NHS GRAMPIAN
Minute of the Operational Management Board on
Tuesday 27 October 2015,
In Meeting Room 1, Summerfield House at 1.30pm

Present:
Paul Allen, Interim General Manager Facilities & Estates
Adam Coldwells, Chief Officer, Aberdeenshire Health & Social Care Partnership
Pam Gowans, Chief Officer, Moray Health & Social Care Partnership
Alan Gray, Director of Finance (Chair)
Steven Lindsay, Full Time Partnership Representative
Gary Mortimer, Interim General Manager Acute
Judith McLenan, Business Manager, Mental Health (on behalf of Julie Fletcher)
Judith Proctor, Chief Officer, Aberdeen City Health & Social Care Partnership
Scott Sim, Head of ICT Services (on behalf of Alison Hawkins)

In Attendance:
Alison Wood, Minute Taker
Andrew Wood, Risk Management Advisor (Agenda Item 4)

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<tr>
<th>Item</th>
<th>Subject</th>
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<tr>
<td>1.</td>
<td>Welcome and Apologies:</td>
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<td>Mr Gray welcomed the members to the meeting.</td>
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<td>Apologies noted: Malcolm Wright, Chief Executive, Julie Fletcher, General Manager Mental Health &amp; Learning Disabilities Services and Alison Hawkins, General Manager, e-Health.</td>
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<td>2.</td>
<td>Minute of the meeting held on 30 September 2015 and Action Log</td>
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<td>The minute of the previous meeting was accepted as an accurate record.</td>
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<td>The action log was agreed as an accurate record with current items being removed as completed or update in terms of progress provided.</td>
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<td>3.</td>
<td>Matters arising</td>
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<td><strong>Medical Records</strong></td>
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<td></td>
<td>OMB updated on issues in relation to medical records and flood damage at ARI. Paul Allen, Graeme Smith and Alison Hawkins are developing SABR setting out the issues and risk mitigation. Confirmed the incident had been logged in Datix.</td>
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<td><strong>Concerns re GP staffing</strong></td>
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<td>Pam Gowans advised that a number of activities were ongoing and there was much discussion with practices where there were ongoing challenges. In terms of wider resilience, workforce planning, recruitment/retention and a requirement for innovation within and between practices would be key issues.</td>
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### Winter Plan

The Chair acknowledged the excellent collaborative work that had been carried out in developing the Winter Plan. Government response had been received on submitted plan with key areas for focus being on (1) discharge of patients over weekend periods (2) festive staffing and rotas (3) delayed discharge management and (4) patient flow from ED.

Cross sector daily huddles to commence 02/11/15 which would include key partners.

It had been agreed that Alison Hardy and Iain Ramsay would be the senior decision makers in terms of the winter plan, with the Acute Sector GM and Chief Officers holding overall responsibility.

Christina Cameron to be asked to advise Board when presenting the Winter Plan on the scenarios which were used to test the Plan and the thresholds that were modelled.

### Risk Management – self assessment

Andrew Wood, Risk Management Advisor, attended the meeting to present a paper on the feedback from the self assessment undertaken by sectors against the NHS Grampian Risk Management Framework.

The framework required that our overall arrangements be reviewed on a regular basis to ensure risk management processes would be effective and embedded into everyday management practices.

Mr Wood advised that PWC audit gave the organisation a strong 3 with elements of 4 in some areas in terms of the maturity score. This indicated that there was good understanding and application of the risk management framework but that further work was required to embed good practice in a consistent basis. The feedback from the self assessment identified the following cross sector actions:

- Ensure greater emphasis on reviewing the adequacy with which agreed actions mitigate key risks and the monitoring of the progress of implementation of any agreed risk mitigation actions.
- Implementation of enhanced arrangements to identify and manage risks with partners in lead up to the integration of health and social care.
- Ensuring that management of risk and uncertainty are better integrated with and inform the content of the executive and sector performance review meetings.
The Board approved the recommendation areas for improvements and requested that the self-assessment process be reported back to the Board in six months.

