

Approved Minutes
Public Board Meeting
 9 May 2019



**Golden Jubilee
 Foundation**

Patients at the heart of progress

Members

Susan Douglas-Scott CBE	Board Chair
Phil Cox	Vice Chair
Kay Harriman	Non Executive Director
Marcella Boyle	Non Executive Director
Linda Semple	Non Executive Director
Stephen McAllister	Non Executive Director
Mark MacGregor	Non Executive Director
Karen Kelly	Non Executive 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

In attendance

Sandie Scott	Head of Corporate Affairs
Bronagh Bell	Hotel Director (part)

Minutes

Christine McGuinness	Corporate Affairs Manager
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Apologies

Jane Christie-Flight	Non Executive Director / Employee Director
Alistair Macfie	Interim Medical 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.

- Our new Director of Finance will take up post on 1 July 2019.
- We will shortly be recruiting three new Non Executives to our Board: one with experience of the hotel and conferencing sector, one to chair the Clinical Governance Committee and one with specialist experience of commissioning.
- Our phase one ophthalmology information evening is taking place on Tuesday 14 May from 6-8pm in the Hotel.
- Some of our clinical team are involved in a parliamentary event on Tuesday 14 May about "Heart Attack – using data to improve the patient's journey". The collaboration between the Golden Jubilee, NHS Greater Glasgow, University of Glasgow, The Data Lab and AstraZeneca was presented to the Cabinet Secretary as part of our Annual Review last year. The idea behind the event is to attempt to have consistent information across Scotland and not just within the Greater Glasgow area.
- Our Occupation Health Team has retained the Healthy Working Lives Gold Award for the eighth successive year.
- Our annual volunteer event will be held in the hotel on Wednesday 5 June 2019.
- The Golden Jubilee Conference Hotel was named Scotland's Most Accessible Hotel at the Scottish Hotel Awards on 28 April 2019. Denis Flanagan, who was recently promoted to Hotel Manager, was named as Scotland's Food and Beverage Manager of the Year and Chef Garry Gault won the Banqueting Chef of the Year title.
The Golden Jubilee Conference Hotel has joined the globally renowned International Congress and Convention Association (ICCA).

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 with the minor amendments below:

- P5, 5.1.4, remove 'keen to'

- P6, 5.2.2, remove last sentence
- P9, change 'Netcall appointment' to 'an appointment'.

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.

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. Jann Gardner commented that she is delighted to see building progress being made and confirmed the project remains within delivery plans in terms of financials and delivery dates, with the unit due to be open by June/July 2020.

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 heard that the stage two review is underway and work is progressing on development of the Outline Business Case, which will be closely followed by the Full Business Case. Ground investigation works for phase two will be completed ahead of time to minimise any delays to the timeline.

5.2.3. Jann Gardner advised that a significant amount of work has been undertaken on the timeline. It is planned that the theatres and endoscopy suite will be completed by December 2021. Work is underway to complete surgical admissions by end 2021 and although this is still to be confirmed, opening of the theatre areas will happen by quarter four of 2021/22 with the remainder (Central Sterile Processing Department) complete by quarter four of 2021/22.

5.2.4. The Board noted the update.

5.3. Health Promoting Health Service (HPHS)

5.3.1. Anne Marie Cavanagh provided an update on HPHS and asked the Board to approve submission of the self assessment and action plan to the Scottish Government.

5.3.2. The Board heard how HPHS is about ensuring every interaction between a health professional and a patient and also the staff impact of the shift around health inequalities. Linda Semple commented that we have a high proportion of staff who live locally who link in with the local community through family and friends. Anne Marie Cavanagh added that this is an important point in terms of our local demographic.

5.3.3. A discussion around active travel identified a number of organisations who can provide valuable information, resources and possibly funding. Stephen McAllister also suggested that the active travel section needs to make reference to the climate challenge.

5.3.4. The Board approved submission of the self assessment and action plan to the Scottish Government subject to the following amendments:

- Provide information on community connection through local staff.
- Reference the climate challenge in the active travel section.
- Reflect clinical roles in Managed Clinical Networks.

