

Approved minutes

Meeting: NHS Golden Jubilee Board Meeting

Date: 26 March 2020, 10am

Venue: Golden Jubilee National Hospital, Level 5 Boardroom / Conference Call

Members

Susan Douglas-Scott CBE	Board Chair
Linda Semple	Vice Chair
Karen Kelly	Non-Executive Director
Stephen McAllister	Non-Executive Director
Marcella Boyle	Non- Executive Director
Rob Moore	Non- Executive Director
Morag Brown	Non-Executive Director
Jane Christie-Flight	Employee Director/Non-Executive Director
Jann Gardner	Chief Executive
June Rogers	Deputy Chief Executive / Executive Director of Operations
Colin Neil	Executive Director of Finance
Mark McGregor	Medical Director

In attendance

Anne Marie Cavanagh	Executive Nurse Director
Gareth Adkins	Executive Director of Quality, Innovation & People
Angela Harkness	Executive Director of Global Development & Strategic Partnerships
Liane McGrath	Head of Corporate Governance & Board Secretary

1 Opening Remarks

1.1 Chairs introductory remarks

Susan Douglas-Scott opened the meeting and thanked Members for joining via teleconference. Susan Douglas-Scott noted that due to the current pressures of the Covid-19 pandemic planning and response, the Board meeting would be conducted in a time sensitive way. Members were asked to engage in concise discussions where necessary but to note updates and papers where possible.

Susan Douglas-Scott also advised that the Scottish Government (SG) had asked Boards to ensure robust governance processes continued to be delivered. However, SG recognised the requirement for frameworks to be adapted as the national situation was changing at pace. Members noted that the Board's agile governance arrangements would be discussed later in the agenda.

2. Apologies

No apologies were noted.

3 Standing Declarations of interest

Susan Douglas-Scott CBE	Chair, Independent Living Fund
Linda Semple	Non-Executive Director, NHS Ayrshire & Arran
Morag Brown	Board Member, Glasgow Association for Mental Health
Stephen McAllister	Non-Executive Director, NHS Forth Valley
Karen Kelly	Special Advisor, NHS Tayside Audit Committee

Jane Christie-Flight
Jann Gardner
Angela Harkness

Board Member, Scottish Pensions Advisory Board
Director of Scottish Health Innovations Ltd (SHIL)
Trustee, Scottish Sports Futures

4. Updates from last meeting

4.1 Unapproved minutes from 30 January 2020 Meeting

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

4.2 Board Action Log

Board Members reviewed the Action Log and agreed to close all previous actions.

4.3 Matters arising

There were no matters arising noted.

5 Clinical Governance

5.1 Mobilisation Plan

Jann Gardner noted that the Board's Draft Mobilisation Plan had been prepared and would be discussed in the Board's Private session. Once finalised, the plan will be submitted to the Scottish Government for review.

The Board noted this update.

5.2 Clinical Governance Contingency

Anne Marie Cavanagh updated the Board on the current contingency arrangements in place for clinical governance process within the organisation. During this time of pandemic, arrangements have been adapted to allow focus on operational response. Elements of national reporting have been suspended and streamlined reporting and rapid review of any Serious Adverse Events has been implemented.

Board Members discussed the arrangements outlined in the paper. Anne Marie Cavanagh agreed to further expand some sections and send on to Morag Brown and Susan Douglas-Scott for approval.

Action: Anne Marie Cavanagh to forward updated Clinical Governance Contingency paper to Morag Brown and Susan Douglas-Scott for approval.

5.3 Accommodation Update

Gareth Adkins noted that as part of the NHS GJ pandemic response, Level 4 of the Hospital was being refurbished back into a clinical area. Work was ongoing to finalise patient rooms and the first batch of additional beds were due to be delivered week beginning 30 March 2020. Twenty-four beds would be available in the first tranche and a further thirty-five beds

would be available in April. Office staff were being relocated from Level 4 to other areas of the building to facilitate the refurbishment.

Although work was progressing well, some challenges had been encountered with contractor availability in light of the recent government advice on reducing all but essential movement. Members discussed the government guidance on the continuation of hospital construction and Colin Neil advised that he is working with contractors to take this forward.

