

Approved Minutes

Meeting: NHS Golden Jubilee Public Board Meeting

Date: Thursday 29 September 2022, 10:00

Venue: Level 5 East Boardroom/ MS Teams

Members

Susan Douglas-Scott CBE	Board Chair
Professor Jann Gardner	Chief Executive
Linda Semple	Non-Executive Director (Vice Chair)
Gareth Adkins	Executive Director of Strategy, Planning and Performance
Callum Blackburn	Non-Executive Director
Marcella Boyle	Non-Executive Director
Morag Brown (via MS Teams)	Non-Executive Director
Anne Marie Cavanagh	Executive Director of Nursing and Allied Health Professionals
Jane Christie-Flight	Employee Director/Non-Executive Director
Karen Kelly	Non-Executive Director
Dr Mark MacGregor	Executive Medical Director
Stephen McAllister	Non-Executive Director
Rob Moore	Non-Executive Director
Steven Wallace	Non-Executive Director

In attendance

Serena Barnatt	Human Resources Director
Gerard Gardiner	Head of Corporate Governance and Board Secretary
Nicki Hamer	Head of Corporate Services & Strategic Risk
Sandie Scott (via MS Teams)	Director of Strategic Communications and Stakeholder Relations
Graham Stewart	Interim Director of Finance

Guests

Michael Breen	Non-Executive Director, NHS Ayrshire and Arran
Carole Anderson	Deputy Director of Quality, Performance, Planning and Programmes
Stuart Graham	Director of Digital and eHealth
Carolynne O'Connor (via MS Teams)	Director of Operations, NHS Lancashire and South Cumbria
John Scott	Director of Estates and Facilities

Minutes

Tracey Wark	PA to Chief Executive Office
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1 Opening Remarks

1.1 Wellbeing Pause

Susan Douglas-Scott introduced the Wellbeing Pause, aimed at helping to maintain connections between colleagues.

1.2 Chair's Introductory Remarks

Susan Douglas-Scott welcomed all to the hybrid Board Meeting.

Susan Douglas-Scott noted thatCarolynne O'Connor would join NHS Golden Jubilee (NHSGJ) as Deputy Chief Executive and Director of Operations on 7 October and Michael Breen would join as Director of Finance on 31 October 2022.

Susan Douglas-Scott informed the Board that Jann Gardner had been appointed to the post of Chief Executive of NHS Lanarkshire following almost 4 years at NHSGJ. The Board were advised that, at the request of Scottish Government, Jann Gardner would take up her new post on 1 December 2022 with NHS Lanarkshire.

Susan Douglas-Scott remarked that during Jann Gardner's tenure, NHS GJ had made incredible accomplishments, contributing not only to the delivery of services and innovation at NHS Golden Jubilee, but in contributing to national priorities. Over recent years, Jann Gardner had led on the development of two expansion programmes, establishment of the NHSS Academy and Centre for Sustainable Delivery, and implemented a coherent structure and business plan to further increase capability to assist NHS Scotland's recovery plan. The Board extended their thanks for Jann Gardner's leadership and commitment and wished her well for the future.

Susan Douglas-Scott advised the Board that due to the short notice of Jann Gardner moving to NHS Lanarkshire that she had secured from Scottish Government Gordon James as Interim Chief Executive for NHS Golden Jubilee. Gordon James is currently Deputy Chief Operating Officer within Scottish Government's Health and Social Care Directorate with responsibility for a range of issues including planned care and CfSD. Gordon will work with Jann during her remaining tenure and would join NHS Golden Jubilee as Interim CEO and Accountable Officer on 1 December 2022.

Susan Douglas-Scott outlined Gordon James' experience from senior roles across the NHS, Scottish Government and the private sector which would help NHS Golden Jubilee move forward and continue its evolution as a national asset for NHS Scotland. Prior to joining Scottish Government, Gordon James was Director of Procurement, Commissioning and Facilities at NHS National Services Scotland, Director of Health Facilities Scotland (HFS) and Director of Antimicrobial Resistance and Healthcare Associated Infection Scotland (ARHAI Scotland). He also led on the creation of NHS Scotland Assure. Gordon James was also an integral member of the NHS Louisa Jordan executive management team during the Coronavirus (COVID-19) pandemic.

