

NHS Western Isles Board Meeting



Minutes of Meeting 30 October 2019 Meeting Room Tighean Innse Gall Stornoway

Members Present:

Debbie Bozkurt	Director of Finance and Procurement	Gillian McCannon	Non-Executive Director (Chair)
Rosemary Bugler	Non-Executive Director	Diane McPherson	Non-Executive Director (On telephone conference)
William Findlay	Nurse/AHP Director and Chief Operating Officer	Dana Murray	Employee Director / Non-Executive Director
Gordon Jamieson	Chief Executive	Uisdean Robertson	CnES Representative / Non-Executive Director
Margaret MacKenzie,	Chair of ACF / Non-Executive Director	Maggie Watts	Director of Public Health / Caldicott Guardian

In Attendance:

Andy Carter	Interim Director of Human Resources & Workforce Development
Michelle McPhail	Business Manager

1. WELCOME

The Chair welcomed everyone to the meeting.

2. APOLOGIES AND ACKNOWLEDGEMENTS

Ian Burgess Board Chair

3. INTRODUCTION

3.1 Chair's Report

Mrs. McCannon reported on the Chairs activities:

- Noted that 2 Non-Executive have been offered the post, out of 6 candidates that were interviewed. It is anticipated the appointees will take up their post in early December 2019.
- Executive appointments – appointments have been offered to candidates to the post of Director of HR and Medical Director. Awaiting appropriate checks and balances.
- On the 17.10.19 the Chair and Chief Executive attended St. Andrew's House for the Boards Mid-Year review conducted by Mr. John Connaghan and the Minister for Public Health, Mr. Joe FitzPatrick.

Mr. Jamieson advised that the meeting was very positive.

Decision: The Board formally noted the Chair's update.

Action: No formal action required.

4. DECLARATION OF INTEREST

No declarations of interest were raised in relation to any items on the agenda.

5. MINUTES

5.1 Minute of 26.06.19 - DA

The Minute of the meeting of the Board held on the 26th June 2019 was approved subject to the following amendments:

Item 10.1 – Multi-Agency guidance for staff working with young people at risk – page 7, 4th paragraph amend to read "... identify when and how to have conversations with young people..."

Item 10.2 – Anti-poverty child poverty action plan – Page 8, 4th paragraph, 4th sentence amend to read "... least one full meal a day, during school holidays, however the provision..."

The scheduled Board meeting for August was cancelled.

Decision: The Board formally approved the Minute of 26th June 2019.

Action: No action required.

5.2 Matters arising from previous Minutes

No issues were raised.

5.3 Action Points

The following updates were noted to the Action Points:

- **24.10.18 – 7.1 Gaelic Plan – update noted on the agenda 30.10.19**
ACTION: REMOVE
- **18.12.18 – 7.1 Adverse Events** – it was noted that further review is being undertaken by Central Legal Office.
ACTION: UPDATE
- **18.12.18 – 9.1 Human Resources Workforce Report** – On the agenda 30.10.19
ACTION: REMOVE
- **29.05.19 – 7.3 Annual Operational Plan update** – On the agenda 30.10.19
ACTION: REMOVE
- **29.05.19 – 9.2 Statutory and Mandatory training** – it was noted that the report will be discussed by the Area Partnership Forum in October.
ACTION: UPDATE
- **29.05.19 – Internal Audit Report Statutory and Mandatory Training** - Advised that Mr. Findlay and Mr. Carter is meeting with colleagues and an update will be provided in August 2019.
ACTION: UPDATE
- **26.06.19 – 7.2 PFPI** – on the agenda for 30.10.19
ACTION: REMOVE
- **26.06.19 – 9.1 – EASY update** – on the agenda for 30.10.19
ACTION: REMOVE

Decision: The Board formally noted the updates.

Action: The action points will be updated to reflect the above outcomes.

6. FINANCIAL PERFORMANCE

6.1 Financial and Workforce Performance Monitoring Report Month 6

Issue: The Board was asked to note for assurance the report presented by Ms. Debbie Bozkurt, Director of Finance and Procurement.

Discussion: Ms. Bozkurt drew colleagues' attention to the report noting the in-year financial position as £648k overspend and projecting a year-end over spend of £663k, utilising the full allocation within the contingency fund.

The cost pressures remain within the budget areas discussed month on month e.g. high cost drugs, Out of Hours specialist doctors, medical consultants, adult off island mental health placements and acute nursing due to the increased use of contingency beds as a direct result of delayed discharges.

