committee noted the Operational Performance update and it was agreed to provide the Board with an update on the increase in activity during this period.

5.2 Management of Cancellations

Claire MacArthur presented a detailed update on cancellation rates following previous discussion at Committee.

All cancellations are categorised by reason with a number of patients 'not fit' for surgery due to further tests being required. Weekly meetings are scheduled to scrutinise and improve processes to minimise all 'avoidable' cancellations including reviewing booking procedures to ensure patients follow pre-operative guidance.

Susan Douglas-Scott referred to benchmarking against other NHS Boards and it was reported that NHS Golden Jubilee reports a low cancellation rate in comparison.

NHS Golden Jubilee are working collaboratively with University of Strathclyde on the 'Simul8' modelling system, Jann Gardner advised that this allows for the planning of activity and referrals against bed occupancy for various scenarios in each specialty.

Committee Members confirmed that they were assured a robust process in place to minimise cancellation rates and actions for improvement have been identified.

The Committee noted this update.

5.3 Financial Performance – Integrated Performance Report August 2020

Colin Neil presented the Finance report for Month 4 and highlighted the following points:

- A surplus of £454k (includes core, non-core and income) was reported.
- Income was under recovered at £2.429m. This reflects underactivity for the first four months of the financial year due to the direct impact of the pandemic.
- A core expenditure (pay and non-pay) underspend of £2.883m was also noted. Again this reflects reduced activity and expenditure during the first four months of the financial year.
- The non-core expenditure reflects a breakeven position.

The NHS Golden Jubilee financial performance takes into consideration planned funding allocations from the original Annual Operation Plan (AOP), the Local Remobilisation Plans (LMP) following Covid 19 and the recent Recovery Plan allocation from the Scottish Government (SG).

It was reported that there is a Baseline Formula Capital of £2.691m with additional funding for the Recovery Plan and Expansion Programme.

The successful achievement of the £3.81m efficiency savings remains a focus with a standing item on the Performance Review Groups and a full review of recurring and non-recurring savings will take place by the end of September 2020.

Colin Neil concluded by advising that the future funding process for 2020/21 will be reviewed by the Scottish Government (SG) and allocations are anticipated by the end of September 2020.

The Committee thanked Colin Neil for this update. The Committee were assured of the financial position and approved the Finance Report.

5.4 NHS Golden Jubilee Remobilisation Plan

Jann Gardner noted that the Recovery Plan had been formally submitted to the Scottish Government and describes the NHS GJ activity targets for the period August 2020 to March. NHS GJ will endeavor to best support NHS Scotland and to embed new ways of working developed quickly through the pandemic and the redesign of services for the future.

The weekly performance report, based on the recovery plan trajectories, is reviewed via the Agile Governance Group.

The Committee noted the update and supported the future ambitions incorporated within the report.

5.5 Recovery Plan Weekly Report

Colin Neil advised that the Recovery Plan is progressing well as NHS GJ moves forward to deliver increased activity and to ensure the effective use of theatre.

An overview of the previous week's position was delivered and Colin Neil noted that the weekly performance report is submitted to Gold Command and is also reviewed via the Agile Governance Group.

The Committee noted the reformatted report.

5.6 Performance Review Group Update

The Performance Review Groups (PRG) have been reinstated from August 2020 for each Division and for the Corporate functions.

Colin Neil explained that each Management Team review performance against key indicators as agreed through the Annual Operational Plan (AOP), Recovery Plan and the Board Financial Plan. In addition, the PRGs review potential recruitment/agency requirements and to improve the productivity and efficiency in all areas.

Susan Douglas-Scott noted the 25 nursing final year students that were recruited during the pandemic and are now fully qualified. Anne Marie Cavanagh advised that all of the Nurses have been interviewed and offered a substantive post within NHS Golden Jubilee. Linda Semple recommended for this good news story to be communicated to the Board.

Following a query with regards to the NHS Louisa Jordan, Committee members were informed that discussions regarding the use of the facility and governance processes continue to progress.

The Committee noted this update.