Board Members also discussed workforce requirements to support the additional beds and Anne Marie Cavanagh confirmed that the nursing model was under review. Staffing levels will depend on the type of patients admitted and would be part of an ongoing management process.

Jann Gardner noted that this programme was part of the Mobilisation Plan, particularly the recovery phase, and would be subject to further review and development.

The Board noted this update.

5.4 Clinical Governance Committee Update

The Committee Update was noted by Board Members.

5.5 Integrated Performance Report – Board Summary Report

The Integrated Performance Report was noted by Board Members.

6 Staff Governance

6.1 Staff Guidance

Gareth Adkins presented the circulated paper to Board Members and highlighted the following points:

- NHS GJ is implementing the latest Scottish Government guidance on managing risks to staff with underlying health conditions, issued on 21 March 2020.
- The current guidance categorised staff with health conditions which have higher level of risk associated with Covid-19 infection into very high risk and high risk groups.
- Those in the very high risk group will be asked to work from home or if this is not possible will take special leave until further notice.
- Managers and staff have been advised on the process for discussing health concerns and risk assessment. The Occupational Health Team are supporting this process where required.
- Staff questionnaires have been issued to all staff members to collate data on underlying health conditions and those that may be willing to be redeployed to other areas to assist with the pandemic response. The situation is evolving and is under close review and management.
- Key information on staff absence is being collated via the electronic SSTS system, specific coding has been rolled out nationally to capture Covid-19 related absences.

Jane Christie-Flight noted that specific guidance on pregnant workers is awaited from Scottish Government. Currently a cautious approach has been taken and pregnant workers have been advised to remain at home, however, this will be reviewed when guidance is released.

The Board noted this update.

6.2 Personal Protective Equipment (PPE)

Gareth Adkins gave a brief update on PPE, a fuller update would be detailed in the Board's Private session.

Gareth Adkins noted:

- The hospital remains a non Covid-19 site at present and therefore pressures on PPE supply have not been experienced to date.
- Clear guidance is available to staff on the appropriate types of PPE to be used in different situations.
- Since the Covid-19 pandemic planning started there has been regular contact with national procurement to ensure the Board has a supply of FFP3 masks available for both face fit testing and for clinical use.
- Stock levels continue to be monitored on a daily basis.

Jann Gardner assured Board Members that staff communications were a key priority and daily bulletins were issued to assure staff of actions and mitigations regarding a number of critical issues.

The Board noted this update.

6.3 Workforce Status

Gareth Adkins outlined the Workforce Status report and noted that specific reporting to the Scottish Government on staff absence has ceased, this was now being extracted centrally.

The Board noted the content of the paper and update.

6.4 Person Centred and Staff Governance Committee Update

The Committee Update was noted by Board Members.

7 Finance and Performance

7.1 Performance and Developing KPIs

Colin Neil noted the circulated papers. During the pandemic response period effective monitoring of the Board's Mobilisation Plan is required. Therefore, a set of key performance indicators (KPIs) has been developed to assure the Board that critical performance levels are being maintained. A number of the metrics are reported to the Scottish Government as part of a daily data return and additional internal benchmark metrics have been established.

The KPIs include Bed State, Occupancy by Ward, Patients in ICU/HDU by specialty and referring board, Admissions by specialty and priority, Discharges and Deaths and Occupied Bed Variance from previous day.

The Performance and Planning Department have developed a bespoke report which is available on a daily basis and is accessible by all Senior Management Staff.

Colin Neil highlighted that Agile Governance Group is provided with a weekly performance dashboard report laying out the occupied, staffed and available bed capacity by specialty over time. Staff absence reporting is currently reported in depth within a separate dashboard. Consideration will be given to merging key performance indicators to provide integrated oversight of priority metrics.

Board Members noted the usefulness of this performance report and approved it for continued use throughout the pandemic response.

7.2 Financial Update

Colin Neil referred to the Finance Section of the IPR and highlighted the Month 10 position to Board Members. The summary position was discussed and approved at the Finance, Performance and Planning Committee in March 2020.

The light of the current national pandemic situation the finance position has been impacted, however, it is anticipated that a break even revenue position will be maintained for year end. Colin Neil advised that the capital position was subject to change and will be outlined under the Expansion Programme update.