In deliberating the workforce information, Ms. Bozkurt advised that the Board together with Social Care have started monitoring all work demographic care including vacancies, age of the workforce, gender and availability within the local area. It was noted that since 31 March 2019 to 30 August 2019 the Boards vacancy had increased by over 3% and the over 50s within our workforce has risen by 2.4%. She noted that it is anticipated that a further 47 posts will become vacant (due to retiral) by March 2021 on top of the hard to fill posts held vacant at present.

Ms. Bozkurt directed members to the Financial Efficiency Programme, ranging from assessing back office functions and identifying any potential savings e.g. printers, travel, use of technology. Hotel services will be assessed ranging from catering costs, laundry, residencies. Members were assured that all areas of potential savings are being scrutinised.

Mrs. MacKenzie enquired as to what actions are being taken to reduce delayed discharges. Mr. Findlay responded that in partnership with Social Care, daily review of those classed as delayed. He indicated that there is the potential of hosting all delayed discharges in the one location, daily review and increased scrutiny of the patients and their pathway.

Mrs. McCannon thanked Ms. Bozkurt and her team for the detailed report and the level of scrutiny it provides.

Decision: The Board formally noted the report
Action: No action.

7. CORPORATE DEVELOPMENT

7.1 Governance Blueprint – Action Plan update

Issue: *The Board was asked to note for assurance the action plan presented by Mrs. Michelle McPhail, Business Manager.*

Discussion: Mrs. McPhail indicated that the Board approved the Blueprint in April and the submission was made to the Scottish Government. The Report provides an update on the actions as at mid-August 2019 and projecting that actions will be delivered within the noted schedule.

No comments were made.

Decision: The Board formally noted the report
Action: No action.

7.2 Board and Sub-Committee Timetable 2020

Issue: *The Board was asked to approve the 2020 timetable presented by Mrs. Michelle McPhail, Business Manager.*

Discussion: Mrs. McPhail presented the schedule of 2020 Board and committee dates seeking approval. She advised that some dates may conflict with Local Authority specifically in relation to the IJB. However once the Local Authority calendar has been confirmed there could be revision of dates.

Decision: The Board approved the 2020 schedule.
Action: No action.

7.3 Gaelic Plan

Issue: *The Board was asked to note for information the verbal update presented by Mr. Gordon Jamieson, Chief Executive.*

Discussion: Mr. Jamieson advised that the Plan will be presented to the Board in due course following detailed discussion with the Chair of Bòrd na Gàidhlig in November on the detail of the revised plan.

Decision: **The Board noted the verbal update.**

Action: **Present the report in due course.**

7.4 IJB Direction to Parent Bodies

Issue: *The Board is asked to note for information the IJB Directions presented by Mr. Gordon Jamieson, Chief Executive.*

Discussion: Mr. Jamieson advised that the IJB makes specific Directions to delivery specific services to Parent Bodies. The detail provided is for information.

Decision: **The Board noted the information.**

Action: **No action.**

7.5 Winter Plan 19/20 Draft

Issue: *The Board is asked to approve the Plan presented by Mr. Gordon Jamieson, Chief Executive.*

Discussion: Mr. Jamieson presented colleagues with the draft Winter Plan for 2019/20. The Government requires assurance that during the winter period the Board and the Integration Joint Board can function fully and continue to delivery on services and targets with the main aim on reducing attendances, managing and avoiding admissions, reducing length of stay (delayed discharges) and ensure the right level of staffing is available.

The plan was development and informed by a multi-disciplinary emergency planning and public health incidents coordination group along with representation from partner agencies providing a system wide health review.

Mrs. MacKenzie noted the development of an IT app which would contain the details of patients/clients where in an emergency those classed within a vulnerable group would get support. If there was a loss of power, those patients on home ventilation would be contacted to ensure that the home generator was working and they are supported.

Members deliberated the report.

Decision: **The Board formally approved the Plan**

Action: **No action.**

7.6 Annual Operation Plan – Mid-Year update

Issue: *The Board was asked to note the update presented by Mrs. Michelle McPhail, Business Manager.*

Discussion: Mrs. McPhail provided Members with an update on the Boards Annual Operation Plan approved on the 29th May 2019. The detail advises of the work undertaken to date, September 2019, including how the organisation is mitigating, where possible, known risks which may halt the Boards ability to deliver on the plan.

Mr. Jamieson indicated that he and the Chair attended a positive review meeting in Edinburgh to discuss the Boards Mid-Year Review set against the AOP for 2019/20 and delivery of targets.

