

NHSGGC (M) 23/05  
Minutes: 100-126

**NHS GREATER GLASGOW AND CLYDE**

**Minutes of the Meeting of the  
NHS Greater Glasgow and Clyde Board  
held on Tuesday 31 October 2023 at 9.30 am  
via Microsoft Teams**

**PRESENT**

Professor John Brown CBE (in the Chair)

|                         |                          |
|-------------------------|--------------------------|
| Dr Jennifer Armstrong   | Cllr Collette McDiarmid  |
| Ms Mehvish Ashraf       | Cllr Michelle McGinty    |
| Cllr Jacqueline Cameron | Dr Becky Metcalfe        |
| Ms Ann Cameron-Burns    | Ms Ketki Miles           |
| Mr Alan Cowan           | Ms Anne-Marie Monaghan   |
| Dr Emilia Crighton      | Mr Colin Neil            |
| Cllr Chris Cunningham   | Cllr Katie Pragnell      |
| Ms Jacqueline Forbes    | Mr Ian Ritchie           |
| Ms Dianne Foy           | Dr Lesley Rousselet      |
| Mr David Gould          | Dr Paul Ryan             |
| Mrs Jane Grant          | Mr Francis Shennan       |
| Mr Graham Haddock OBE   | Ms Rona Sweeney          |
| Ms Margaret Kerr        | Mr Charles Vincent       |
| Rev John Matthews OBE   | Ms Michelle Wailes       |
| Cllr Martin McCluskey   | Professor Angela Wallace |

**IN ATTENDANCE**

|                      |  |
|----------------------|--|
| Ms Denise Brown      | Director of Digital Services                                   |
| Ms Beth Culshaw      | Chief Officer, West Dunbartonshire HSCP                        |
| Ms Sandra Bustillo   | Director of Communications and Public Engagement               |
| Dr Scott Davidson    | Deputy Medical Director, Corporate                             |
| Ms Kim Donald        | Corporate Services Manager Governance/Board Secretary          |
| Mr William Edwards   | Chief Operating Officer, Acute Services                        |
| Mr Tom Kelly         | Head of Adult Services: Learning Disability & Recovery         |
| Ms Claire MacArthur  | Interim Director of Planning                                   |
| Mrs Anne MacPherson  | Director of Human Resources and Organisational Development     |
| Ms Deirdre McCormick | Chief Nurse  |
| Ms Caroline Sinclair | Chief Officer, East Dunbartonshire HSCP                        |
| Professor Tom Steele | Director of Estates and Facilities                             |
| Ms Elaine Vanhegan   | Director of Corporate Services and Governance                  |
| Mr Scott Wilson      | Senior Business and Delivery Manager, Chief Executive's Office |

BOARD OFFICIAL  
DRAFT – TO BE RATIFIED

|             |  | ACTION BY |
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| <b>100.</b> | <b>Welcome and Apologies</b>   |           |
|             | <p>The Chair, Professor John Brown, welcomed those present to the October 2023 meeting of NHS Greater Glasgow and Clyde Board.</p> <p>The meeting combined members joining via video conferencing and a gathering of some members within the Boardroom of JB Russell House. Members were reminded to observe the online meeting protocol - microphones should remain on mute until invited to speak, the virtual hands up function should be used when wishing to contribute and members should refrain from using the chat function.</p> <p>The Chair also welcomed members of the public who had taken up the invitation to attend the Board meeting as non-participant observers. He reminded members of the public that the virtual hands up function should not be used and they should remain on mute throughout the meeting.</p> <p>The Chair noted the agenda would focus on the progress being made towards achieving the four Corporate Aims – Better Health, Better Care, Better Value and Better Workplace, including the Public Protection Strategy, the Winter Plan, the Annual Delivery Plan, the Medium Term Plan and the Staff Health Strategy.</p> <p>The Chair suggested that those presenting should assume that Board Members have read the papers, and presentations should be concise with only key issues highlighted.</p> <p>Apologies were recorded on behalf of Ms Ann Cameron-Burns, Cllr Jacqueline Cameron, Cllr Colette McDiarmid and Prof Iain McInnes.</p> <p><b><u>NOTED</u></b></p> |           |
| <b>101.</b> | <b>Declarations of Interest</b>  |           |
|             | <p>The Chair invited members to declare any interests in any of the matters being discussed. No declarations were made.</p> <p>The Chair reminded Board Members of the requirement to keep their details updated on the Register of Interests and that they should notify any changes to Ms Kim Donald, Board Secretary, and the Chair by email.</p> <p><b><u>NOTED</u></b></p>  |           |
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BOARD OFFICIAL  
DRAFT – TO BE RATIFIED