Board Members noted this update.

7.3 Finance, Performance and Planning Committee Update

The Committee Update was noted by Board Members.

7.4 Audit and Risk Committee Update

The Committee Update was noted by Board Members.

8 Effective - Business and Strategy

8.1 Hospital Expansion Phase One and Phase Two Update

Colin Neil referred to the circulated report and highlighted the following key points to Board Members:

- At the last scheduled Site Progress Meeting, Kier reported that Phase 1 was progressing well. Phase 2 was also progressing well and was on programme to submit Full Business Case (FBC) in April 2020.
- As of Tuesday 24th March 20, Kier had significantly less operatives onsite and have reported that it is likely that operations will halt in the coming days.

- Board Members were assured that effective shutdown plans were being worked on to ensure a status report and associated site photographs were available.
- Work continues on the FBC, however, it is unlikely that submission to the Capital Investment Group (CIG) will take place in April. CIG have noted that a later submission is acceptable.
- A balanced position will not be achieved against the Board's Capital Resource Limit. The detail behind this is being developed currently, the organisation is linking with finance colleagues at Scottish Government to highlight the issues being experienced, which are consistent to many other capital projects across NHS Scotland.

June Rogers noted that Phase 1 will be key to NHS Scotland's recovery plan post pandemic, programme dates will be reviewed and realigned. Contracted working on Hospital Buildings has been supported during the national pandemic response, however, a full assessment of the availability of construction workers will be required to ensure new programme dates are achievable.

Colin Neil noted that regular updates on the Expansion Programme position will be provided to Board Members via the Agile Governance conference calls and planned Board Meetings.

Board Members noted the update.

8.2 Innovation Update

Angela Harkness gave a brief update and noted work was ongoing with the National Innovation Group. The group was supportive of the ambitious NHS GJ plan to clear the cluttered innovation landscape and drive forward progress.

Board Members noted this update.

8.3 Strategic Partnerships Update

Angela Harkness advised the Board that productive meetings had recently taken place with key potential strategic partners. The recent meetings had all generated interest in the NHS Academy and work would progress on partnership arrangements following the pandemic response phase.

Board Members noted this update.

9 Corporate Governance

9.1 Agile Governance Model

Jann Gardner referred to the circulated paper and outlined the proposed Agile Governance arrangements for the Board during the current pandemic. This high level approach would ensure that flexible governance arrangements were in place to allow fast paced response to the changing national landscape. Susan Douglas-Scott noted the benefits of agile governance and confirmed that the arrangements would be monitored on a regular basis.

Board Members discussed the Standing Committee meetings and Karen Kelly noted the statutory requirements of the Audit and Risk Committee. Susan Douglas-Scott confirmed that statutory obligations would be addressed, each standing committee would be reviewed to assess if meetings were required at this time or could be rescheduled. Board Members

agreed that the Executive Team should be supported to devote the maximum time possible to respond to the pandemic challenges.

Board Members approved the Agile Governance arrangements.

9.2 Board Communications

Jann Gardner referred to the circulated report and noted that the Communications Department has prioritised their workload into key areas to focus solely on Covid-19 communications and ensure dissemination of local and national messaging.

Board Members noted this update.

10 Minutes for noting

10.1 Clinical Governance Committee Approved Minutes

The approved minutes of the Clinical Governance Committee held 14 January 2020 were noted by Board members.

10.2 Person Centred and Staff Governance Committee Approved Minutes

The approved minutes of the Person Centre and Staff Governance Committee held 15 January 2020 were noted by Board members.

10.3 Finance, Performance and Planning Committee Approved Minutes

The approved minutes of the Finance, Performance and Planning Committee held 14 January 2020 were noted by Board members.

10.4 Audit and Risk Committee Approved Minutes

The approved minutes of the Audit and Risk Committee held 22 October 2019 were noted by Board members.

11 Any Other Competent Business

No further business was noted.

12 Date and Time of Next Meeting

The next scheduled meeting of the NHS GJ Board is Thursday 28 May 2020 at 10am, however, this will be kept under review as the current pandemic situation develops.

The meeting closed at 11.30am