Decision: **The Board formally note the update.**

Action: **No action.**

7.7 Governance Review – Patient Focus and Public Involvement

Issue: *The Board was asked to note for information the update presented by Mr. William Findlay, Nurse/AHP Director and Chief Operating Officer.*

Discussion: Mr. Findlay presented an update on the previous discussion on the review of the governance arrangements of Patient Focus and Public Involvement.

At the Board meeting in June 2019 a number of recommendations were presented and approved and the information in the report reflects the progress against those recommendations to date.

Mr. Findlay advised that rather than discussing the PFPI element in a Board sub-committee the involvement will be established at grass roots and progressed with the public at an earlier stage in developments.

Mr. Jamieson asked where and how the Board would obtain assurance that it is fulfilling its statutory requirement of engagement.

Mr. Findlay noted the alliance with the Scottish Health Council, discussions taking place within the Operational Management Team and the Single Operating Division. Directing colleagues on how to address engagement at an earlier stage in the development of a service. Regular reports would be presented to the Corporate Management Team and upward to the Board providing assurance.

The Chair thanked Mr. Findlay for the update.

Decision: **The Board formally noted the report.**

Action: **No action.**

8. CLINICAL GOVERNANCE

8.1 Section 11 Approved Medical Practitioners

Issue: *The Board was asked to approve the report presented by Mr. Gordon Jamieson, Chief Executive.*

Discussion: Mr. Jamieson drew colleagues' attention to the information, seeking approval. The report denotes the named clinicians who have the responsibility, on behalf of the Board, to enact the Section 22 of the Mental Health Act 2003, retaining patients against their will for their own protection.

Members noted the report, approving the content.

Decision: **The Board formally approved the report.**

Action: **No action.**

8.2 Healthcare Improvement Scotland – NHS WI Unannounced inspection – Safety and Cleanliness of Hospitals

8.2.1 Action Plan

Issue: *The Board was asked to note for assurance the report presented by Mr. William Findlay, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Mr. Findlay presented the report which was as a result of an unannounced inspection of the Western isles Hospital on the 15th & 16th July 2019.

Mr. Findlay advised that the impression of the cleanliness of the hospital was very positive resulting in minor recommendations and requirements. Some aspect of the comments made will require capital investment and will form part of the rolling programme of improvement.

Mr. Jamieson commented upon the report, noting on the minor pieces of work required to rectify the report. He reflected upon the work of the care staff, domestics and estates staff in their personal dedication to their work, their environment and the person pride that staff have in the service they provide.

Board members formally noted their thanks to all the staff for their ongoing dedication.

Decision: **The Board formally noted the report.**

Action: **No action**

9. STAFF GOVERNANCE

9.1 EASY System Update

Issue: *The Board was asked to note for information the verbal update from Mr. Andy Carter, Interim Director of Human Resources & Workforce Development.*

Discussion: Mr. Carter provided Members with a verbal update. The background of the staff sickness support system, EASY, and the links to NHS Lanarkshire and SALUS were noted. The decision taken previously was to cancel the agreement and provide more in-house development.

Mr. Carter indicated that he has undertaken and trained over 60 heads of department on good practice management on attendance training, noting that NHS Boards are waiting on a formal report from Government on “Once for Scotland” attendance policy.

Mrs. McCannon thanked Mr. Carter for his work over the past number months and the progress he achieved for the Board.

Decision: **The verbal update was formally noted.**

Action: **No action.**

Refreshment break 1145 - 1205

10. SERVICE DEVELOPMENT

10.1 St. Brendan’s Hub Update

Issue: *The Board was asked to note for information the presentation from Mr. Gordon Jamieson, Chief Executive.*

Discussion: Mr. Jamieson provided an update to colleagues on the development of the Barra and Vatersay Community Campus feasibility study. A power point presentation was made.

The points noted:

- Replacement of St. Brendan’s Hospital and Care Home
- Replacement of Castlebay School
- May provide the objective – aligning with several key Scottish Government policies
- Master planning Exercise ~ Community wellbeing / Sustainability / lifelong learning / user experience / economic opportunities
- Evaluation of options – evaluation criteria and weighting / stakeholder engagement and feedback

Mr. Jamieson advised that the Council will be presenting the feasibility findings on the Maxi Community Hub on the 5th November.

The Chair thanked Mr. Jamieson for the update and noted more detail would be forthcoming from Council colleagues.