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| <b>102.</b> | <b>Minute of Previous Meeting</b>  |  |           |
|             | <p>The Board considered the minutes of the NHS Greater Glasgow and Clyde Board Meetings held on 29 August 2023 [Paper NHSGGC (M) 23/05] and on the motion of Mr Alan Cowan, seconded by Reverend John Matthews, the Board were content to accept the minutes of the meetings as a complete and accurate record.</p> <p><b><u>APPROVED</u></b></p>  |  |           |
| <b>103.</b> | <b>Matters Arising</b>   |  |           |
| <b>a)</b>   | <b>Rolling Action List</b>   |  |           |
|             | <p>The Board considered the paper 'Rolling Action List' [Paper No. 23/68].</p> <p>The Board were content to accept the recommendation that 3 items were closed.</p> <p>In response to a query regarding primary care reporting to the Board, the Chair highlighted that the Primary Care Strategy was being taken to the upcoming Board Seminar in November for discussion. Ms Laverty also highlighted that the Strategy was expected to come to the Board for approval in April 2024. The Chair also noted that primary care data would be captured through the Assurance Information Framework, noting that information was regularly scrutinised via the Finance Planning and Performance Committee.</p> <p>There were no other matters arising noted and the Board were content to approve the Rolling Action List.</p> <p><b><u>APPROVED</u></b></p> |  |           |
| <b>104.</b> | <b>Chair's Report</b>  |  |           |
|             | <p>The Chair advised the Board that he had attended and contributed to a wide range of governance meetings since the previous Board Meeting. These included the Acute Services Committee, the Finance Planning and Performance Committee, the Audit &amp; Risk Committee and the Board Seminar on our approach to Delayed Discharge from hospital.</p> <p>Since the last meeting, he had attended a meeting of the Board Chairs Group and a meeting of the West of Scotland Chairs</p>   |  |           |

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|             | <p>Group, as well as joining the Board Chairs in their regular meeting with the Cabinet Secretary for NHS Recovery, Health and Social Care.</p> <p>The Chair also chaired the quarterly meeting of the NHS Scotland Global Citizenship Advisory Board and continued to support the rollout of the NHS Scotland Blueprint for Good Governance. This work included presentations to NHS 24 Board and NHS Orkney Board, and completion of the external governance review of NHS Forth Valley.</p> <p>The Chair took the opportunity to remind Board Members of two important dates in November. The first was the 2023 Ministerial Annual Review with the Cabinet Secretary on 13 November at the Teaching &amp; Learning Centre on the QEUH Campus, and the second was the Board Seminar on 28 November at the NHS Golden Jubilee Conference Centre.</p> <p>The Chair reflected that this would be his last Board Meeting as Chair of NHSGGC and briefly described his plans following the completion of his second term as Board Chair of NHS GGC.</p> <p>The Chair handed over to the Chief Executive for her update following which he advised he would invite any questions or comments from Board Members.</p> <p><b><u>NOTED</u></b></p> |           |
| <b>105.</b> | <b>Chief Executive’s Report</b>  |           |
|             | <p>Mrs Grant advised that she continued to participate in routine meetings which covered a range of issues and she had also attended the Board’s governance committees, as noted by the Chair.</p> <p>Mrs Grant said that she had attended a number of meetings relating to Moving Forward Together and that the Corporate Management Team had a development session dedicated to this subject. Mrs Grant reflected that a key focus remained on finance and unscheduled care as we approach the winter period.</p> <p>Mrs Grant highlighted that it was the 10<sup>th</sup> anniversary of the Apprenticeship Programme, noting that Mrs MacPherson and her team should be proud of their achievements in this space.</p> <p>Mrs Grant assured the Board that there was ongoing communication with the Scottish Government regarding the</p>  |           |

