

Approved minutes

Meeting: Board meeting

Date: 11 February 2016

Venue: Level 5 Corporate Boardroom

Members

Jeane Freeman (JF)	Chair
Kay Harriman (KH)	Non Executive Board member
Maire Whitehead (MW)	Non Executive Board member
Mark MacGregor (MM)	Non Executive Board member
Stewart MacKinnon (SM)	Non Executive Board member
Phil Cox (PC)	Non Executive Board member
Jane Christie-Flight (JCF)	Employee Director
Jill Young (JY)	Chief Executive
Anne Marie Cavanagh (AMC)	Nurse Director
Mike Higgins (MH)	Medical Director
June Rogers (JR)	Director of Operations
David Miller (DM)	Interim Human Resources Director

In attendance

Christine McGuinness (CM)	Corporate Affairs Officer
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Minutes

Cheryl Prentice (CP)	PA to Chief Executive and Chair
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1 Chair's introductory remarks

- 1.1 JF opened the meeting and thanked members for their attendance. JF notified members that this is her last Board meeting as Chair; her official leaving date is 18 March 2016.
- 1.2 SM has been appointed as Vice Chair and will formally become Interim Chair following JF's departure.
- 1.3 The recruitment process to appoint a new Chair will take place after the election in May.

- 1.4 Pre election guidance has been issued ahead of the Scottish Parliament elections in May, the group was reminded of some of the restrictions this guidance imposes, with Purdah commencing on 24 March 2016.
- 1.5 Andrew Kinninmonth will retire on 23 February, a leaving lunch has been organised which members are welcome to attend. JF has written to Mr Kinninmonth on behalf of the Board to thank him for his commitment.
- 1.6 The Cabinet Secretary and First Minister will be visiting the Board to visit our 500,000th procedure patient.
- 1.7 The Board was ranked 29th in the Stonewall Workplace Equality Index and top UK Health employer, this was the highest the Board has ranked since partaking in the WEI, thanks was extended to all those involved in assisting in this achievement.

Action no: 110216/01
Action: Circulate pre-election guidance to Board Members.
Action by: SS
Action status: NEW

Action no: 110216/02
Action: Send formal congratulations to Colin Berry on appointment as Director of Research and Development.
Action by: JF
Action status: NEW

Action no: 110216/03
Action: Circulate details of Andy Kinninmonth's retirement lunch.
Action by: CP
Action status: NEW

2 Apologies

- 2.1 There was full attendance at the meeting.

3 Declarations of interest

- 3.1 There were no declarations of interest.

4 Minutes of the previous meeting

4.1 The minutes of the previous meeting were read and approved for accuracy with the following amendments captured:

- 6.2.3 p 5 – replace existing with “MM commented it was not clear from the table on p9 why West of Scotland trainees were distributed in the way they were. MH responded that training allocations were agreed regionally and nationally by a formal process involving Boards and Deanery and that there were many complex factors which played into this.”
- 6.8.3 bottom pg 10 – replace from “MH noted.....”. “MH noted that it was not clear why there was a particular problem with Doctors, of all staff groups failing to maintain compliance with mandatory training. The same individuals were often assiduous in maintaining continuous education for clinical skills and strong contributors to institutional goals. While the problem was real and required to be addressed, low rates of compliance with the formal mandatory training modules should not be seen as a marker of general apathy about training or of poor institutional engagement.”

5 Matters and actions arising

5.1 All actions were completed with the exception of the following:

Action no: 290115/01
Action: Updated Recruitment Process to a Future Board Meeting.
Action by: DM
Action status: Ongoing

Action no: 101215/04
Action: Update paper on Clinical Outcomes framework.
Action by: MH
Action status: Will come to Board once through clinical governance pathways and process.

Action no: 101215/02
Action: KSF review/update in line with new scorecard.
Action by: DM

Action status: Ongoing

6 Person Centred

6.1 Partnership Forum update (29 Jan 2016)

6.1.1 JCF updated members on discussions at the last Partnership Forum meeting.

6.1.2 Discussion had taken place with regards to the remit of the Staff Governance Policy Sub Group. Partnership Forum members were supportive of reviewed membership and functionality.

6.1.3 The Travel Policy and Uniform Policy were approved. JCF noted that the Uniform Policy is a Board wide policy and therefore includes the Hotel.

