NHS GRAMPIAN

Minute of Meeting of GRAMPIAN NHS BOARD held in Open Session
at 10.30 am on 2 February 2017
CLAN House, 120 Westburn Road, Aberdeen

Present

Professor Stephen Logan  Chairman
Mrs Amy Anderson  Non-Executive Board Member
Mrs Rhona Atkinson  Non-Executive Board Member
Dame Anne Begg  Non-Executive Board Member
Cllr Linda Clark  Non-Executive Board Member
Cllr Stewart Cree  Non-Executive Board Member
Professor Amanda Croft  Director of Nursing, Midwifery and Allied Health Professions
Mrs Sharon Duncan  Employee Director/Non-Executive Board Member
Dr Nick Fluck  Medical Director
Mr Alan Gray  Director of Finance/Deputy Chief Executive
Professor Mike Greaves  Non-Executive Board Member
Mrs Christine Lester  Non-Executive Board Member/Vice Chair
Dr Lynda Lynch  Non-Executive Board Member
Dr Helen Moffat  Non-Executive Board Member
Mr Jonathan Passmore  Non-Executive Board Member
Mr Eric Sinclair  Non-Executive Board Member
Mr Malcolm Wright  Chief Executive

By invitation

Ms Christina Cameron  Programme Manager, Planned and Unscheduled Care
Mrs Fiona Francey  Divisional General Manager for Medicine & Unscheduled Care
Mrs Laura Gray  Director of Corporate Communications/Board Secretary
Dr Annie Ingram  Director of Workforce
Mr Gary Mortimer  Director of Acute Services
Mr Graeme Smith  Director of Modernisation
Mrs Susan Webb  Director of Public Health

Attending

Miss Lesley Hall  Assistant Board Secretary
Mrs Alison Wood  PA/Minute Taker

Item  Subject

1  Apologies

Apologies were received from Mr Raymond Bisset and Cllr Barney Crockett.

2  Declarations of Interest

There were no declarations of interest relating to specific agenda items.

3  Chairman’s Welcome and Introduction

The Chairman welcomed everyone to the meeting. He highlighted events since the last
Board meeting. He had visited the new MRI facility at Woodend Hospital which had been made possible by the generosity of the Craig Family, of Aberdeen-based energy and shipping firm the Craig Group. The impact on the number of scans that could now be performed as a result of the new equipment and the benefit for patients was significant.

On 13th January he had chaired the regular meeting with Grampian MPs and MSPs. The agenda included discussion on theatre staffing, the Innovation Hub and future financial projections. A meeting was also scheduled in February in Elgin with MPs and MSPs to focus on issues of interest to Moray representatives.

The Chairman had also undertaken a number of walkrounds including the ARI Pharmacy and Health Records. Both departments were essential to the day to day running of the hospital. In both services he had met dedicated and hard working staff who were positive and enthusiastic about their roles.

On 18th January the Chairman had attended the official opening of the Rowett Institute at Foresterhill by the Duchess of Rothesay, who met staff, students and study volunteers to hear about the vital research that taking place at the institute. He had also attended the launch of the Perinatal Management Clinical Network by Maureen Watt, MSP, Minister for Mental Health, as part of a drive to improve mental health services for new mothers. This Grampian-based service was a first in Scotland.

The Chairman had also attended the launch of the “Artroom Book” by Grampian Hospitals Art Trust (GHAT) and the opening of the North East Scotland College’s Fraserburgh Campus STEM Centre. This was a new facility for engineering, science, automotive and constructive training and was another example of the benefits of partnership working with higher education institutions.

4 Chief Executive’s Report

Mr Wright presented his report which highlighted a range of issues including details of important meetings and events attended.

He paid tribute to all staff working during the winter period and welcomed the announcement regarding the Major Trauma Centre in Aberdeen which was moving forward. Work was progressing on the Consultation of the GP Dispensing Practices Review and this would be considered by NHS Grampian Board in due course.

Other topics which were highlighted included:

- “Breaking the Silence” – Domestic Violence in a Faith Context
- Update on the Baird Family Hospital and ANCHOR Centre Project
- 2016 Grampian Medical Education Conference
- Health and Safety Executive (HSE) – Action Plans
- Human Resources Integration
Minute of Meeting on 1 December 2016

The minute was approved subject to the following amendment:

Agenda Item 8. On page 4, amend the first bullet point to read “Noted improvements in the oral health of the Grampian population and the considerable work already undertaken to sustain progress. Clarification was sought on the impact of deprivation on oral health of children over the last few years. This was clarified by Dr Jonathan Iloya, Consultant in Dental Public Health, outwith the meeting.”

Matters Arising

There were no matters arising.

Infrastructure Investment

Mr Gray provided background and an update to the Board on the Backlog Maintenance Programme and the Managed Services Contract for the Laboratory Medicine Unit.