Susan Douglas-Scott informed the Board of further changes to the executive team portfolio with Serena Barnatt taking up the Executive Director of Workforce role and Gareth Adkins the Executive Director of Strategy, Planning and Performance.

Susan Douglas-Scott reminded colleagues that the Opening Ceremony for the Garden of Reflection would take place after today's Board meetings and looked forward to seeing a number of staff in attendance. She went on to commend

everyone involved as this project was completed within timescales and budget and was an important one as it was for the wellbeing of staff, patients and visitors.

Susan Douglas-Scott noted the signature of a landmark partnership to improve Scotland's Health: The Memorandum of Understanding between the National Centre for Sustainable Delivery, NHS Greater Glasgow and Clyde, University of Glasgow, AstraZeneca UK and Lenus Health was signed on 7 September 2022. This would coordinate efforts to identify innovative products and techniques for use nationally.

She also noted the new ANIA Videos highlighting the use of the Closed Loop System and Digital Dermatology System had been produced for the Centre for Sustainable Delivery (CfSD) to support raising funds and support for these projects, to be shared with stakeholders and key partners.

Susan Douglas-Scott was pleased to note to the Board the Together Campaign: A detailed marketing plan and campaign to re-energise the promotion of the key aspects of hotel business which was due to be launched imminently.

The first Long Service Awards event, for the Catering Department, was held recently and Susan Douglas-Scott was delighted to have been there to meet and congratulate these long serving staff and reflect their important role in patient care. She hoped to attend future events arranged to recognise the Board's long serving staff and hoped other non-Executive colleagues would be able to be involved with these going forward.

Susan Douglas-Scott highlighted, amongst agenda items for consideration, the Annual Delivery Plan, which reflected ambitious targets across many clinical disciplines.

1.3 Apologies

Lynne Ayton

Interim Executive Director of Operations

1.4 Declarations of Interest

There were no changes to the standing declarations of interest.

2 Chief Executive Update and Remarks

Jann Gardner reflected that for nearly four years it had been her honour and privilege to be the Chief Executive of NHS Golden Jubilee and to work with an incredible team to lead NHS Golden Jubilee through a challenging time for NHS Scotland. She extended her sincere thanks to all her colleagues for their support and efforts to provide a high standard of care for patients from across Scotland.

In the interim period, before moving to her new role as Chief Executive for NHS Lanarkshire, Jann Gardner committed to working closely with Gordon James to ensure that NHS Golden Jubilee continues to be in the best position possible to thrive, expand and succeed for all patients, whose care is at the heart of everything NHS Golden Jubilee does.

The next Board meeting was rescheduled to the earlier date of 17 November 2022 when Jann Gardner would provide her final Accountable Officer update.

The Board recently welcomed NHS Chief Executive, Caroline Lamb, along with Martin Docherty-Hughes MP and Marie McNair MSP from Scottish Parliament and showcased the work of NHSGJ, Centre for Sustainable Delivery (CfSD) and NHS Scotland Academy. Jann Gardner extended her thanks to all staff involved and remarked that these visits continued to raise the Board's profile, future aspirations and developments.

Jann Gardner welcomed a new collaboration to increase ultrasound training across Scotland which had been announced as an "innovative" programme set to play a crucial role in delivering on the NHS Scotland Radiology Recovery Plan. A joint effort from NHS Scotland Academy, Scottish Government, the Scottish Radiology Transformation Programme and Glasgow Caledonian University, the National Ultrasound Training Programme will train Scotland's next generation of sonographers.

Jann Gardner noted that the International Recruitment Programme had progressed well in terms of Phase 2 Expansion. A State of Readiness Group has been established to consider the practical requirements to be fully functional on Day 1 of opening.

The Board were updated on the financial position at Month 4 in July was positive with a small surplus. The Board await confirmation of the financial allocation from Scottish Government for 2023/24.