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|             | <p>progress of a range of issues within NHSGGC, and feedback to date had been positive.</p> <p>Mrs Grant had also chaired the Best Start Programme Board, and had attended the Scottish Terms and Conditions Committee, the West of Scotland Programme Board and the Chief Executives Group.</p> <p>Mr Cowan took the opportunity to highlight to Board Members that the Board had received a Ministry of Defence Employee Recognition award.</p> <p>The Board were content to note the update.</p> <p><b><u>NOTED</u></b></p> |  |                  |
| <b>106.</b> | <b>Patient Story</b>   |  |                  |
|             | <p>Professor Angela Wallace, Nurse Director, introduced a short video presentation which described the Hydrotherapy Service. It included comments from a Physiotherapist and two service users regarding the positive impact.</p> <p>The Chair thanked Ms Wallace and her team, and extended his gratitude to those involved in the video.</p> <p><b><u>NOTED</u></b></p>  |  |                  |
| <b>107.</b> | <b>Population Health and Wellbeing Committee</b>   |  |                  |
| <b>a)</b>   | <b>Chair’s Report of Meeting held on 17 October 2023</b>   |  |                  |
|             | <p>The Board considered the paper ‘Chair’s Report of Meeting held on 17 October 2023’ [Paper No. 23/69] presented for assurance by Rev John Matthews, Chair of the Committee.</p> <p>Rev Matthews said the Committee had considered the challenges around the Child Smile programme throughout schools and that communication was on going with Head Teachers to ensure a consistent approach to oral hygiene.</p> <p>The Board were content to note the report.</p> <p><b><u>NOTED</u></b></p>                                |  |                  |
| <b>108.</b> | <b>Approved Minute of Meeting held on 18 April 2023</b>  |  |                  |

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|             | <p>The Board considered the paper 'Approved Minute of Meeting held on 18 July 2023' [PHWB(M)23/04] presented for assurance.</p> <p>The Board were content to note the minute.</p> <p><b><u>NOTED</u></b></p>  |  |           |
| <b>109.</b> | <b>Acute Services Committee</b>   |  |           |
| <b>a)</b>   | <b>Chair's Report of Meeting held on 19 September 2023</b>  |  |           |
|             | <p>The Board considered the paper 'Chair's Report of Meeting held on 19 September 2023' [Paper No. 23/70] presented for assurance by Mr Ian Ritchie, Chair of the Committee.</p> <p>Mr Ritchie said that the Committee had met with NHS24 and had a constructive discussion about ongoing engagement and partnership working.</p> <p>The Board were content to note the report.</p> <p><b><u>NOTED</u></b></p>  |  |           |
| <b>b)</b>   | <b>Approved Minute of Meeting held on 18 July 2023</b>  |  |           |
|             | <p>The Board considered the paper 'Approved Minute of Meeting held on 18 July 2023' [ASC(M)23/04] presented for assurance.</p> <p>The Board were content to note the minute.</p> <p><b><u>NOTED</u></b></p>   |  |           |
| <b>110.</b> | <b>Area Clinical Forum</b>  |  |           |
| <b>a)</b>   | <b>Chair's Report of Meeting held on 12 October 2023</b>  |  |           |
|             | <p>The Board considered the paper 'Chair's Report of Meeting held on 12 October 2023' [Paper No. 23/71] presented for assurance by Dr Lesley Rousselet, Chair of the Committee.</p> <p>Dr Rousselet said that the Area Clinical Forum (ACF) had received an update from the Area Dental Committee regarding the upcoming changes to dental services. It was agreed that these changes would be monitored via the Public Health and Wellbeing Committee.</p> |  |           |