Decision: **The presentation was noted.**

Action: **No action**

11. PUBLIC HEALTH

11.1 Staff Influenza Vaccination Programme 2019/20

Issues: *The Board is asked to note for assurance the Report presented by Dr. Maggie Watts, Director of Public Health.*

Discussion: Dr. Watts advised Members on the programme addressing Staff Influenza vaccination, noting the serious nature of Influenza and the need for our staff to be vaccinated to protect themselves, their families and friends but also patient who are vulnerable when they are admitted to hospital. The benefit of having the vaccine not only deals with our staff and the protection of others, but this should also reduce the number of days staff maybe off on sick leave.

In 2017/18, the uptake rate for health service staff improved from 42.9% to 44.6% in 2018/19. The national target for 2019/20 is 60% however Dr. Watts was aiming higher than the national target.

Members deliberated on the how the vaccine could or should be provided to Third Sector groups. Dr. Watts indicated that she is working with Ron Culley within the IJB to extend the programme to encourage the uptake within the Social Care and Carers.

Mrs. McCannon thanked Dr. Watts for the report.

Decision: **The Report was formally noted.**

Action: **No action required.**

12. PERFORMANCE

12.1 Corporate Risk Register

12.1.1 Corporate Risk Register Electronic Version

Issue: *The Board was asked to note for assurance the Corporate Risk Register report presented by Mr. William Findlay, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Mr. Findlay presented the report to colleagues noting the following:

- NHS Western Isles is the only Board in Scotland that has not breached the Treatment Time Guarantee (TTG). This is not easy to achieve and takes a lot of hard work from staff to make this happen.
- In respect of visiting services we are facing a challenge with NHS Highland in delivering the Service Level Agreement and this has impacted on our ability to meet a number of targets. In relation to NHS Highland and Urology service they have informed the Board that Out of Hours emergency service is now being directed to NHS Grampian and NHS Greater Glasgow & Clyde.

Members asked questions relating to the challenge to deliver services with reduce clinical staffing and the lack of mental health beds in Scotland impacting on the Boards ability to close the Mental Health Service Redesign. Dr. Watt advised that in relation to Mental Health work continues with mainland Boards to identify available acute beds.

Decision: **The Board formally noted the Report**

Action: **No action required.**

12.2 Freedom of Information Quarterly Report ~ April – June 2019

Issue: *The Board was asked to note for assurance the report presented by Dr. Maggie Watts, Director of Public Health / Caldicott Guardian.*

Discussion: Dr. Watts presented the quarterly report advising of the increase in the number of requests received, 131, of which 94% (122) were responded within the 20 days.

Mrs. McCannon thanked Dr. Watts for the update on the most recent position of the performance, noting the format enable great understanding.

Decision: **The Board formally noted the report**

Action: **No action.**

12.3 HAIRT Report

12.3.1 April – May 2019

12.3.2 June – July 2019

Issue: *The Board was asked to note for information the report presented by Mr. William Findlay, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Mr. Findlay reported on the performance from April to July 2019 highlighting:
Staphylococcus aureus - 2
Clostridioides Difficile - 2
Hand Hygiene – May 81% across the Board / July 98%
Surgical site infection - Zero
Cleaning Compliance – May 97.3% / July 97.3%
Estate Monitoring Compliance – May 100% / 98.8%

Decision: **The Board formally noted the report**

Action: **No action.**

12.4 Infection, Prevention and Control Annual Report

Issue: *The Board was asked to note for assurance the report presented by Mr. William Findlay, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Mr. Findlay presented colleagues with the Annual Infection Prevention Report for 2018/19.

Members commented upon the report, reflecting upon the previous year's challenges and education provided by Infection Control Team. The Chair wished to note the Boards thanks to all staff for their vigilance in ensuring that where ever possible infection control and prevention was achieved.

Decision: **The Board formally noted the report.**

Action: **No action.**

12.5 Quarterly Performance Report

Issue: *The Board was asked to note for assurance the report presented by Mr. William Findlay, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Mr. Findlay presented colleagues with the report advising of an increasing in patients seeing a consultant using technology – Near Me or Anywhere digital system.

It was noted that the hospital is at full capacity, 100% occupancy rate due to admissions and delayed discharges. Mrs. McCannon raised concern at the need to have contingency beds used which also requires additional staff to provide care to the increased number of patients.

Members noted the number of people waiting for an outpatient appointment, waiting 12 weeks and beyond has increase in the past 3 quarters. Mr. Findlay indicated that NHS Highland had cancelled April visits for ENT. Urology was also cancelled in April however the contracted agreement has been reduced from 2 day visits to one day visit, which has a knock on effect in the number of people being seen. Working with NHS Highland to stabilise the visits as well as review the quality of the data being submitted.

The Chair thanked Mr. Findlay for the update.

Decision: The Board formally noted the report

Action: No action.