Jann Gardner outlined that in terms of Clinical Governance, changes in Covid-19 testing will be effective from 3 October 2022 in line with the Directorate Letter (DL) (2022) 32 Pause for Asymptomatic Testing in Health and Social Care and Asymptomatic Testing Hospitals.

Jann Gardner remarked that she was incredibly proud of the activity undertaken and to be able to move to her new position leaving this Board on track.

Action No.	Action	Action by
Bpu/220929/01	Accountable Officer Update by Professor Gardner to be added to the November Board agenda.	Gerard Gardiner

3 Updates from last meeting

3.1 Unapproved minutes from 28 July 2022 Board Meeting

The Board approved the minute of the last meeting as an accurate record, with the exception of one change:

- Amend Carol Scott to read Carolynne O'Connor.

3.2 Board Action Log

The action log was reviewed and actions updated or closed.

3.3 Matters Arising

There were no matters arising.

4 Clinical Governance

4.1 Clinical Governance Report

The Board was presented with the Clinical Governance Report.

Anne Marie Cavanagh, Executive Director of Nursing and Allied Health Professionals, reported that there were seven complaints reported in June 2022.

There were two Stage 1 complaints of which one was responded to within the five day response time. There were five Stage 2 complaints of which three were not responded to within the 20 day response time. Improvement plans for response times included weekly reporting at the Executive Directors Group with additional Key Performance Indicators (KPIs) currently being identified and developed.

There were no Serious Adverse Event (SAE) reviews commissioned in May and June. The crude mortality data was noted which remained within control limits. There were no Whistleblowing reports in the period.

Anne Marie Cavanagh provided an overview of the HAIRT report and highlighted the following:

- Staphylococcus Aureus Bacteraemia – 1 case in July.
- Clostridioides difficile infection – 0 cases since March 2021.
- Hand Hygiene – bi-monthly report indicates overall compliance of 99%.
- Gram Negative/ E.coli Bacteraemia – 2 cases in July (the first since September 2021).

Mark MacGregor updated that surgical site infections within Orthopaedic surgery was an area of concern. A Problem Assessment Group (PAG) had convened to review the risk factors and potential sources of an increase since April 2022. This group had multi-professional membership including a Consultant Microbiologist, Consultant Surgeons, Nurse and AHPs from wards and peri-op areas.

Anne Marie Cavanagh reported that there was 99% uptake at recent vaccination clinics for Covid-19 and Flu, with less than 1% wastage.

It was noted that de-escalation of selected Covid-19 measures across the organisation continues. Pre-operative testing regimes continued to evolve with planned stepping down of asymptomatic testing. However, vigilance to community transmission rates and Covid-19 status continued.

The Board approved the Clinical Governance Report.

4.2 Clinical Governance Committee Update

Morag Brown, Chair of the Clinical Governance Committee, provided an overview of the key issues discussed at the meeting held on 8 September 2022.

- The Committee were provided with a Significant Adverse Event (SAE) overview report. Nine SAERs were presented at CGRMG and Agile CGRMG meetings in September 2022. The Committee welcomed the progress reported, including SAERs which were over 6 months old. A deep dive will be undertaken at the next Committee meeting.
- The Committee received an Expansion Programme Update and noted progress with construction and the break-through programme. Processes had been established to minimise disruption to clinical activity. State of Readiness governance structures had been developed to support holistic readiness of the organisation for Phase 2 opening.
- The Committee were presented with the Integrated Performance Report for July 2022, including the HAIRT report. There was one Staphylococcus aureus bacteraemia but no correlation of devices or location. It was noted there was a peak in infection rates across Scotland. Surgical Site Infections within the Orthopaedic services were above the upper control limit despite rates being low. There was no obvious linkage to surgeon and Theatre. However, there was a change to antibiotic prophylaxis which may have had an impact.
- The Committee requested clarity in its role of monitoring Cyber Security Risk and noted their wish to receive updates as part of routine reporting to the Committee.
- SAER reporting had improved due to the robustness of the expanded team involvement.
- A Complaints Symposium took place on 15 September 2022.