He advised that NHS Grampian’s Laboratory Services operated within a highly complex arena and provided a 24 hour service to Primary Care and Acute together with a range of tertiary services to other NHS Boards. A managed service contract arrangement had been in place since 2008. This was due to expire in April 2017 with an agreed extension until March 2018. There was a requirement to replace existing equipment, to modernise and move forward for future demands. The investment objectives were set out in the paper provided. The Laboratory Medicine Unit had reviewed a range of potential options and considered that the extension of scope to include Virology and Microbiology within a managed service contract including renewal of all critical equipment, periodic technical refresh of the equipment base, ongoing servicing and maintenance and supply of all consumables and reagents was the option that would best deliver the investment objectives.

The Board was assured that the opportunity for redesign had been taken into account during the project work.

The Backlog Maintenance Programme included a programme of targeted expenditure initiatives, asset disposals and site rationalisation. A large part of the plans was targeted at the improvement of inpatient accommodation at Aberdeen Royal Infirmary. Work within East End 2 Block and the first two stages of the Phase 2 Block was now completed. The replacement aseptic Pharmacy suite was near completion which would provide a modern facility compliant with all existing statutory standards and would ensure the sustainability of locally delivered chemotherapy treatment.

The proposed programme of work was affordable within the overall financial plans and would target areas of significant risk within NHS Grampian estate. Failure to progress this would result in existing infrastructure not being able to support the objectives for future patient care. The dependency on asset disposals was a key risk to the affordability of the programme and, to mitigate this, the major programme of works planned at ARI Phase 2 and ARI Phase 1 would be delivered in distinct stages with the request for Board approval prior to the commencement of each stage.
The level of backlog risk was estimated to reduce from £193.4 million in April 2012 to £129.8 million by 1 April 2022.

It was confirmed that areas of estates which included non clinical services were also included in the improvement plans. Decisions on areas to target were agreed on a priority basis. Backlog maintenance had been benchmarked in 2012. However, this was reassessed on an annual basis. It was confirmed that discussions had been held with Integration Joint Board colleagues, as appropriate. It was also important not to consider the backlog programme in isolation; it was part of the long term development of the ARI site and also took into account Health & Safety requirements. There would be further discussions at Board level on the Asset Management Plan as appropriate.

The Board:
- Approved the revised backlog maintenance plan included at Appendix 1;
- Authorised the Board Chairman and Chief Executive to agree a final target price for the fourth stage (Ward 204, 205 & 206) – Neurosciences and fifth stage (Basement levels compliance with statutory Fire, HAI and HEI regulations) of the Phase 2 ARI building, not to exceed the combined budget for both stages of £9.6m (stage 4 £4.3m and stage 5 £5.3m) including all risk and contingency allowances, and to sign the contract agreement with the appointed Principal Supply Chain Partner;
- Approved the Initial Agreement for the proposed Managed Services Contract within the Laboratory Medicine Unit for submission to the Scottish Government Capital Investment Group;
- Authorised the Director of Finance to agree a final target price for the essential enabling expenditure, not to exceed the identified budget of £0.8m and to sign the contract agreement with the appointed Principal Supply Chain Partner.

8 Local Delivery Plan – Unscheduled Care Update

Mr Smith introduced the update on unscheduled care and how the organisation would improve the delivery of unscheduled care services which were part of the NHS Grampian Clinical Strategy 2016-2021. Mr Mortimer gave a presentation that included the Emergency Department performance at ARI over the winter period and showed how the inter-connectivity of whole hospital flow was a challenge. It was important to look back and analyse work that had been undertaken.

It was acknowledged that people were living longer, often with multiple co-morbidities. It was a challenge to deal with increased demands. Pathways for older people had been adapted and it was acknowledged that an acute hospital was not always an optimal place for older people. It was important to have integrated working practices with multi-skilled staff working in teams focused around patients’ needs including Acute and Health and Social Care Partnerships. It was important to ensure that patients received the right care in the right place at the right time and to consider ways of dealing with increased demand on services.
Each Board member was provided with a card showing “The 6 Essential Actions to Improving Unscheduled care”:

- Clinically focused and empowered hospital management
- Capacity and patient flow realignment
- Patient rather than bed management
- Medical and surgical processes arranged for optimal care
- 7 day services
- Ensuring patients are cared for in their own homes.

To achieve this, the organisation required to use “Golden Threads” – innovation, integration and workforce. Examples were provided including Safety Briefs, Discharge Hub, Surgical Ambulatory Care and Hospital at Night. Other Boards, including one from Wales, had visited NHS Grampian to see how the Safety Briefs/Cross System huddles were used.