Action No.	Action	Action by	Status
090519/03	<p>HPHS:</p> <p>Update self assessment to:</p> <ul style="list-style-type: none"> • Provide information on community connection through local staff. • Reference the climate challenge in the active travel section. • Reflect clinical roles in Managed Clinical Networks. 	Anne Marie Cavanagh	NEW

5.4. Equalities Mainstreaming Report

- 5.4.1. Gareth Adkins presented the Equalities Mainstreaming Report for approval.
- 5.4.2. The Board heard that the report for 2016-2018 highlights how we have met the requirements of the Scottish Public Sector Equality Duty and provides information on our protected characteristics and gender pay, and demonstrates our progress in implementing our equality outcomes. Since our last report, we have continued to take large steps to improve awareness of our responsibilities and to support all staff in achieving these.
- 5.4.3. The Board commended the quality of both the content and style of the report. Susan Douglas-Scott asked Sandie Scott to pass on the Board's thanks to the Communications team.
- 5.4.4. The Board approved the Equalities Mainstreaming Report and its publication online.

Action No.	Action	Action by	Status
090519/04	Equalities Monitoring Report: Publish online	Christine McGuinness	NEW
090519/05	Equalities Monitoring Report: Pass on the Board's thanks for design work	Sandie Scott	NEW

5.5. Person Centred Committee minutes 29 January 2019

- 5.5.1. The Board noted the approved minutes.

5.6. Person Centred Committee update 17 April 2019

- 5.6.1. Kay Harriman provided an update on discussions at the last meeting.
- 5.6.2. The Board discussed medical revalidation and job planning and were assured that work was undertaken under the leadership of the Medical Director and that robust processes are being implemented to ensure completion of these by 31 March 2020.
- 5.6.3. Kay Harriman advised that the Healthcare Improvement Scotland Quality of Care Review team had observed the meeting and asked when we will be expected to provide feedback. Susan Douglas-Scott commented that we did not know when this would be and advised that it may be useful to note any feedback on the process from members of all the Committees in advance of receiving the final report.
- 5.6.4. The Board noted the update.

Action No.	Action	Action by	Status
090519/06	Quality of Care review: Gather feedback from Committee Members	Committee Chairs and Executive Leads	NEW

6. Safe

6.1. Healthcare Associated Infection Report March 2019

- 6.1.1. Anne Marie Cavanagh presented the HAIRT for approval.
- 6.1.2. The Board commended the report and leadership from the Infection Control team.
- 6.1.3. The Board discussed new types of infection and the escalation process for highlighting these and were assured that the same robust process is followed for new infections as for any single or multiple incidences of those currently monitored.
- 6.1.4. The Board approved the HAIRT report and its publication on the website.

Action No.	Action	Action by	Status
090519/07	HAIRT: Publish online	Christine McGuinness	NEW

6.2. Clinical Governance Committee minutes 29 January 2019

- 6.2.1. The Board noted the approved minutes.

6.3. Clinical Governance Committee update 16 April 2019

- 6.3.1. Mark Macgregor provided an update on the discussions at the last meeting.
- 6.3.2. The Board heard about the Committee's discussion of National Cardiac Benchmarking Collaborative (NCBC) data. Anne Marie Cavanagh advised that the Golden Jubilee will be represented on a new NCBC group set up to specifically look at cardiac wounds.
- 6.3.3. The Board discussed learning from a Significant Adverse Event and how this demonstrates that staff are living our values.
- 6.3.4. The Board noted the update.