The Board noted the Clinical Governance Committee Update.

5 Staff Governance

5.1 Staff Governance Report

The Board was presented with the Staff Governance Update by Gareth Adkins, Executive Director of Strategy, Planning and Performance, as part of a transition of his previous responsibility for staff governance to Serena Barnatt, in her new role of Executive Director of Workforce

Sickness absence was noted at 5.8% in July 2022 which was a reduction of 0.4% on the previous two months. Covid-19 special leave accounted for 2.9%, up from 2.3% in June. A review of the Health and Wellbeing agenda had commenced to consider how to reduce sickness absence levels. Carolynne O'Connor noted her interest to support this work.

In relation to absence due to mental health; personal problems such as bereavement, stress and anxiety were the most prevalent factors in absence rates. For work related problems stress and anxiety were the most prevalent factors.

Marcella Boyle reported that the Committee had considered the Employee Assistance Programme as a means of supporting staff who may be experiencing mental health issues, with a view to supporting their safe return to work.

Special leave arrangements for Covid-19 came to an end on 31 August 2022. An assessment on the impact of the change will be provided to Staff Governance and Person Centred Committee at future meetings. Gareth Adkins added that self-isolation rules for staff in respect of Covid-19 would continue, changing in line with national guidance as required.

The Agenda for Change (AfC) appraisal rate for July 2022 was 50%, a 2% reduction on the previous month. The Medical appraisal rate at July 2022 reported nine doctors out of 159 had completed their 2022/23 appraisal. There was a 76.9% completion rate for Job Plans for the year 2022/23.

International Recruitment has progressed well. Dependencies, which are outwith the control of the Board, continues to impact on this, particularly regional shortages of accommodation, competition from other recruitment Boards, high cost of private rents and the ongoing cost of living crisis.

The Board noted the importance of promoting the benefits of working at NHS Golden Jubilee.

Staff Governance & Person Centred Committee had commended Eleanor Lang and her team for their progress highlighted in the Clinical Education Annual Report 2021/22.

Staff Governance & Person Centred Committee extended their thanks to Tosh Lynch and Maureen Franks for their work on the revised Volunteer Strategy which was aligned with national and local approaches.

5.2 Staff Governance and Person Centred Committee Update

Marcella Boyle noted that the majority of points from the meeting held on 29 September 2022 had been covered but drew attention to:

- Committee discussed sickness absence figures in IPR, noting the implications of reporting Covid-19 as a sickness absence moving forward. Committee discussed approaches to reporting Covid-related sickness absence separately.
- Committee would continue to monitor Agenda for Change Appraisal rates and discussed the importance of personal development in the context of staff retention rates.
- Committee noted the Annual Feedback report, which captured work undertaken by the Head of Clinical Governance. Committee discussed approaches to

ensuring the outcome of complaints, comments, compliments and other feedback were effectively communicated to staff to assist with staff development. In addition, Committee discussed measures which may be used to support staff to improve response rates, times, and quality.

The Board noted the Staff Governance and Person Centred Committee update.

6 Finance and Performance

6.1 Operational Performance Report

Gareth Adkins, provided a presentation on the Operational Performance position as at 28 July 2022 for all service areas, noting that as at 4 July 2022 the total clinical activity was 6% above target and that planning was underway to maximise capacity on the opening of Phase 2.

Gareth Adkins advised that a review was being undertaken across the site to determine potential efficiency savings and would include a review of vacancies and skills mix.

Capital Expenditure remained on plan and would be reported through the Capital Investment Group to ensure programmes were developed.

The Water Heat Source Pump programme had been discussed with the local Council and further detail was awaited.

Graham Stewart, Interim Director of Finance, provided a presentation on the financial position as at 31 July 2022.

Graham Stewart updated the Board that the Planned Care Recovery Submission to Scottish Government on 8 July 2022 had been followed up with a funding process letter on 2 August which confirmed funding assurance for legally committed and recurring expenditure.

