

NHS Western Isles Board Meeting



Minutes of Meeting 26 January 2022 at 10.00am Via Microsoft Teams

Members Present:

Debbie Bozkurt	Director of Finance and Procurement	Gillian McCannon	Board Chair (Meeting Chair)
Abdul Elghedafi	Non-Executive Director	Dana Murray	Employee Director / Non-Executive Director
Tim Ingram	Non-Executive Director	Jocelyn McConnachie	Non-Executive Director
Gordon Jamieson	Chief Executive	Dave Rigby	Chair of ACF / Non-Executive Director
Fiona C. MacKenzie	Nurse / AHP Director and Chief Operating Officer	Uisdean Robertson	CnES Representative / Non-Executive Director
Francis McAuley	Medical Director	Maggie Watts Sheena Wright	Director of Public Health Whistleblowing Champion & Non-Executive Director

In Attendance:

Nick Fayers	Chief Officer, Integration Joint Board
Maggie Jamieson	Head of Communications, Claims and Patient Information
Michelle McPhail	Corporate Business Manager

- 1. WELCOME**
The Chair, welcomed everyone to the meeting.
- 2. APOLOGIES AND ACKNOWLEDGEMENTS**
No apologies noted.

3. INTRODUCTION

3.1 Chair's Report

The Chair advised that on the following:

- National Chair Meetings ~ the Chair indicated that she had attended the 1st meeting of the Chair's group for 2022.

Decision: The Board formally noted the verbal update.

Action: No action required.

4. DECLARATION OF INTEREST

Members did not advise of any conflict with the agenda items, in relation to them making a declaration.

5. MINUTES

5.1 Minute of 24.11.21 - DA

Board Members approved the Minutes of the meeting held on 24 November 2021, as a correct record of the discussion.

Decision: The Board formally approved the Minute of the meeting of 24 November 2021.

Action: No action required.

5.2 Matters arising from previous Minutes

No items raised.

5.3 Action Points

Members reviewed the Action Points, noting the following updates and actions:

23.06.21 – Remobilisation Plan RMP4 – present an update to the Board. Remove on the agenda for discussion – 26.02.22 **REMOVE**

24.11.21 – 5.2 Matters Arising Workforce ~ Remove as the item is on the agenda for discussion 26.01.22. **REMOVE**

24.11.21 – 6.1 Financial Performance~ Remove as the item is on the agenda for discussion 26.01.22. **REMOVE**

24.11.21 – 6.1 Financial Performance & theatre controls implemented~ Remove as the item is on the agenda for discussion 26.01.22. **REMOVE**

Decision: The Board formally noted the updates.

Action: The action points will be updated, where appropriate, ahead of the next meeting.

6. FINANCIAL PERFORMANCE

6.1 Financial Performance Monitoring Report

Issue: *The Board was asked to note the verbal update presented by Ms. Debbie Bozkurt, Director of Finance and Procurement.*

Discussion: Ms. Bozkurt advised that a large scale monitoring report will be presented to the Scottish Government at the end of January 2022 providing the Boards projection on Covid and Winter Pressure expenditure. The importance of this report is to ensure that all Covid and Winter Pressure expenditure is appropriate accounted for to ensure that the Board obtained the relevant reimbursement.

The Board heard about the impact on high cost drugs being made available for those people suffering with Cystic Fibrosis which is resulting in an overspend of £200k projected to increase in 23/24 of £300k.

Ms. Bozkurt advised on the requests made to the Scottish Government for capital support to replace the boilers at the Western Isles Hospital as well as the capital required to support the establishment of the Uist & Barra dental service. Scottish Government have confirmed that the capital allocations can be carried forward into the next fiscal year. The Board was advised that discussions continue with colleagues in the Scottish Government to secure the MRI scanner for the Western isles Hospital.

Ms. Bozkurt updated the Board on the implementation of theatre purchasing indicating that controls will be implemented soon where all theatre purchasing will be completed by the Stores / Procurement department rather than being completed by Theatre. A review of the orthopaedic implant purchases noted a possible £60k saving if utilising the agreed procurement companies. It is anticipated that Internal Audit will be conducted a review of Theatre Stock, at the earliest in 23/24.

The Chair thanked Ms. Bozkurt for her hard work in supporting the Boards financial achievements.

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

Action: **No action required.**

7. CORPORATE GOVERNANCE

7.1 Remobilisation and Recovery Plan RMP4

Issue: *The Board was asked to note as assurance the report presented by Ms. Fiona MacKenzie, Nurse / AHP Director and Chief Operating Officer.*

Discussion: Ms. MacKenzie presented the report advising that the report had been submitted to the Scottish Government in November 2021, with comments/feedback being obtained. These will be implemented in the final version of the Recovery Plan being submitted in July 2022.

Members acknowledge the significant amount of work being undertaken to develop the detailed plan and the reliance the Board placed on other mainland Boards to support the delivery of service and performance targets.

Members reviewed specific areas of service delivery taking into consideration of the expanding health debt due to the Pandemic. It will take time to assess how quickly the Board can address this and the cost associated with holding additional clinics and the pressures being applied to staff who already have a level of covid fatigue.

