

Approved Minutes

Strategic Portfolio Governance Committee

12 January 2023, 1400 - 1600

Via MS Teams

Members

Linda Semple	Non-Executive Director (Chair)
Anne Marie Cavanagh	Director of Nursing & AHPs (until 1400)
Carolynne O'Connor	Deputy Chief Executive, Director of Operations
Gareth Adkins	Director of Quality, Innovation and People
Gordon James	Chief Executive
Jane Christie-Flight	Employee Director
Michael Breen	Director of Finance
Morag Brown	Non-Executive Director
Stephen McAllister	Non-Executive Director
Steven Wallace	Non-Executive Director

In Attendance

Carole Anderson	Associate Director of Quality, Performance, Planning and Programmes
Nicki Hamer	Interim Head of Corporate Governance and Board Secretary
John Scott	Director of Facilities and Capital Projects (agenda item 6.2)
Katie Cuthbertson	National Director, Centre for Sustainable Delivery
Kevin Kelman	Director, NHS Scotland Academy (agenda item 6.1)
Rory Mackenzie	National Associate Clinical Director, Centre for Sustainable Delivery (agenda item 6.3)
Susan Douglas-Scott CBE	Board Chair
Caroline Handley	Deputy Director, National Elective Services (agenda item 6.2)
Louise McDade	Site Lead Radiographer (agenda item 6.2)

Minutes

Christine Nelson	Personal Assistant
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1 Chairs Introductory Remarks

Linda Semple opened the meeting and thanked those present for joining.

2 Well-being Pause

Linda Semple confirmed that the Committee had taken time before the start of the meeting for this purpose.

3 Apologies

Members
 Dr Mark MacGregor Medical Director

4 Declarations of interest

There were no further declarations of interest.

5 Updates from the Meeting Held on 25 October 2022

5.1 Unapproved Minutes of Last Meeting

The minutes of the meeting held on 25 October 2022 were approved as an accurate record of the meeting.

5.2 Action Log

All actions from the previous meeting were agreed as complete. The Committee noted that the duration of the meeting would remain as 2 hours.

5.3 Matters Arising

There were no matters arising from the last meeting.

6 Strategic Updates

6.1 NHS Scotland Academy (NHSSA) Update

6.1.1 Programme Update

Kevin Kelman explained that the latest update had been presented at the recent Board Development Session and therefore would not present this again to the Committee.

Kevin Kelman confirmed that NHSSA funding had been confirmed by Scottish Government (SG) and informed the Committee that funding had been identified by the Centre for Sustainable Delivery (CfSD) for Endoscopy and Bronchoscopy training.

6.1.2 Portfolio Report

Kevin Kelman referred the Committee to the Programme Dashboard and invited questions or comments.

Linda Semple commented that it was positive that so many of the projects were reported as green and the consistency that was reported.

Kevin Kelman reported that Joint Advisory Group (JAG) accreditation had not yet been formally granted for the National Endoscopy Training Programme (NETP)

6.1.3 Governance of the Work of NHS Scotland Academy

Gareth Adkins referred the Committee to the paper circulated which outlined the aim to streamline the governance structure of NHSSA by dissolving the NHSSA Joint Strategic Programme Board (JSPB).

Gareth Adkins sought endorsement of the Committee that governance and assurance would be provided to the Academy's parent boards through the Strategic Portfolio Governance Committee (SPGC) of NHS Golden Jubilee and the Education and Quality Committee (EQC) of National Education for Scotland in line with the JSPB Terms of Reference (ToR). Gareth Adkins suggested a change to the SPGC ToR to reflect this change, including an appendix setting out the remit of each committee.

Linda Semple commented that this seemed a sensible option, it would provide a 3rd model of governance and assurance for NHSSA when in partnership with another single organisation and the change to the ToRs would be beneficial.

The Committee endorsed the recommended change to the NHSSA governance process and noted the update provided for the NHSSA. The proposed changes will be submitted to NHS GJ board for approval.

6.2 NHS Golden Jubilee (NHS GJ) Strategic Updates

6.2.1 NHS GJ Strategic Planning Update

Gareth Adkins referred the Committee to the Strategic Programmes Summary Report, explained that the portfolio dashboard from the Capital and Expansions Teams was now included within the report and the eHealth and Digital portfolio would be included in the next report. Gareth Adkins highlighted that the Digital Portfolio would continue to be governed by the Clinical Governance Committee (CGC) and Estates by the Finance and Performance Committee (FPC).

Gareth Adkins reported that non-recurring funding had been approved by the Executive Directors Group (EDG) for a project management system.