Mr Wood was to attend the December OMB meeting to discuss the Organisational Risk Profile.

5. **Sharps and sharp-safe**

Mr Mortimer presented a paper prepared by Amanda Croft, Director of Nursing, Midwifery and Allied Health Professions. NHS Grampian was required to procure sharps/instruments to meet current European legislation and regulations.

The Safer Sharps Group, which consisted of a multidisciplinary team of clinicians, had assessed the products awarded under the contract and their advice was that NHS Grampian should proceed with implementation and aim to have the new Hypodermic needles in use by December 2015 which was the earliest that the supplier could support NHS Grampian with training and stock.

The Operational Management Board approved the request for the increased spend of approximately £74,000 per year in the short term which would allow NHS Grampian to comply with EU legislation, HSE expectations, needle stick injury risk assessment mitigation and national procurement contract compliance.

6. **Modernising Primary Care – Primary Care Transformation Fund**

A 3 year Primary Care Transformation Fund was announced in June 2015 which was to be used to support the primary care workforce, including GPs and to improve patient access to services. A process was required for NHS Grampian in collaboration with the 3 Health and Social Care Partnerships to submit a bid(s) to secure further investment locally from the fund.

It was agreed that it was important that a comprehensive bid for NHS Grampian be submitted to the Primary Care Transformation Fund. There was a requirement to capture both opportunities at Grampian level and in line with guidance on locality planning and transformation, through the integration of health and social care allow the diversity and opportunity to change.
Practices involved in the modernisation programme meet on a monthly basis to discuss learning and share ideas. The 6 practices were located within the 3 Health and Social Care partnerships.

The bid would be submitted to PCIMG and OMB for approval before submission to the Scottish Government Primary Care Division.

7. **Delayed Discharge**

Delayed discharge would continue to be monitored and reported to NHS Grampian Board and Performance Governance Committee. It was agreed that the Board was in an improved position going into Winter with a number of actions having delivered a steady reduction in patients with delayed discharges over recent weeks.

8. **Standing Items**

Mr Gray set out the high level financial position of NHS Grampian to September 2015 and highlighted risks and opportunities in seeking to meet financial targets. There is an overspend of £4 million which is £0.5 million above the level of NHS Grampian’s agreed financial trajectory with the Scottish Government. Budget managers were expected to take forward appropriate actions to reduce overspends in the current year.

A significant focus was now also being taken in relation to next years’ budget. All members of the OMB were actively involved in supporting the workstreams established to identify and implement financial savings during 2016/17.

9. **Aberdeen City Joint Inspection of Older People’s Service**

Judith Proctor provided an update to the group. The inspection was underway and a position statement had been submitted which included 750 pieces of evidence which would be shared with the Board members. They were currently working on a scope and were still in negotiation regarding the inspection.

10. **Updates**

**Chief Operating Officers Meeting**

Mr Gray advised that the next meeting of the Chief Operating Officers would be on 18 December and he would provide an update at that time.
**Chief Officers Meeting**

Adam Coldwells and Pam Gowans attended the recent meeting of the Chief Officers. Key matters discussed were:
- COSLA – Future of Social Care
- Minimum wage cost pressures
- National Care Home Contracts
- GP Contracts
- Spending Review – commissioning plans
- Partnership Visits

Adam noted that Audit Scotland were due to issue a report on status of planning for the establishment on the new Integration Joint Boards.

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<th>11.</th>
<th>Matters to highlight in paper to the Board</th>
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<td>Winter Planning</td>
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<td>Delayed Discharge</td>
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<td>Primary Care Modernisation</td>
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<td>Feedback on OMB</td>
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Moving forward toward Integration it was important to ensure that OMB was providing value. Important to ensure that agenda focused on the right topics.

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<th>13.</th>
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<td>The next meeting will be held on Tuesday 8 December 2015 1pm to 3pm in Meeting Room 5, Summerfield House.</td>
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