

APPROVED MINUTE

NHS Grampian

Performance Assurance, Finance & Infrastructure Committee

30 August 2023, 1400 to 1600 (Microsoft Teams Meeting)

Present

Sandy Riddell (Chair)	Non-Executive Board Member, NHS Grampian
Tracy Colyer	Non-Executive Board Member, NHS Grampian
Joyce Duncan	Non-Executive Board Member, NHS Grampian
Luan Grugeon	Non-Executive Board Member, NHS Grampian
Derick Murray	Non-Executive Board Member, NHS Grampian
Dennis Robertson	Non-Executive Board Member, NHS Grampian

In Attendance

Paul Allen	Director of Infrastructure & Sustainability
June Brown	Nurse Director
Sarah Duncan	Board Secretary
Adam Coldwells	Directory of Strategy/Deputy Chief Executive
Alison Evison	Board Chair/Non-Executive Board Member, NHS Grampian
Sandra MacLeod	Portfolio Executive Lead Medicine and Unscheduled Care (MUSC) & Aberdeen City Chief Officer
Alex Stephen	Director of Finance

Guests

Julie Anderson	Finance Manager Item 4.2
Clare Houston	Programme Manager Item 5.2
Neil Gordon	Head of ICT Services Item 3
Pamela Lowbridge	Senior Specialist Analyst Item 5.1
Alan Sharp	Deputy Director of Finance Item 4

Apologies

Kate Danskin	Chief of Staff
Caroline Hiscox	Chief Executive

Minute taker

David Creighton	Senior Administrator/PA
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Item		Lead	Action
1.	<p>1) Welcome and Apologies</p> <p>2) Minutes of previous meeting (28 June 2023)</p>	<p>The Chair welcomed everyone to the meeting. Apologies noted as above.</p> <p>Minute approved, items below discussed under matters arising:</p> <p>Item 3 - Page 4 clarified that responsibility for decisions rests with NHS Grampian (NHSG) but these decisions are made with the benefit of advice from NHS Scotland Assure.</p>	

	Matters Arising:	Item 4 – Page 5 – clarification requested about 3% savings target for NHSG & Integrated Joint Boards (IJBs). The Director of Finance clarified that NHG is not reducing the IJB allocations by 3% but they are required to find £14M savings by managing their own cost pressures	
2.	Committee Matters	<p>The Chair advised that the Director of Finance has taken on the role for Executive Lead for Performance.</p> <p>The Board Secretary advised that</p> <ul style="list-style-type: none"> • under item 5 there is no Q1/Q2 Annual Delivery Plan performance report because this is not due until October 2023. A report on Scottish Government (SG) access indicators is included instead. • there is no Baird & Anchor update because the Board received a report at the beginning of the month and there are no further updates. • CET has considered a timetable of meetings for 2023-2024. Four committee meetings will be scheduled for 2024 to align with SG reporting cycles for the Annual Delivery Plan, and two further meetings will be timetabled for other matters to be reported as required. <p>The Director of Finance/Executive Lead for Performance advised that the Performance Assurance Framework has been taken to other committees to help with feedback before a final version comes back to Committee on 14/11/2023</p>	
3.	Infrastructure – Exec Lead Paul Allen Topics and paper author: Update on Digital Strategy	<p>The Director of Infrastructure and Sustainability introduced the Head of ICT Services/Acting General Manager of eHealth who shared Appendix 1 (page 13) of the report on screen to give an overview.</p> <p>The Director of Infrastructure and Sustainability wished to highlight the leadership of the Head of ICT Systems and engagement about the Digital Strategy. There has been very positive feedback from the NIS external auditors on the cyber security arrangements and the empowered leadership across the organisation including the Board and Non-Executives. NHSG was recognised as an exemplar in this area and asked to assist other boards.</p> <p>Committee member points raised in discussion:</p> <ul style="list-style-type: none"> • Acknowledgement of the detailed information provided on governance of the programme and the cross system working 	

		<ul style="list-style-type: none"> • Explanation of the different governance functions of the Digital Transformation Delivery Group and the Digital Transformation Oversight Board (diagram on page 24); the reporting structure is complex. Transformational strategic work is reported to the Transformation Oversight Board, investment decisions are taken at the Infrastructure & Sustainability Oversight Board • Prioritisation of funding and decision making for the alignment of new work programmes; any new items must align with the SG Digital Strategy in order to get national funding and NHSG considers the alignment with the Plan for the Future, before funding is discussed with finance colleagues. • Noted that digital transformation is critical to achieve a sustainable health and care system, and digital transformation is dependent on capacity, financial resource and sponsorship. Given the Board's financial challenges, there are significant issues about achieving digital transformation, and there is a complex balancing exercise required. Revenue benefits are sought from each investment in technology. • introduction of the 24/7 service desk is being carefully managed to ensure employees are not overloaded by enquiries <p>The Committee noted the report.</p>	
<p>4. Finance – Exec Lead Alex Stephen Topics and paper author: 1) Finance Update 23/24 Q2 Position</p>		<p>The Deputy Director of Finance confirmed:</p> <ul style="list-style-type: none"> • £42.9 Million deficit for 2023/2024 has been agreed with SG • £16.9m overspend to end July 2023, £2.6M above projection for this point in the financial year • High overspends on medical locums, agency staffing, medical supplies and service contracts due to inflation. The forecast deficit may need to increase but SG require it to be no higher than £42.9m so remedial action is required • The Value and Sustainability Plan 3% savings target has saved £4M to date, with savings on hospital drug costs and work done by the procurement team • Noted challenging financial position across NHSG and IJBs with work underway to manage the position as far as possible, but acknowledging that the winter financial position is dependent on level of demand pressure on services <p>Committee member points raised in discussion:</p> <ul style="list-style-type: none"> • Some additional earmarked non-recurring funding may be received 	