Referring to the Finance Performance and Planning Committee update on 6 September 2022, the Board were updated as follows:

- 21 transplants had been completed to date and commended all involved.
- The Research Institute continued to recover post pandemic with work ongoing to maximise activity and review.
- Workforce and Finance challenges were ongoing in Radiology and Cardiology.
- Phase 2 preparations for Day 1 Phase 2 have gained momentum with various state of readiness groups.
- The Annual Delivery Plan had been submitted to Scottish Government for approval.

Action No.	Action	Action by
Bpu/220929/02	Efficiency Saving graph to be amended to include details of what has been delivered as well as detail of future delivery plans.	Graham Stewart

The Board approved the Operational Performance Update and noted the Finance and Performance Committee Update.

6.2 Finance and Performance Committee Update

Stephen McAllister noted that the majority of points from the Finance and Performance meeting held on 6 September 2022 had been covered in the previous presentations. He commended the strong performance in times of challenge.

6.3 Annual Delivery Plan and Financial Plan Update

Gareth Adkins updated the Board that the Annual Delivery Plan 2022/23 which was updated to articulate operational delivery priorities for the remainder of this financial year, had been endorsed by the Finance and Performance Committee.

Whilst Board planning was now beginning to transition to a more stable 'normal' position, Territorial Boards were asked to produce an annual plan for 2022/23 covering a limited set of priorities.

At this point Carole Anderson joined the meeting and delivered a presentation on the key points of the revised Annual Delivery Plan advising that the plan set out NHS Golden Jubilee's priorities and delivery objectives for 2022/2023 and was aligned with the Board's three year Finance Plan and Workforce plan.

Detail on the Board delivery priorities was provided within Section 5 of the draft ADP and within the Delivery Planning Templates accompanying the ADP.

Graham Stewart then outlined the salient points from the Financial Plan 2022/23 around NHS Scotland Academy, Centre for Sustainable Delivery, Elective Treatment Centre, International Recruitment and planned care. This update covered key information on the five year Capital Plan that had been issued to Scottish Government, the Phase 3 ambitions and the Water Source Heat Pump.

Callum Blackburn emphasised that he had experience of Water Source Heat Pumps and asked to be involved in decisions around this. A job description for a Sustainability Lead has been submitted to the Executive Directors Group for approval. Susan Douglas-Scott asked that Callum Blackburn was involved in recruitment for this post.

Jann Gardner added that work was underway on sustainable options in NHS Highland and the Centre for Sustainable Delivery. Callum Blackburn and Katie Cuthbertson continued to be informed of progress.

Gareth Adkins emphasised that the opening of NHS Jubilee's the new Surgical Unit, Phase 2 Expansion, will provide the largest theatre suite in NHS Scotland and would

be an ideal test bed for the CfSD green theatres programme to maximise opportunities to test and implement sustainable, green initiatives in the theatre environment.

It was noted by Carole Anderson that, in communications regarding the ADP, the lack of finality in the funding decisions of the Scottish Government regarding the plan will be noted.

The Board approved the Annual Delivery Plan and Financial Plan Update.

7 Strategic Portfolio Governance

7.1 Hospital Expansion Programme Update

The Board received an update from Graham Stewart that the Hospital Expansion Programme continued to progress at pace.

John Scott joined the meeting and provided the Board with a detailed update on the progress of the Expansion Programme and highlighted Phase 1 Eye Centre, Phase 1 Surgical Centre and Stage 4 KSAR draft report issued in August 2022.

John Scott also advised that the Eye Centre had been shortlisted for the following awards:

- The Herald and GenAnalytics Diversity Awards 2022
- Building Better Healthcare Awards
- Health Facilities Scotland /NHS Assure Design Excellence Awards

John Scott advised the next steps involved the commissioning and handover of KSAR, with regular meetings up to completion.

The Board noted the engagement with NHS Assure and NHS Orkney's Decontamination Unit. The Board agreed to discuss the detail at the next Board Seminar on 21 November 2022.