12.6 Complaints

12.6.1 Summary April – June 2019

Issue: *The Board was asked to note for assurance the report presented by Mr. Gordon Jamieson, Chief Executive.*

Discussion: The summary report on Complaints was presented by Mr. Jamieson. It noted that during the period of April to June 2019 11 complaints were received. 4 were dealt with at Stage 1 process and 7 were investigated at Stage 2.

It was noted of the 11 complaints received 6 were NOT upheld, 3 were fully upheld, 1 was partially upheld and 1 is ongoing.

Mrs. McCannon enquired why the medical staffing complaints had increased. Mr. Jamieson advised that the continuity of care with consultants has reduced and the increase of locums has resulted in complaints being received.

Decision: The Board formally noted the report

Action: No action.

12.6.2 Complaints and Feedback Annual Report

Issue: *The Board was asked to note for assurance the report presented by Mr. Gordon Jamieson, Chief Executive.*

Discussion: Mr. Jamieson advised that the report is presented for assurance that the complaints process is reviewing and monitoring process. He indicated that he is confident that through the important systems and processes that we have been able to delivery positive outcomes and improvements for those in our care as well as those who will come to need our staff and services.

The Chair thanked Mr. Jamieson for the Report.

Decision: **The Board formally noted the Report.**

Action: **No action.**

13. FOR INFORMATION

13.1 Integration Joint Board Minute of 20.06.19 – A

The Minute was presented for information. No comments were made.

Decision: **The Board formally noted the minute.**

Action: **No action.**

14. REPORTS / APPROVED OR DRAFT AGREED MINUTES FROM BOARD SUB COMMITTEES FOR NOTING

14.1 Staff Governance Committee

14.1.1 Staff Governance Committee Minute of 22.03.19 – A

14.1.2 Staff Governance Committee Minute of 15.08.19 – DA

The Minutes were presented for information.

Mrs. McCannon advised that the Committee continues to monitor the position and progress in relation to mandatory and statutory training.

Decision: **The Minutes were formally noted.**

Action: **No action.**

14.2 Health & Safety Committee

14.2.1 Health & Safety Committee Minute of 22.02.19 - A

14.2.2 Health & Safety Committee Minute of 24.05.19 - A

The Minutes were presented for information and noted.

Decision: The Minutes were formally noted

Action: No action required.

14.3 Area Partnership Forum

14.3.1 Area Partnership Forum Minute of 20.12.18 –A

14.3.2 Area Partnership Forum Minute of 21.03.19 –A

14.3.3 Area Partnership Forum Minute of 23.05.19 –A

The Minutes were presented for information and noted.

Decision: The Minutes were formally noted.

Action: No action.

14.4 Area Clinical Forum

14.4.1 Area Clinical Forum Minute of 21.05.19 – A

14.4.2 Area Clinical Forum Minute of 23.07.19 – A

The Minutes were presented for information.

Members discussed aspects of the minutes, noting that the substantive post of Primary Care Community Pharmacist funding is available.

Decision: The Minutes were formally noted.

Action: No action.

14.5 Healthcare Governance and Audit Committee

14.5.1 Healthcare Governance and Audit Committee Minute of 22.05.19 – A

14.5.2 Healthcare Governance and Audit Committee Minute of 26.06.19 – A

14.5.3 Healthcare Governance and Audit Committee Minute of 04.09.19 – DA

The Minutes were presented for information and noted.

Decision: The Minutes were formally noted.

Action: No action.

15. ANY OTHER COMPETENT BUSINESS

No matters were raised.

16. EVALUATION

The Board considered their response to the following:

	YES	NO	COMMENTS
Were you satisfied that the agenda items presented covered the current significant areas?	✓		
Was there sufficient time to review the papers between receipt and the meeting date?	✓		
Was there sufficient time allocated to all agenda items?	✓		
Were the Executive Summaries an accurate reflection of the detailed paper?	✓		
Were you able to reach a satisfactory conclusion from the information presented on each item?	✓		
Were you able to contribute to the discussions and have your views considered?	✓		
Did you consider that the Board discharged its duty in respect of • Proper scrutiny • Relevant questioning • Constructive challenging	✓ ✓ ✓		

16. DATE AND TIME OF NEXT MEETING

Board Development Meeting

Date: 27.11.19 Time: All day

Location: Practical Room, Education Unit, Western Isles Hospital, Stornoway

Public Board Meeting

Date: 18.12.19 Time: All day

Location: Meeting Room, Tighean Innse Gall, Stornoway

The Chair called the meeting to a close at 1.15pm, thanking everyone for their contribution.

END