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|             | The Board were content to note the report.<br><br><b><u>NOTED</u></b>   |  |           |
| <b>b)</b>   | <b>Approved Minute of Meeting held on 17 August 2023</b>  |  |           |
|             | The Board considered the paper 'Approved Minute of Meeting held on 17 August 2023' [ACF(M)23/03] presented for assurance.<br><br>The Board were content to note the minute.<br><br><b><u>NOTED</u></b>  |  |           |
| <b>111.</b> | <b>Clinical and Care Governance Committee</b>   |  |           |
| <b>a)</b>   | <b>Chair's Report of Meeting held on 5 September 2023</b>   |  |           |
|             | The Board considered the paper 'Chair's Report of Meeting held on 5 September 2023' [Paper No. 23/72] presented for assurance by Dr Paul Ryan, Chair of the Committee.<br><br>Dr Ryan reflected on the Endoscopy Investigation update received at the Clinical and Care Governance Meeting, noting the positive feedback from the Scottish Government regarding the Board's proactive communication with affected patients and families. Dr Ryan noted that the Committee received a lot of assurance from the update and commended colleagues for the work undertaken with regards to the investigation.<br><br>The Board were content to note the report. |  |           |
| <b>b)</b>   | <b>Approved Minute of Meeting held on 20 June 2023</b>  |  |           |
|             | The Board considered the paper 'Approved Minute of Meeting held on 20 June 2023' [CCG(M)23/03] presented for assurance.<br><br>The Board were content to note the minute.   |  |           |
| <b>112.</b> | <b>Public Protection Strategy</b>   |  |           |
|             | The Board considered the paper 'Public Protection Strategy' [Paper No. 23/73] presented for approval by Professor Angela  |  |           |

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|             | <p>Wallace, Nurse Director. Prof Wallace invited Ms Deirdre McCormick, Chief Nurse, to provide an update.</p> <p>Ms McCormick reported that the Strategy was Board-wide, and reflected on the importance of ensuring this remains a priority. She reminded Board members of the approach to Strategy development provided to the Board at the Seminar in July. Ms McCormick highlighted that a development plan would be rolled out and the strategy was being tested in both Acute and Partnership areas. It was noted that updates on the development plan would be reported through the Clinical and Care Governance Committee.</p> <p>Ms McCormick highlighted that Public Protection service had been subject to internal audit and areas for improvement had been reported around the processes and training available. Ms McCormick assured the Board that work was underway on the recommended actions, and significant work had been carried out to track the completion of staff training.</p> <p>Ms McCormick said that there were levels 1-3 within the Public Protection training, with level 1 being mandatory for all staff. It was recognised that refresher training was also integral and a framework was being developed to capture this information and included deadlines for completion. The Board noted that training compliance information would be reported through the Staff Governance Committee.</p> <p>In response to a question regarding listening to lived experience during the development of the Strategy, Prof Wallace acknowledged the challenges in gaining lived experience in the arena, however assured the Board that the strategy was nationally influenced through stakeholder work, and referenced the About Me Without Me programme.</p> <p>The Board were content to approve the Public Protection Strategy.</p> <p><b><u>APPROVED</u></b></p> |           |
| <b>113.</b> | <b>Winter Plan</b>   |           |
|             | <p>The Board considered the paper 'Winter Plan' [Paper No. 23/74] presented for approval by Dr Jennifer Armstrong, Medical Director. Dr Armstrong invited Ms Claire McArthur, Interim Director of Planning, to provide an update.</p>  |           |