The Chair recognised the challenge the Board faces in implementing the Remobilisation Plan and the impact of extended waiting list will have on people's health. The updated report will be presented to the Board in due course.

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

Action: **Updated Plan to be presented to the Board in due course.**

7.2 Whistleblowing Short Life Working Group

Issue: *The Board was asked to note as assurance the report presented by Ms. Fiona MacKenzie, Nurse / AHP Director and Chief Operating Officer and Mrs. Sheena Wright, Whistleblowing Champion / Non-Executive Director.*

Discussion: Members were asked to note that work is ongoing in implementing Whistleblowing within the organisation. Sheena Wright is chairing the Short Life Working Group.

The progress of work plan as devised by the SLWG is as follows:

- Local governance and reporting structures established.
- Confidential e-mail address secured, minimal access provided
- Current model of confidential contacts reviewed. Additional contacts identified
- Training needs supported by TURAS module.
- Training will be mandatory for all line managers at AfC band 6 and above.
- Website in development and area within the Datix system being established.
- Staff side and employee director are engaged in the process.

- Comms for wider system to be agreed and issued.
- Reports will be issued to the Staff Governance Committee on a quarterly basis.

To date two concerns have been received, one anonymous and the other is currently being investigated

Mrs. Wright encouraged all Board Members to complete the online Turas training to obtain a greater understanding of the purpose and process when dealing with issues raised under Whistleblowing.

Members enquired as to how well the Board has implemented the process providing staff with easy access.

Ms. MacKenzie assured Members that staff are aware of the process given the Whistleblowing launch in April 2021. It was noted that before the launch and the Whistleblowing Act, staff have always had the ability to raise any issue with either a colleague or senior managers, who could address this as business as usual or escalate upwards to a Director. It was noted that all staff have ease of access to the Chief Executive to raise issues or ask questions within the Chief Executive's open forums.

Mr. Jamieson reflected on the discussion, advising that we have processes in place however if staff feel that the only option is to raise this under the Acts process, then we have failed the staff, patient safety and service delivery as this should only be as a last resort. It was noted that staff and managers work together, respectfully, to ensure that any issues being raised, regardless if these are resolved as business as usual are noted, listened to and learn from to ensure that safe and effective care is delivered to patients and a good working condition and environment for staff is achieved.

The Chair thanked Mrs. Wright and Ms. MacKenzie in providing the Board with assurance as to where the Board is in implementing the requirements of the Act, and acknowledging the work undertaken to date and the plans in place.

Decision: The Board formally noted the report.

Action: No action required.

8. SERVICE DEVELOPMENT

8.1 Barra and Vatersay Community Campus update

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

Discussion: Mr. Jamieson provided a brief verbal update to Member on the development of the Community Campus. It was reported that the reappraisal and cost exercise is near completion, with initial indicators noting a decrease in some cost areas, however this has led to concerns being raised in other areas of the project.

Mr. Ingram enquired that the Board would benefit from having sight of the risks involved in the project and how the Project Board will be mitigating the risks. This will ensure that Members are fully informed when important decisions are required to be made.

Mr. Jamieson indicated that a fuller overview would be presented to Member at an appropriate time in the review of the Project when all relevant information is available.

The Chair thanked Mr. Jamieson for the update.

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

Action: **No actions required.**

9. STAFF GOVERNANCE

9.1 Human Resources Workforce Report – November 2021

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

Discussion: The report was presented to Members by the Chief Executive, Gordon Jamieson, highlighting:

- The Board currently employs 1042 people, increase of 32 from the position in November 2020 which is due to the demand for staff due to the Pandemic.
- Sickness absence reported as 6.09%
- Anxiety / Stress/depression was recorded as the highest level at lost days, 396, as the reason for absence. The data does not show whether this could be related to work or factors outside work. The Health and Safety Executive have reported work related stress, depression or anxiety had shown signs of increasing. In 2020/21 the rate was higher than the 2018/19 pre-pandemic levels. Statistically higher levels were found in health, social work and education.

Members noted the workforce position.

Decision: The Board formally noted the report.

Action: No actions required.

9.2 NHS Workforce Plan – position update

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

Discussion: Mr. Jamieson presented the Boards 3-year Workforce Plan draft update for the period 2022 – 2025. It was noted that the Scottish Government have extended the submission deadline from 31 March 2022 to 31 July 2022, taking cognisance of the Pandemic.

It was noted that in March 2022 there will be a renewed focus on the 3-Year Workforce Plan (2022-2025). This will allow for NHS Western Isles to work towards development of this plan in the coming months, whilst engaging with colleagues to consider an Integrated Workforce Plan for Health & Social Care.

Members deliberated the report and discussed the impact on service delivery at a time when recruitment is a significant challenge due to the small pool of available local people.

The Chair thanked Members for their input into the review and challenges in delivering safe service but confirmed the importance of having the right planning to attract people to work not just within the NHS but across the Health and Social Care Partnership.

Decision: The Board formally noted the report.

Action: No actions required.