Action No.	Action	Action by
Bpu/220929/03	KSAR report and action plan to be discussed at the November Board Seminar.	Gerard Gardiner / John Scott

The Board noted the Hospital Expansion Programme Update.

7.2 Strategic Portfolio Governance Committee Update

Linda Semple, Chair of Strategic Portfolio Governance Committee, highlighted the matters arising at the Committee held on 1 September 2022.

- The Committee noted progress and commended the work on various portfolios and approved the assurance statement for CfSD. This included a presentation on Green Theatres.
- The Committee noted the work of NHSSA Youth Academy, noting the linkages with schools, national agencies, other NHS Boards and academia.
- The Committee noted the expansion programme update, noting in particular the progress with construction and the NHS Assure review. Committee also noted the progress of State of Readiness arrangements.

The Board noted the Strategic Portfolio Governance Committee Update.

8 Corporate Governance

8.1 Cyber Security

Stuart Graham provided an update on Cyber Security and highlighted the Network and Information Systems (NIS) Audit Review that was scheduled for 28 October 2022. The audit outcome would be expected in January 2023 and reported to Board via the February Audit & Risk Committee.

Stuart Graham advised that recruitment to dedicated Cyber and IG operational posts were already showing benefits and investment in capital improvements were unlikely to show in this cycle. Continued awareness training across all cyber risk areas was taking place with Communication campaigns being launched for Cyber Awareness Month in October.

The Board commended Stuart Graham and his team for their continued progress on ensuring robust cyber security.

The Board noted the Cyber Security update.

8.2 Board Corporate Risk Register

Graham Stewart informed the Board that the Board Corporate Risk Register had been refreshed and had been reported to each of the Committees in July. The narratives for each risk had been updated as part of this refresh.

The Board Corporate Risk Register template would be redesigned to include a column for mitigation and action.

Action No.	Action	Action by
BPU/220929/04	Board Corporate Risk Register template to include column for mitigation and action.	Graham Stewart

The Board approved the Board Corporate Risk Register.

8.3 New Board and Committee Report Template

Gerard Gardiner referred to the new Board and Committee template and guidance which was approved for use throughout NHS Scotland by Scottish Government.

The template differed from those currently in use and it was considered by the Executive Team that use at governance committee levels would ease the process of Board reporting and ensured that the targeted prompts provided would strengthen decision-making.

The Board approved the new Board and Committee Report template for use in the forthcoming governance committee cycle.

8.4 Appointment of Steven Wallace as Non-Executive Director

Susan Douglas-Scott advised the Board that on 25 August 2022, the Cabinet Secretary for Health and Social Care announced the appointment of Steven Wallace as a non-Executive Board Member of NHS Golden Jubilee Board.

She welcomed Steven Wallace and asked for approval from him to be a member of the following three Committees/groups:

1. Finance and Performance Committee
2. Strategic Portfolio Governance Committee
3. Expansion Programme Board

The Board noted the appointment of Steven Wallace as a Non-Executive Director of NHS Golden Jubilee and approved his appointment as a member of the three Committees/groups as noted.

9 Minutes for Noting

9.1 Clinical Governance Committee Approved Minutes

The Board noted the Clinical Governance Committee approved minutes for the meeting held on 29 June 2022.

9.2 Staff Governance and Person Centred Committee Approved Minutes

The Board noted the Staff Governance and Person Centred Committee approved minutes for the meeting held on 14 July 2022.

9.3 Finance and Performance Committee Approved Minutes

The Board noted the Finance and Performance Committee approved minutes for the meeting held on 5 July 2022.

9.4 Strategic Portfolio Governance Committee Approved Minutes

The Board noted the Strategic Portfolio Governance Committee approved minutes for the meeting held on 28 June 2022.

9.5 Audit and Risk Committee Approved Minutes

The Board noted the Strategic Portfolio Governance Committee approved minutes for the meeting held on 20 April 2022.

10 Any Other Competent Business

There was no other competent business raised.

11 Date and Time of Next Meeting

The next scheduled meeting of the NHS GJ Board will be rescheduled to Thursday 17 November 2022 at 11:00 hrs.