Mr Mortimer, Mrs Cameron and Mrs Francey answered questions from the Board. Concern was expressed around Sunday spikes in activity. Mrs Francey advised this often occurred when GP surgeries were closed and people had waited to see how an ailment would progress. A discussion was also held on “boarders” or patients who were not located in the most appropriate clinical area for their needs when a bed was not available in the appropriate speciality. Assurance was provided that in such cases staff were provided with a full handover from the parent ward and on occasions staff moved with the patient to the ward.

An effective Communication Strategy was important to ensure more proactive planning and included an Unscheduled Care Conference in Grampian to be held in June 2017. This would allow the opportunity to review and learn. Participants would have the chance to model the daily, challenging choices faced by operational teams in acute and community settings and to shape the future of unscheduled care in Grampian through focused workshops.

The Board was advised of the continuing planning process and that planning for Winter 2017/18 had already commenced.

Front-line staff were then introduced and Board members were split into groups to be shown examples of good practice. They had an opportunity to engage with the following colleagues who showcased different aspects of unscheduled care:

- Louise Brodie, Lead for Grampian Discharge Hub – Discharge Hub model
- Helen Paddon, ARI lead for site and capacity – Site and Capacity model
- Gail Buchan and Dawn Bowie, Scottish Ambulance Services, Joint posts – Hospital Ambulance Liaison Officer (HALO) model
- Kate Livock, Project Manager – Unscheduled Care, Carol MacDonald, Buckie District Nursing Team and Jan Duncan, Flow Manager at Dr Gray’s Hospital – Buckie Bed Model

The Chairman thanked the participants for a most useful and interesting session which had highlighted positive initiatives relating to unscheduled care.
The Board noted:
- NHS Grampian and its three health and social care partnerships in Aberdeen, Aberdeenshire and Moray were working in strong and positive relationships on a foundation of good practice and good performance in unscheduled care.

9 Performance and Quality Report

Mr Gray provided an update on NHS Grampian’s performance, advising that the Performance Governance Committee had considered the performance position in detail.

He highlighted the main points in the report which included:

- A&E 4 Hour standard – 95% of patients have been discharged or transferred within 4 hours. There had been a pre and post festive period where this was consistently below 95%. There was an over 12% increase in A & E activity during this period and patient acuity was higher.
- Treatment Time Guarantee (TTG) - Theatre activity was reduced during December and January due to availability of theatre nursing staff, critical care capacity and inpatient inflow.
- Cancer Access standards – Position was improving as a result of actions being taken by the clinical teams and performance was close to the 95% standard for 31 days.
- Financial performance – NHS Grampian would achieve the 3 financial targets.
- Child & Adolescent Mental Health Services (CAMHS) - still remained a challenge.

There was discussion on actions underway to improve performance. Members of the Senior Leadership Team provided assurance that work was also being taken forward to provide more information on qualitative measures.

In response to particular queries from Board members, Mr Gray and Professor Croft agreed to provide details outwith the meeting on the chronic pain service and health issues arising from multiple births.

The Board noted the Performance and Quality Report and the actions being taken to address those areas where performance was not in line with the plan.

10 Committee Reports

The Board noted the following reports and the relevant Committee Chairs highlighted points by exception:

10.1 Audit Committee

Mrs Atkinson highlighted the re-tendering process for internal auditors.

10.2 Clinical Governance Committee

Professor Greaves highlighted two specific items in the report: Pharmacy – Licensing infrastructure and the learning from Adverse Events
– Falls in Hospitals.

10.3 Engagement and Participation Committee

Mrs Lester highlighted the increased use of Patient Opinion.

10.4 Performance Governance Committee

Professor Logan highlighted the financial challenge and the performance update.

10.5 Spiritual Care Committee

Mrs Atkinson reinforced the positive work carried out by this Committee and invited Board members to attend future meetings.

10.6 Area Clinical Forum (ACF)

It was noted that some staff were anxious about the financial challenges that would be faced in the coming years. The need for strong leadership was reinforced with good staff engagement to keep staff well informed.

10.7 Grampian Area Partnership Forum (GAPF)

Mrs Duncan emphasised the importance of listening to and involving staff.

11 Approved Minutes

The Board noted the following approved minutes:

11.1 Audit Committee 11 October 2016
11.2 Performance Governance Committee 8 November 2016
11.3 Spiritual Care Committee 15 November 2016
11.4 Area Clinical Forum 9 November 2016
11.5 Grampian Area Partnership Forum 23 November 2016 and 12 December 2016

12 Any Other Competent Business

None.

13 Dates of Next Meetings

- Board Seminar on Thursday 2 March 2017 at Park Café, Hazlehead Park, Aberdeen.
- Board Meeting on Thursday 6 April 2017 at CLAN House, Westburn Road, Aberdeen

Signed ..........................................................  Dated

Chairman