Carole Anderson highlighted the key elements for the Committee to note were:

- The ongoing maturation of processes. Reports were now in place in dashboards and underpinning programmes had well developed reports.
- The project management system was entering the procurement process which would provide project management and reporting to Governance Committees. The system would require testing for a couple of years but the Committee would receive regular progress updates.
- FPC had been consulted on the medium to long term approach and updates would be provided to SPGC later in 2023 on further prioritisation of programmes.
- Development of divisional portfolios and reporting were ongoing.

Linda Semple commended the continued maturing nature of the model and commented that it looked like NHS GJ would become a market leader in reporting.

The Committee noted the Strategic Planning update.

Linda Semple asked Gordon James about the plan for the Integrated Performance Report (IPR). Gordon James stated that discussions on the remit of SPGC would take place regarding some projects e.g. Allocate and e-Rostering as part of the planning process for this year.

Linda Semple agreed SPGC was established to fit in with the strategic intent for larger programmes that did not fit the remit of other governance committees

6.2.2 NHS GJ Expansion/National Treatment Centre (NTC) Update

John Scott joined the meeting to provide an update on the Phase 2 Surgical Centre of the Hospital Expansion Programme which included the following:

- Anticipated completion date of 12 June 2023, Commissioning period of 12 weeks and opening September 2023.
- An overview of progress on all 3 floors which was advancing well with final building work being carried out, external work being configured and finishes being put in place.
- An update on the status of breakthroughs with level 1 complete, level 2 junctions 2 and 3 complete with junction 1 in progress and preparation for level 3 underway.
- Issues currently affecting the programme included ongoing shortage of fan coil units, access to level 2 Endoscopy Decontamination area, delay to works adjacent to level 3 theatres due to noise and additional works requested by the Central Sterilising and Processing Department (CSPD).
- With regards to the Assurance Review, Stage 3 Key Stage Assurance Review (KSAR) action plan was complete with the stage 4 one in development. Commissioning and Handover KSARs were still to be scheduled.
- The Key Milestones to the Handover included completion of breakthroughs, external landscaping, drop off area reconfiguration, stair 11 works and the Commissioning and Handover KSARs.
- An update on the status of the Work Task Orders (WTOs) for the refurbishment projects included additional Orthopaedic outpatient space, review of ventilation needs, theatre administration space and perfusion set up space.

Steven Wallace asked how the breakthroughs carried out so far had gone. John Scott stated that the main issues experienced were due to services not being located where plans indicated but work progressed well and plans were in a better place for future breakthroughs.

The Committee noted the Expansion update. John Scott left the meeting.

6.2.3 NHS GJ Strategic Programmes: Heart, Lung and Diagnostics (HLD) Radiology and Ultrasound

Carolynne O'Connor introduced Caroline Handley and Louise McDade who joined the meeting to provide an update on the Scottish National Radiology Reporting Service (SNRRS) and Ultrasound Academy.

Caroline Handley reported the following:

- The SNRRS transferred to business as usual in July 2021 and all Health Boards were connected to donate to exams for reporting.
- The highest number of exams reported since commencement of the service was achieved in November 2022 with over 400 hours per week completed, an increase of 19% on the previous year. There was an increase of 26% exams reported and an estimated cost avoidance of £458k year to date.
- There were currently 72 active reporters with funding secured for a further 50 workstations to recruit further reporters.
- A breakdown of the exams reported by Boards with the aim to achieve fairer distribution of capacity and support from SG to identify where reporting was required most.
- Next steps included the Scottish Radiology Transformation Project (SRTP) closing at the end of March 2023 and SNRRS Bank funding planning progressing with funds top-sliced from Board budgets. In addition, finalisation of contractual roles and responsibilities between all involved parties as well as agreement of governance and engagement around other opportunities for the SNRRS service and software.

The Committee commended the outcome of the programme of work, the team and the benefits achieved.

Gareth Adkins confirmed that a project/programme closure report would be written which would flow through the regular governance route.

Caroline Handley explained that the Island Boards were not included as they did not require this service but they may utilise other opportunities identified by the project. Linda Semple suggested the other opportunities identified were included in the final report, e.g. saving on locum costs and gaps in service provision.

Gordon James suggested consideration was given to how the model could be expanded to support other programmes e.g. clinical validation of waiting lists or Polypharmacy review.

Louise McDade provided an update on the NHS Ultrasound Academy including the following:

- National issues included demand continuing to increase, currently 86% of pre-Covid levels, significant workforce challenges despite trainees in the pipeline, a lack of equipment and space in some Boards, continued funding constraints and a gap of 10k scans per year.
- Establishment of the Ultrasound Academy advantages included quality service and training, increased capacity, avoided reduction in throughput on acute sites due to training, enabled specialist training lists to be targeted and improvement of staff wellbeing.
- An overview of NHS GJ implementation plan with phase one being the interim establishment of 2 additional ultrasound rooms which went live in November 2022. Phase 2 was the development of permanent facilities in NHS GJ plus North and East of Scotland spoke sites due for completion at the end of May 2023.
- Progress reported included provision of £65k to provide additional capacity, the purchase of equipment for the Academy, supported by Locums. In addition 1334 patients were treated over 21 weeks, an increase of 43% above target.