BOARD OFFICIAL  
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|      | <p>Ms McArthur highlighted that the development of the Winter Plan had started much earlier this year in order provide maximum time. She described the whole system approach to development highlighting the significant stakeholder involvement. Ms McArthur stressed the importance of balancing scheduled and unscheduled care to minimise cancellations and impacts on waiting lists. In addition focus had been given to reflect the impact of Covid-19 surges and the cost of living crisis, reflecting on the impact on the most vulnerable residents within NHSGGC.</p> <p>Ms McArthur confirmed that the Board had received £2.5 million from the Scottish Government to support the Winter Plan and the series of key actions within the plan would be monitored via the Senior Executive Group (SEG) and the Corporate Management Team (CMT) to allow rapid action to be taken, if required. Board Members were assured that cancer care would remain a priority and that work was underway to review additionality within theatres and across the ambulatory care hospital sites.</p> <p>In response to a question regarding the measurement of success, Ms McArthur explained that there were a series of measures in place and the impact of actions would be monitored via the Programme Management Office (PMO). She also noted the importance of lessons learned from the 2022 Winter Plan, and the data captured within the Assurance Information Framework. It was agreed that a report would come to the April Board outlining the lessons learned from the plan.</p> <p>Dr Crighton highlighted the importance of prevention with the vaccination programme underway. Board Members also reflected on the importance of community support, including pharmacy, and were assured that there had been an increase in patients being referred to their community pharmacist by the Flow Navigation Centre.</p> <p>Mrs Grant reflected on the challenges faced across the system, noting that bed occupancy remains high and the importance of creating flow within the system. It was agreed that the Finance Planning and Performance Committee would receive an update on the Winter Plan at their December and February meetings.</p> <p>The Board were content to approve the Winter Plan.</p> <p><b><u>APPROVED</u></b></p> | <p>Dr<br/>Armstrong</p> |
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| 114. | <b>Annual Delivery Plan</b>  |                         |
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| <b>a)</b> | <b>Annual Delivery Plan</b>   |  |
|           | <p>The Board considered the paper ‘Annual Delivery Plan’ [Paper No. 23/75] presented for approval by Dr Jennifer Armstrong, Medical Director. Dr Armstrong invited Ms Claire McArthur, Interim Director of Planning, to provide an update.</p> <p>Ms McArthur explained that the plan was developed in response to guidance issued by the Scottish Government in February 2023 and was approved by the Scottish Government in August 2023. Ms McArthur reported that the plan is aligned to the Board’s Corporate Objectives and Operational Priorities as well as being linked to the IJB strategic plans and local strategies.</p> <p>Ms McArthur noted that quarterly progress reports are sent to the Scottish Government regarding the actions and positive feedback has been received regarding the work carried out to date.</p> <p>In response to a query regarding staff engagement and awareness, it was agreed that key messaging would be circulated via the appropriate channels.</p> <p>The Board were content to approve the plan.</p> <p><b><u>APPROVED</u></b></p> | <p>Dr<br/>Armstrong/<br/>Ms Bustillo</p> |
| <b>b)</b> | <b>Medium Term Plan</b>   |  |
|           | <p>The Board considered the paper ‘Medium Term Plan’ [Paper No. 23/76] presented for approval by Dr Jennifer Armstrong, Medical Director. Dr Armstrong invited Ms Claire McArthur, Interim Director of Planning, to provide an update.</p> <p>The Board were advised that the Medium Term Plan was a new request from the Scottish Government and was submitted to them in July 2023, with no formal sign of being received. Ms McArthur explained that there had been no feedback from the Scottish Government to date.</p> <p>Ms McArthur explained that the plan brought together all the strategy frameworks and scrutiny would be delegated to the appropriate standing committee as well as via the Assurance Information Framework.</p> <p>In response to a question regarding the approval route of the plans. Mrs Grant explained that the Scottish Government set the requirements of the plan and are required to review and approve</p>   |  |