6.1.4 A meeting will be scheduled for the end of the month to discuss the progress of the Nightworker pilot.

6.1.5 The Staff Survey results were also discussed. Board members were informed that an action plan is being drafted following the outcome of the survey.

6.1.6 Board members noted the Partnership Forum update.

6.2 Person Centred Committee approved minutes

6.2.1 The Board noted the approved minutes of the Person Centred Committee meeting which took place on 24 November 2015.

6.3 Person Centred Committee update

6.3.1 JackR updated members on discussions from the Person Centre Committee meeting which took place on 19 January 2016.

6.3.2 The Occupational Health and Safety report showed that the in-house Physiotherapy service is very well utilised; someone from the Physio team will attend a future meeting to discuss how the service is used.

6.3.3 Low numbers of staff recorded as absent due to stress were in relation to work place stress.

6.3.4 Board members noted the update.

6.4 Nursing Revalidation update

6.4.1 AMC provided an update on Nursing Revalidation.

- Staff required to undergo the process have been identified.
- The issue with establishing where staff are in their three year cycle has now been resolved; the manager can go onto the site to access and identify where staff are in their cycle.
- Training sessions have been organised for staff; uptake for these to date to has been very positive.

6.4.2 PC asked if all Boards plan to share how they are performing for this exercise. AMC replied that Webex sessions have been organised to show where each Board is currently positioned.

6.4.3 JackR asked if we have any peak months for revalidation. AMC clarified that the peak month for us is September, although noted that the work is already progressing ahead of this.

6.4.4 Board members noted the work to date on the Nursing Revalidation process.

6.5 Leadership Framework

6.5.1 DM updated members on work to date with the Leadership Framework and Human Factors training.

6.5.2 A total of 16 staff, including five of the Executive Team, have been trained to deliver Human Factors training.

6.5.3 A training plan has been agreed and will run from 4 March onwards, with the half-day training sessions accommodating up to 12 people at a time. Staff will receive a certificate once they have completed the training.

6.5.4 SM asked if Non Executives will be offered the opportunity to undertake the Human Factors training; it was confirmed that this training will be offered out to Non Executives at a later date.

- 6.5.5 JCF asked if there will be enough capacity to operate the training to capture all staff. JY responded that this work is a top priority and therefore we will ensure capacity is in place to manage the demand.
- 6.5.6 Board members noted the progress to date of the Leadership Framework work.

Action no: 110216/04
Action: Slot Non Execs into Human Factor training (after six months)
Action by: DM
Action status: NEW

6.6 Workforce Monitoring report

- 6.6.1 DM presented the Workforce Monitoring report, which had been shared with the relevant Committees for approval.
- 6.6.2 DM highlighted that the Board's overall headcount has increased; despite this, our age range remains the same.
- 6.6.3 Sickness absence is detailed on page 10 of the report and this shows where there have been increases and decreases in absence recording across the Board. DM informed the group that a piece of work is currently being actioned to identify any potential trends with absences. A copy of this report will be brought to a future meeting for information.
- 6.6.4 It was asked for the report to be amended on page 27 which referenced 'same sex' marriage, DM agreed to change this accordingly.
- 6.6.5 JF questioned page 18 of the report which showed 0.2% of a grievance; DM responded that this figure related to two people within that age group and noted that it has been found that this age bracket tend to go forward with the formal grievance process.
- 6.6.6 JC highlighted that a follow on piece of work could be undertaken in relation to Youth Employment and noted that our partnership with West College Scotland could be utilised. DM confirmed that he would follow up this suggestion.
- 6.6.7 Board members approved the Workforce Monitoring report with the inclusion of the discussed amendment to page 27.

Action no: 110216/05
Action: Changes to Workforce paper: remove 'same sex' (p27) and amend table re more shortlisted than.
Action by: DM
Action status: NEW

Action no: 110216/06
Action: Publish Workforce paper.
Action by: DM/COMMS
Action status: NEW

7 Safe

7.1 HAIRT report

7.1.1 AMC presented the HAIRT report for the month of December 2015, highlighting the key areas.

- There was one SAB (Staphylococcus aureus Bacteraemia) to report as a result of a deep sternal Surgical Site Infection. It was noted that this is a total of nine SABs recorded since April 2015. A SAB action plan has been developed in conjunction with NHS Health Improvement Scotland; this is progressing well.
- Housekeeping compliance was at 98.9% and Estates Compliance was recorded at 99.5%.