5.7 Review of Key Performance Indicators (KPIs)

Colin Neil outlined the paper and noted that the initial review of the suggested amendments to current measures within the KPIs were provided to members for comment. Colin Neil explained that the amendments and new indicators have been developed in collaboration with the Service Leads.

It is proposed that there may be opportunities to further reduce the number of KPIs with one of the suggested changes to report the bed occupancy and theatre cancellation rates aggregated into a single KPI, with performance drill downs at specialty level available when required.

Linda Semple commented that it would be useful to maintain the level of detail at specialty level for the FPP Committee although it was agreed a summarised version should be produced at Board level.

Karen Kelly asked for clarity on the indicators placed on hold for the Hotel and Colin Neil advised that more detail can be provided with regards to the £2m funding for the remobilisation of the Hotel at the November 2020 meeting of the Finance, Performance and Planning.

The Committee noted the proposals and approved the process of reviewing the current KPIs.

6 Effective – Strategic Planning update

6.1 Hotel and Conference Centre

Colin Neil updated members on the reopening of the Hotel and restaurant facilities to patients, their accompanying relatives and visiting Clinicians from the 1 August 2020. A further review on the remainder of the Hotel areas will be discussed with Scottish Government at the end of September 2020.

Funding will be available to refurbish 47 bedrooms and discussions are ongoing for the Hotel's restart plan to reinstate their functionality and capability as a Conference Hotel of the future.

Linda Semple enquired regarding the remote monitoring pilot and Anne Marie Cavanagh advised that following review this would not be used within the Hotel. However, the supplier has been liaising with care homes and other healthcare communities to facilitate the use of the monitors.

The Committee noted the comprehensive update and were reassured that there is a robust plan in place to remobilise the Hotel.

6.2 Strategic Programme Board update

Gareth Adkins noted that due to the potential commercial sensitivity of elements of the SPB Update, this report and presentation will be discussed in the Private session of the FPP Committee.

7 Corporate Governance

7.1 Finance, Performance and Planning Draft Workplan 2020-21

Colin Neil presented the draft FPP annual workplan for comment. It was agreed that additional items and other business requirements will be added throughout the year.

The Committee approved the proposed workplan and recognised it would be subject to change as the year progresses.

8 For Noting

8.1 Integrated Performance Report – July 2020

The Committee noted the Integrated Performance report for the month of July 2020.

9 Issues for reporting to GJ Board

9.1 Notes for reporting to GJ Board

Committee Members agreed a short update on the following would be taken to the September 2020 Board Meeting:

- The NHS GJ Recovery Plan was formally noted; the plan has been submitted to the Scottish Government
- Committee Members were informed that as the organisation moves further into the Pandemic Recovery Phase the majority of core services have resumed with a subsequent increase in activity for the month of July 2020 noted.
- A presentation on theatre cancellation rates was delivered to demonstrate the ongoing work to reduce cancellations and optimise utilization.
- Suggested amendments to current Key Performance Indicators (KPIs) were presented to Members.
- Members were informed that the financial position for the end of July 2020 outlines a surplus of £454k (includes core, non- core and income). Income is under recovered, reflecting underactivity for the first four months of the financial year due to the direct impact of the pandemic. It was reported that the future funding process for 2020/21 will be reviewed by the Scottish Government (SG) and allocations are anticipated by the end of September 2020.
- Scottish Government approval to reopen the Hotel and Restaurant to restricted groups from 1st August 2020 was noted. These groups are strictly limited to patients, their accompanying relatives and visiting Clinicians.
- Members were updated on the ongoing work regarding the NHS GJ association with the NHS Louisa Jordan. Members were assured that discussions are in progressing and the Committee will be updated on developments in due course.

10 Strategic Partnership Review

Colin Neil noted that the Strategic Partnership proposals would be outlined in the private session as they contain details sensitive to the business of the Board.

11 Any Other Competent Business

11.1 Centre for Sustainable Delivery

Jann Gardner advised that an update on the Centre for Sustainable Delivery (CfSD) would be given in the private session as it contains details sensitive to the business of the Board.

12 Date and Time of Next Meeting

Wednesday 4 November 2020 at 10am.