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|             | <p>plans that require multiple inputs from different Health Boards to ensure a consistency of approach nationally.</p> <p>The Chair said that the Winter Plan, Annual Plan and Medium Term Plans were all well developed and coherent documents aligned to the strategic direction of the Board. Prof Brown went on to formally acknowledge the work of Ms Fiona McKay, Director of Planning, highlighting her dedication corporate planning and wished her well in her upcoming retirement.</p> <p>It was agreed that the Strategies referred to within the Medium Term Plan would be included in the Board Member Induction Pack.</p> <p>The Board were content to approve the Medium Term plan.</p> <p><b><u>APPROVED</u></b></p>  | Secretary |
| <b>115.</b> | <b>Clinical and Care Governance Annual Report</b>   |           |
|             | <p>The Board considered the paper 'Clinical and Care Governance Annual Report' [Paper No. 23/77] presented for approval by Dr Jennifer Armstrong, Medical Director who invited Ms Geraldine Jordan, Director of Clinical Governance, to provide an update.</p> <p>Ms Jordan highlighted that the report highlights some of the achievements and key activities throughout the year, as well as outlining priority areas for the year ahead.</p> <p>In response to a question regarding an increase in the number of Significant Adverse Event Reviews (SAER) since 2022. Ms Jordan noted that the increase is in part attributable to the publication of the Maternity and Neonatal (Perinatal) Adverse Event Review Process for Scotland in September 2021, which outlined those events which now require a Significant Adverse Events Review and also that there has been an improvement focus taken to in the commissioning and completion of SAERs during 22-23. Ms Jordan assured Board Members that all SAERs are monitored closely and key themes were reviewed regularly.</p> <p>Ms Jordan responded to a question with regards the number of breached clinical guidelines. Ms Jordan advised that the Women and Children's Directorate currently has the highest number of clinical guidelines and also the highest number of beached clinical guidelines, which was having an impact on the overall target. Ms Jordan noted that those areas with breached clinical guidelines have been proactively addressing this through additional</p> |           |

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|             | <p>specialist resource; reviewing and re-energising of approving groups for clinical guidelines and the formation of working groups to review guidelines. The Chair advised it was important that the Board had assurance that the appropriate focus and commitment was being given to this work. <b>It was agreed that the Clinical and Care Governance Committee would scrutinise this information.</b></p> <p>The Board were content to approve the report.</p> <p><b><u>APPROVED</u></b></p>   |           |
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| <b>116.</b> | <b>NHSGGC Board Performance Report</b>   |           |
|             | <p>The Board considered the paper 'NHSGGC Board Performance Report' [Paper No. 23/78] presented for assurance by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil reported that the position at August 2023 had been positive overall. The number of patients waiting over 52 weeks for a new outpatient appointment and the number of TTG patients waiting over 78 weeks were on track and exceeding the planned trajectory for the reporting period.</p> <p>Compliance with access to psychological therapies was at 87.4% for August 2023 which was a slight decrease on the previous month, and only slightly below the national target. The number of CAMHS patients appointed within 18 weeks of referral was at 91.1%. Cancer 31 day performance had been at 95.3% which was exceeding the national target, however, 62 day cancer performance remained challenging at 63.9% for August, though had increased from the previously reported position. A&amp;E performance had been 71.9% which was up on the previous month but below target and the overall number of delayed discharges remained challenging.</p> <p>In response to a question regarding the 62 cancer performance, Mr Edwards assured the Board that additionality was being provided to the system, where possible, noting 6 endoscopy lists were now running on a Saturday. Mr Edwards also highlighted that there was ongoing communication with cancer pathway groups as well as the Scottish Government alongside daily capacity conversations regarding additionality and flexibility with a view to improvement. Mr Edwards reflected on the increase in Urgent Suspicion of Cancer (USOC) referrals based on 2019/20 figures, noting engagement with referrers as the increase in referrals does not correlate with an increase in diagnosis.</p> |           |