The Committee commended the project as a great success story, acknowledged the speed of the work being progressed, despite the Covid-19 pandemic, looked forward to more updates and asked Louise McDade to pass on the Committee's thanks to the team for their hard work.

Caroline Handley and Louise McDade left the meeting.

6.3 Centre for Sustainable Delivery (CfSD) Updates

Katie Cuthbertson welcomed Rory Mackenzie who joined the meeting to support the CfSD update.

Katie Cuthbertson referred the Committee to the assurance statement, flash report and risk and issue log, which had been circulated and highlighted the following key points from the report:

- Following the national event in November 2022, good engagement had been experienced, with a request to host further events regularly.

- New staff had been recruited for the Accelerated National Innovation Adoption (ANIA) and National Green Theatres (NGTP) programmes.
- Confirmation of the programme budget had been received from SG.
- The December 2022 Strategy Board was cancelled due to system pressures. The next meeting was scheduled for February.
- Discussions were taking place with SG to support recovery and to support the increased winter pressures. One request was to establish a centralised waiting list validation process for up to 29k patients waiting over one year.
- Positive engagement continued with Boards around the second year of Heat Maps. Boards indicated a willingness to reach higher targets than requested and expand the number of specialties included beyond the 6 requested.
- Work was ongoing with Public Health Scotland (PHS) to support Boards to prioritise reporting changes to the measurement of Active Clinical Referral Triage (ACRT) and Patient Initiated Review (PIR).
- There had been positive engagement around productivity bundles, especially around theatre capacity improvement. Each Board would be supported to develop a productivity plan for 2023/24, focusing on opportunities across CfSD high impact programmes.
- The Detect Cancer Early (DCE) awareness campaign would launch in Spring 2023 in line with the Early Cancer Diagnosis (ECD) Vision, with the ambition to reduce the number of patients diagnosed at stage 3 or 4 by 18%.
- The next Innovation Design Authority (IDA) meeting was scheduled for February 2023 with value cases for Digital Dermatology and Closed Loop Systems being presented along with Cytosponge and Scotcap strategic assessments.

Rory Mackenzie provided an overview of the Clinical Pathway Development and Sign-off of programmes for a Once For Scotland approach with a more robust process. As part of the process, Specialty Delivery Groups (SDGs) had been reviewed with a more structured approach, Board representation and carrying out earlier stakeholder engagement.

Morag Brown asked how the Primary and Secondary Care Interface could achieve greater buy-in and where was disengagement being experienced. Rory Mackenzie responded that CfSD were working with the Royal College of GPs and 2 Clinical Lead GPs who had been instrumental in pathway redesign. Primary Care had been heavily involved in the work with a framework developed for Primary Care engagement and feedback with a focus on how to work together across the whole system.

Rory Mackenzie added that the approach for the ANIA pathway for technical innovation was to ensure the patient voice was represented. Morag Brown stated this was helpful and suggested that some working practices were innovative e.g. practice models, which could be rolled out across all parts of the system.

Linda Semple highlighted that Digital Dermatology and Chronic Pain were 2 programmes at opposite ends of the spectrum but would both achieve a high impact if successfully implemented. Rory Mackenzie agreed they would impact significantly both on primary and secondary care workload and patient quality of life.

Morag Brown suggested referring to some models which had been successfully followed for some years e.g. palliative care, could be beneficial.

Linda Semple commended the ongoing work of CfSD and the reporting process.

Katie Cuthbertson added that it was hoped to have some of the highlighted risks downgraded shortly.

The Committee noted the CfSD Programme Update and approved the Statement of Assurance report to the Board. Rory Mackenzie left the meeting.

7 Key Issues for Reporting to NHSGJ Board

The Committee agreed the update to the Board should include the following:

- The Committee recommended the new NHS Scotland Academy governance model for approval.
- The Committee noted progress, commended the work on various portfolios and approved the assurance statement for CfSD.
- The Committee commended the Radiography and Ultrasound programmes and looked forward to receiving the programme closure reports to see the specific benefits achieved.
- The Committee noted the NHS GJ Strategic Programmes update.
- The Committee acknowledged the maturing reporting process and how this aligned with the strategic governance process.
- The Committee agreed there were no risks or issues to be highlighted to the Audit and Risk Committee.

8 Any Other Competent Business

There was no further business raised.

9 Date and Time of Next Meeting

Thursday 9 March 2023, 1000 – 1200.