7. Effective

7.1. Performance Report: March 2019

- 7.1.1. Jann Gardner provided an outline of current performance and performance measures going forward,
- 7.1.2. The Board discussed the key performance indicators. Karen Kelly raised concerns about our performance indicators as on paper it looks like many had fallen short of target, which is at odds with other reports. Jann Gardner advised that the targets will be reviewed to reflect our evolving organisation. June Rogers added that a number of the indicators are self-imposed improvement targets.
- 7.1.3. The Board discussed the need for a report which reflects what we do as a growing organisation. Mark Macgregor felt the current report does not capture what we do now. Jann Gardner explained that the new Integrated Performance Report will provide a balanced picture which highlights both good performance and issues within the service in one document and will evolve with the Board's input.
- 7.1.4. The Board discussed the draft model templates for Board meetings currently being developed by the national Board Secretaries group in line with the Blueprint for Governance that NHS Chairs are collectively responsible for embedding. Sandie Scott advised that some of the sections will be mandatory and others will be optional.
- 7.1.5. The Board discussed the social contract with patients and the need to communicate differently, both with some patient groups and about specific types of test. The Board heard that a campaign will shortly be rolled out to try and reduce patient cancellations and 'Did Not Attends', which will include Realistic Medicine messages.. June Rogers explained that we will be sharing some of our learning with posters and a plenary session at the NHSScotland Event later this month.
- 7.1.6. The Board noted the Performance report.

7.2. Hospital Activity Report March 2019

- 7.2.1. June Rogers provided an update on business activity.

The Board discussed the combined inpatient/day case and imaging activity, which was 6.8% ahead of plan for 2018/19 and up 14.3% on the previous year, and heard that while it will be challenging to deliver against targets in 2019/20, all service level agreements are in place and active. Karen Kelly commented that this is an example of good performance.

- 7.2.2. The Board noted the Business Activity report.

7.3. Finance Report March 2019

- 7.3.1. Julie Carter provided members with an update on the financial position.
- 7.3.2. The Board was assured that the core 2018/19 financial plan was met and efficiency savings delivered were £4.267m against a Local Delivery Plan (LDP) target of £4.206m, reporting a small over achievement of £61k at financial year end.
- 7.3.3. The Board noted the Finance report.

7.4. Audit and Risk Committee minutes 5 February 2019

- 7.4.1. The Board noted the approved minutes.

7.5. Audit and Risk Committee update 16 April 2019

- 7.5.1. Karen Kelly provided an update on the discussions at the meeting.
- 7.5.2. The Board discussed the audit report, which had highlighted a lack of understanding of Hotel business from Non Executive Directors. This was challenged and was being removed from the report following feedback from the Committee. Susan Douglas-Scott explained that we will specifically be recruiting a new Non Executive Director with strategic hospitality experience to replace Kay Harriman, our current Non Executive Director who is a senior executive with Hilton.
- 7.5.3. The Board noted the update.

7.6. Endowments Sub Committee update 16 April 2019

- 7.6.1. Phil Cox provided an update on the discussions at the meeting.
- 7.6.2. The Board noted the update.

7.7. New Board dates and process

- 7.7.1. Jann Gardner presented the new Board dates and process for approval.
- 7.7.2. The Board discussed the new dates and heard that, following approval, old meeting dates will be cancelled and new dates sent out as soon as possible. Marcella Boyle asked for diary invites to be sent to both Golden Jubilee and personal email addresses. Karen Kelly highlighted that the March 2020 Board, June 2020 Audit and Risk Committee, and both 2020 Remuneration Committee meetings were omitted.
- 7.7.3. Jann Gardner asked Christine McGuinness to create a streamlined version of the planner for Board Members without the operational detail. Susan Douglas-Scott asked to see the final version before meetings and cancellations are sent out.

- 7.7.4. The Board approved the new Board dates and process subject to adding in the dates that had been omitted.

Action No.	Action	Action by	Status
090519/08	Meeting planner: Add March 2020 Board, June 2020 Audit and Risk Committee, and both 2020 Remuneration Committee meetings	Christine McGuinness	NEW
090519/09	Meeting planner: Create a streamlined version without deadlines	Christine McGuinness	NEW
090519/10	Meeting planner: Send meeting cancellations and invitations	Executive PAs	NEW

8. AOCB

8.1. NHS Healthcare Improvement Scotland Quality of Care review

- 8.1.1. Karen Kelly asked when the Board will receive feedback from the review. Jann Gardner responded that we are due to receive our report in the summer and assured the Board that this will be circulated when it is received.

Action No.	Action	Action by	Status
090519/11	Quality of Care Review: Circulate feedback report to Board members	Anne Marie Cavanagh	NEW

9. Date and Time of Next Meeting

- 9.1. The next meeting takes place on Thursday 20 June at 10am.