10. PERFORMANCE

10.1 Corporate Risk Register

10.1.1 Appendix A – CRR Detailed Report

10.1.2 Appendix B - dashboard

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

Discussion: The Nurse Director, Ms. MacKenzie, presented the Register to Members noting the status as at January 2022. Members reviewed the risk updates of seven risks contained on the Register.

Ms. MacKenzie indicated that work on the Register was ongoing, in conjunction with the Medical Director and the Head of Clinical Governance to assess the status

Members scrutinised the Register, seeking clarification and further explanation on specific risks.

The Chair acknowledged the need for the Board to undertake a development session to ascertain and improve on the reporting structure of corporate risks, confirming that this was scheduled within the next few months.

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

Action: **No actions required.**

10.2 Performance Report July – September 2021

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

Discussion: Ms. MacKenzie presented the performance report advising that the overall activity in April to September 2021 mirrors the same period in 2020 with a reduction in both the number of Outpatients and Inpatient episodes locally and mainland inpatient episodes compared with the same period in 2018 and 2019. This is a direct consequence of the Pandemic.

The Chair observed an increase in the referrals for 62 day suspicion of cancer. Ms. MacKenzie indicated that the Board is dependent on mainland Boards to support treatment of patients within this period of time. The Medical Director and Chief Executive will be raising their concern with colleagues in NHS Highland.

The Chair thanked Ms. MacKenzie and Mr. Malcolm for the production of the report.

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

Action: **No actions required.**

10.3 Healthcare Associated Infection Reporting Template

10.3.1 HAIRT February – March 2021

10.3.2 HAIRT April – May 2021

10.3.3 HAIRT June – July 2021

10.3.4 HAIRT August – September 2021

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

Discussion: Ms. MacKenzie presented the myriad reports covering the period of February to September 2021.

Collectively the reports denoted that the Board experienced:

- 7 SABs
- 5 CDIF
- Hand Hygiene ranging from 89.6% up to 100% compliance
- Cleaning compliance ranging from 97.2% to 98.3%
- Estate Monitoring compliance ranged from 98.4% to 99.8%
- 1 Surgical site infections out of 149 operations carried out during the time frame.

The Chair thanked Ms. MacKenzie and the Infection Control staff for their ongoing due diligence.

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

Action: **No actions required.**

10.4 Freedom of Information 2021 full year review

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 drew Members attention to the report denoting the full year overview of the requests being made under the Freedom of Information Act and the number of Subject Access Request (SAR). SARs rose from 77 requests in 2020 to 304 requests in 2021, of which 183 referred to individuals seeking to obtain their status of Covid vaccination information.

Members evaluated the report acknowledging the level of FOI and SAR awareness sessions which will take place throughout 2022 for those staff involved in responding to requests.

The Chair thanked Dr. Watts for the report, and wished to extend the thanks of the Board to all staff involved in managing and responding to requests.

Decision: The Board formally noted the report as assurance.

Action: No actions required.

11. BOARD SUB COMMITTEE MINUTES

11.1 Healthcare Governance and Audit Committee

11.3.1 Healthcare Governance and Audit Committee Minute of 15.09.21

Mr. Ingram drew Members attention to the Committee Minute from September 2021. Mr. Ingram indicated that the Committee membership is strong with good review and scrutiny of the discussion items. He acknowledged the work and support of the Internal Auditors, Azets, in assessing the Boards position, and potential improvements in a variety of areas.

Mr. Ingram advised the Board of the appointment of Mr. Abdul Elghedafi, Non-Executive Director to the role of Counter Fraud Champion.

Decision: The Board formally noted the Minutes.

Action: No actions required.

11.2 Area Partnership Forum

11.2.1 Area Partnership Forum Minute of 10.09.21

11.2.2 Area Partnership Forum Minute of 20.10.21

11.2.3 Area Partnership Forum Minute of 22.12.21

Mr. Jamieson presented the Minutes to Members indicating that he had no further information to add.

Members reviewed the Minutes noting there content.

Decision: The Board formally noted the Minute.

Action: No actions required.

11.3 Area Clinical Forum

11.3.1 Area Clinical Forum Minute of 05.10.21

11.3.2 Area Clinical Forum Minute of 23.11.21

Member noted the Minutes presented by the Chair of the ACF, Dr. David Rigby. He reflected on the improvements being made collectively and the progress with the advisory chairs attending the Forum meetings.

Members reviewed the Minutes discussing IT support and equipment procurement, increase in waiting times and staff moral due to covid fatigue.

Decision: The Board formally noted the Minute.

Action: No actions required.

11.4. Health and Safety Committee

11.4.1 Health and Safety Committee Minute of 09.09.21

The Board Members were presented with the minute from the September Committee discussion. Mr. Jamieson presented the information to members but no questions were raised.

Decision: The Board formally noted the Minute.

Action: No actions required.

The Chair thanked the Committee Chairs for their presentations.

12. EVALUATION

	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 <ul style="list-style-type: none">• Proper scrutiny• Relevant questioning• Constructive challenging	✓ ✓ ✓		

13. DATE AND TIME OF NEXT MEETING

Scheduled Board Meeting

Date: 30.03.22

Time: AM

Location: TEAMS

The Chair called the meeting to a close at 3.20pm thanking everyone for their contribution.

END