7.1.2 It was highlighted that there was an error within the table on page four of the report in relation to the number of SABs. It was agreed that this would be amended before the report is published.

7.1.3 MM noted that it was disappointing to see another SAB being recorded, AMC reassured MM that this is being closely monitored to identify any trends.

7.1.4 Board members confirmed that they were content to approve the HAIRT report for publication with the discussed changes included.

Action no: 110216/07
Action: Change HAIRT: SABs Dec 14-Dec 15 (2nd table, p14).
Action by: AMC
Action status: NEW

Action no: 110216/08
Action: Publish HAIRT.
Action by: AMC/COMMS
Action status: NEW

8 Effective

8.1 Performance update

8.1.1 JC presented the Performance update which had been discussed in full at the last Performance and Planning Committee.

- Work is taking place to address the outstanding Medical Appraisals, with dates scheduled in March to close out those that remain.
- JCF stated that 2 East was sitting in upper red range for bed occupancy. The dashboard showed that there has been an increased number of falls and absences within this area, AMC responded that this had been identified and talks have taken place with the Head of Nursing to address these issues and put staffing support in place where needed. AMC confirmed that action plans have been put in place to address any hot spots that have been shown on the dashboard.

8.1.2 Board members noted the report.

8.2 Business update

8.2.1 JR updated Board members on activity for the hospital, highlighting the key areas for December 2015.

- Activity for inpatients/day case procedures, measured against a projection of 12,674, was ahead of plan by 5.8% for the month.
- Due to an ongoing issue with Ophthalmology equipment a number of cancellations were recorded within the service. Extra support has been put in place to rearrange those cancelled patients and work is ongoing to resolve the equipment issue.
- There has been an issue within Plastics due to the surgeon being off on long term sick; and this was also the case for the surgeon who was brought in to cover the service.
- Letters have been drafted and issued to Boards informing them what activity is available for the next three years. We are now working with NHS Fife and NHS Tayside, Boards who have haven't previously sent patients to us.
- Work on the expansion projects will continue internally,

8.2.2 Board members noted the report.

8.3 Finance update

8.3.1 JC presented the Finance report for month nine; JC reported that to date everything is progressing on track.

- Work is ongoing on the Quality Bid scoring process.
- Efficiency savings of 10 per cent are being calculated as part of the Financial Plan process.
- The Board is on track to deliver against the £3.6m Capital plan.

8.3.2 Following a question from JackR it was confirmed that the £1m relating to Pharmacy and drug cost was linked to the work that comes through the National Services Division for the Scottish Adult Congenital Cardiac Service and Scottish Pulmonary Vascular Unit. JC confirmed that this comes to us in cycles and is not based on planned usage.

8.3.3 Board members noted the report.

8.4 Audit and Risk Committee approved minutes

8.4.1 Board members noted the approved Audit and Risk Committee minutes from 10 November 2015.

8.5 Audit and Risk Committee update

8.5.1 SM updated members on discussions from the Audit and Risk Committee meeting on 3 February 2016.

- The Committee received a copy of the Audit Scotland Report on Health and Social Care Integration. No specific actions were noted at this stage although noted was useful as the Board Strategy is being refreshed.
- A new section on Research and Development was added to the Boards Standing Financial Instructions incorporating the financial controls currently in place.
- The Committee received a summary of the monthly stock take and till reconciliation reports from the Beardmore Hotel. This provides assurance on the controls in relation to distribution of alcohol and cash received. No issues were identified and it was agreed it would be useful to undertake a similar exercise with premium food usage.
- Internal audit reported on the medical physics audit. This was a positive report with one medium risk relating to asset lives. In addition there were amendments to the audit plan for 2015/16 with some projects being deferred to 2016/17 and some brought forward. These were accepted by the Committee.
- The updated Board risk register was reviewed with some amendments agreed. The Committee also requested a review of the succession planning processes including potential high risk areas with specialised skill.
- An update on the enterprise risk work was provided with work undertaken in developing an innovation risk programme and a progress update on the risk governance review.
- The governance statement guidance was reviewed and agreed by the committee.
- The internal audit plan for 2016/17 was agreed by the Committee.
- The external audit interim report was presented to the committee with findings of the recent interim audit. No issues were identified and the report was positive.
- The accounting policies for 2015/16 were approved with no significant changes from previous years.
- The outcome of the procurement capability audit was reported with an overall score of 11 out of a total of 12. Improvement areas were noted and actions agreed.
- Following the procurement audit recommendations presented to the Nov Committee, it was agreed to increase the tender value for use of quick quote from £20k to £50k. This has operational benefits and controls will be maintained. This was approved by the Committee.
- The routine fraud update was presented to the Committee with progress on proactive plan including plans for workshops and an awareness event.