		<ul style="list-style-type: none"> • Recruitment for the Value and Sustainability Programme is in progress to help realise savings. CET agreed a proposal to reduce high locum spends and work ongoing with vacancy control measures to deliver management savings • Agency nursing staff overspend is related to increased activity levels in clinical environments and corridor care, which requires a nursing workforce above the funded establishment number. • Potential for regional work given there are similar cost pressures in other Boards: there is work ongoing to review regional planning, noting the challenges in achieving effective regional planning because of complex governance and decision making processes. • Transformation work and radical thinking is required to achieve a sustainable system. <p>The Committee noted the report.</p>	
4.	2) Infrastructure Programme 23/24 as at 31 July 2023	<p>The Director of Finance introduced the Assistant Director of Finance who confirmed key points in Appendix 1 (page 41)</p> <p>Committee member points raised in discussion:</p> <ul style="list-style-type: none"> • DGH Ward 4 ligature reduction and MRI project; confirmation of SG funding is required to implement the plan, and staff uncertainty about the project was acknowledged. An update to Committee on 14/11/2023 was requested. • There are interdependencies between the MRI and DGH Ward 4 ligature reduction projects: prioritisation work is ongoing noting challenges in identifying appropriate decant locations, which are necessary to allow the infrastructure work. • Reinforced Autoclaved Aerated Concrete (RAAC) impacts on the prioritisation of infrastructure plans and there is no confirmed source of funding for RAAC remedial works. Surveys are underway to confirm the work required. This will adversely impact an already overstretched infrastructure plan and challenges on NHSG completing this within their own revenue with financial capacity challenges. Some funding should come from SG. 	PA

		The Committee noted the report and the risks detailed.	
5.	Performance – Exec Lead Caroline Hiscox Topics and paper author: 1) Scottish Government performance indicators to end June 2023 – NHS Grampian performance pack	<p>The Senior Specialist Analyst confirmed this report provides benchmarking of NHS performance against other Boards for SG access targets.</p> <p>Committee member points raised in discussion</p> <ul style="list-style-type: none"> • The report was welcomed but the committee required more detail in performance reports about the actions being taken to improve performance, without needing to request further detailed performance reports from portfolios eg what is being done to provide assurance on areas such as Psychological Therapies, Children and Adult Mental Health Services (CAMHS), Cancer Waiting Times and Artificial Intelligence (AI). • Various options to improve the content of committee performance reports were proposed, including links to the Board How Are We Doing (HAWD) reports, 6 Monthly reporting from portfolios and annual reports showing improvements/trends over a year and trajectories for improvement in a year's time • IT WAS AGREED that the Chair, Executive Lead for Performance, Board Secretary and Deputy Chief Executive have a separate meeting to discuss the sequencing, frequency and alignment of assurance to Committee on action plans and performance trajectories and to consider if a workshop for Board members and Portfolio Executive Leads and the Performance Team would be helpful. 	SR/AS/SD /AC/DC
5.	Unscheduled Care Improvement Plan - Update	<p>The Portfolio Executive Lead for Medicine and Unscheduled Care confirmed the Unscheduled Care (USC) Improvement Board is the oversight board for unscheduled care improvement work. The USC Improvement Board has attendance from across NHSG, HSCPs, Scottish Ambulance Service (SAS), Police and local authority colleagues. SG provides detailed guidance and support for improvement projects and allocates funding in line with their priorities.</p> <p>SG priorities are focused on maximising efficiency by reducing USC attendance levels, admissions from ED and length of stay and ambulance waits, in order to reduce demand for acute care and improve flow in hospital settings.</p>	

		<p>Winter planning will be progressed through the USC Improvement Board and will emphasise working with partners across the whole system.</p> <p>Committee member points raised in discussion</p> <ul style="list-style-type: none"> • Complimented the report for the detail provided • Noted improvements in Flow Navigation Centre and Hospital @ Home (H@H) with recent bids submitted to SG). Maximising return on investments with good practice will help with the Target Operating Model (TOM) for 2023/2024 • Recruitment of staff to provide H@H: work is ongoing to bring Primary Care and Secondary Care closer together and share resources. There are different work streams and challenges within each HSCP to realise service improvement • Assurance sought about using data to understand how different groups of patients are presenting at Emergency Departments (ED) in order to design appropriate responses in communities. NHS Grampian's low rate of attendance per 100,000 population was highlighted and assurance provided that there is an unscheduled care team for mental health presentations at Royal Cornhill Hospital, with a test of change with Scottish Ambulance Service to redirect patients to that service where appropriate. There are also Navigator Programmes for substance mis, which is a driver of early intervention for drugs and alcohol. Luan Grugeon to share details of 999 Cafes with the Portfolio Executive Lead for Medicine and Unscheduled Care <p>The Committee noted the report and acknowledged the ongoing improvement activity being delivered through the Unscheduled Care Improvement Team</p>	LG
6.	Matters to escalate to Board/Committee Chairs	No items noted	
7.	Date of Next Meeting: Tuesday 14 November 2023, 1400 to 1600		

Chair: Mr Sandy Riddell,

Key: * Paper attached # Verbal

Notification of apologies/deputies to:

Mr David Creighton (gram.grampianchiefexecutive.scot.nhs)