8.5.2 MM asked for clarity over what Asset life relates to; it was confirmed this applies purely to Medical equipment.

- 8.5.3 JF asked if the Chairs of all Board Committees met to discuss and form the Internal Audit Plan. It was noted that this had not taken place and JC agreed to arrange for the Chairs and Executive Leads to discuss the plan. The Internal Audit Plan will return to the Board for approval after this meeting takes place.
- 8.5.4 Discussion took place regarding SM remaining as Chair of the Audit and Risk Committee when he becomes Interim Chair. JC confirmed that she would liaise with the Auditors and Scottish Government colleagues to get an informed decision on this.
- 8.5.5 Board members noted the update.

Action no: 110216/09
Action: Check with Paul Gray's office re Interim Chair staying on Audit and Risk Committee/Review membership of governance committees.
Action by: JC
Action status: NEW

8.6 Board Risk Register

- 8.6.1 Members reviewed and discussed the Board Risk Register in full.
- 8.6.2 Following an informed discussion, the Board agreed that the risks should be evaluated on the basis of forward planning (outlook) as well as current position, it was noted that the Enterprise Risk work going forward would help to address this.
- 8.6.3 It was agreed that JC would consider risk descriptions and evaluation with the Senior Management Team.
- 8.6.4 JC advised members that the work conducted in relation to the Enterprise Risk would be shared at the next Board workshop.
- 8.6.5 The Board noted the Board Risk Register.

Action no: 110216/10
Action: Risk Register to be considered for going forward
Action by: JC

Action status: NEW

8.7 Local Delivery Plan

8.7.1 Members were informed that the guidance relating to Local Delivery Plan has now been issued and the team is progressing the work within the required timeframe.

8.7.2 A copy of the Local Delivery Plan will be shared at the next Board meeting for the group to review and approve as required.

8.7.3 The Board noted the update.

Action no: 110216/11

Action: LDP to next Board for approval.

Action by: JC

Action status: NEW

8.8 Memorandum of Understanding with West College Scotland

8.8.1 DM gave members an overview of the work that has taken place to date with West College Scotland. The Board has been looking to identify areas where career structures can be put in place to help and deliver roles and develop career pathways.

8.8.2 The Memorandum of Understanding has been reviewed and approved by West College Scotland, it was also noted that West Dunbartonshire Council have been involved in the process.

8.8.3 DM advised the Board that we are working in partnership with the college to design courses that we can offer to staff.

8.8.4 Board members noted and approved the Memorandum of Understanding with West College Scotland.

9 AOCB

9.1 Annual Review

9.1.1 It was noted that the recent Annual Review with Maureen Watt MSP went extremely well and the Minister was hugely impressed with what she was shown. As a result of this successful visit it was noted that Ms Watt had feedback to the Cabinet Secretary, who acknowledged the work we are currently doing.

9.1.2 Both the Research session and the patient session were very well received and members extended their thanks to all those involved in making the day a success.

9.2 Farewell to Jeane

9.2.1 On behalf of the Board, SM took the opportunity to formally thank JF for her hard work and dedication to the Board since joining in 2008 as a Non Executive Board member.

9.2.2 During JF's tenure she has been present for a number of significant occasions that have taken place. These include a visit from Her Majesty the Queen, opening of our Orthopaedic unit, 10-year Anniversary and the Inaugural Beardmore Lecture hosted by Professor Lord Robert Winston. SM also highlighted that the Board undertook its first Heart transplant in 2008, the year when JF started with the Board.

9.2.3 SM noted that JF's wide range of influential friends and contacts has greatly helped the performance of the Board over the years. All Board members expressed great gratitude to JF in her role as Board Chair.

9.2.4 JF responded to SM's kind words and highlighted that although she has been a member on a number of Boards, both in the public and private sector, she has never worked on a Board that has been so cohesive, this is a credit to all the staff that work here at the Golden Jubilee Foundation.

10 Date and Time of next meeting

Thursday 31 March 2016, 9.30am