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|      | <p>Mrs Grant highlighted her responsibility as Chair for the West of Scotland Cancer Group, reporting national difficulties with regards to increased investigations, uptake in the community as well as recruitment difficulties. Mrs Grant advised that a development session with the West of Scotland Cancer Group was being arranged to review the longer term transition of cancer services.</p> <p>In response to a query regarding the A&amp;E 4 hour wait, Mr Edwards reported that each site was monitored daily and that there were a number of actions in place to increase flow.</p> <p>With regards to GP out of hours, it was agreed that the control limit within the report would be reviewed in the new financial year to reflect capacity and demand.</p> <p>The Chair thanked Mr Neil for the update and the Board were content to note the report.</p> <p><b><u>NOTED</u></b></p>  | Mr Neil   |
| 117. | <b>Healthcare Associated Infection Report</b>   |           |
|      | <p>The Board considered the paper ‘Healthcare Associated Infection Report’ [Paper No. 23/79], presented for assurance by Professor Angela Wallace, Director of Nursing.</p> <p>Professor Wallace invited Ms Sandra Devine to provide a brief overview of the current position, Ms Devine reported on the Annual Operational Plan targets. She said that Staphylococcus Aureus Bacteraemia (SAB) rates remained within expected limits E.coli Bacteraemia (ECB) rates remained within normal control limits and improvement continued to be supported locally. There had been 26 Clostridium Difficile Infections (CDI) in August, which was above the aim of 17 per month, and this had been closely monitored with no evidence of cross transmission being identified. Clinical Risk Assessment (CRA) compliance had been 92% for CPE and 90% for MRSA.</p> <p>In response to a question regarding data on staff infection rates, Mrs MacPherson explained that there are Occupational Health processes in place and there are strict infection control measures in place for infections on clinical wards.</p> <p>The Board were content to note the report.</p> <p><b><u>NOTED</u></b></p> |           |

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| <b>118.</b> | <b>Finance Planning and Performance Committee</b>   |  |           |
| <b>a)</b>   | <b>Chair’s Report of Meeting held on 3 October 2023</b>   |  |           |
|             | <p>The Board considered the paper ‘Chair’s Report of Meeting held on 3 October 2023’ [Paper No. 23/80] presented for assurance by Ms Margaret Kerr, Chair of the Committee.</p> <p>Ms Kerr said that the Committee had agreed the review process for IJB Integration Schemes and these were scheduled into the annual cycle of business.</p> <p>The Board were content to note the report.</p> <p><b><u>NOTED</u></b></p>   |  |           |
| <b>b)</b>   | <b>Approved Minute of Meeting held on 1 August 2023</b>   |  |           |
|             | <p>The Board considered the paper ‘Approved Minute of Meeting held on 1 August 2023’ [FPPC(M)23/04] presented for assurance.</p> <p>The Board were content to note the minute.</p> <p><b><u>NOTED</u></b></p>   |  |           |
| <b>119.</b> | <b>Audit and Risk Committee</b>   |  |           |
| <b>a)</b>   | <b>Chair’s Report of Meeting held on 12 September 2023</b>  |  |           |
|             | <p>The Board considered the paper ‘Chair’s Report of Meeting held on 12 September 2023’ [Paper No. 23/81] presented for assurance by Ms Michelle Wailes, Chair of the Committee.</p> <p>Ms Wailes said that the Committee was moving into the planning phase for the next external audit and commended the team on continuing to manage risk during a vacancy within the Corporate Risk Officer role.</p> <p>The Board were content to note the report</p> <p><b><u>NOTED</u></b></p> |  |           |
| <b>b)</b>   | <b>Approved Minute of Meeting held on 27 June 2023</b>  |  |           |

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|             | The Board considered the paper 'Approved Minute of Meeting held on 27 June 2023' [ARC(M)23/04] presented for assurance.<br><br>The Board were content to note the minute.  |  |           |
| <b>120.</b> | <b>IJB Board Reports</b>   |  |           |
|             | The Board considered the paper 'IJB Board Reports' [Paper No. 23/82-87] presented for assurance by the Non-Executive Board Member IJB Leads and the Chair invited the Leads to provide a brief highlight from each of the reports.   |  |           |
|             | a) <u>East Dunbartonshire HSCP</u><br><br>Ms Forbes highlighted recent recruitment changes and the appointment of Dr Judith Marshall to the Clinical Director post.<br><br>Ms Forbes referenced the financial pressures, highlighting a projected deficit after the use of reserves. Ms Forbes noted that the main pressures were within mental health and learning disability services, and that work was underway to try and mitigate the deficit. |  |           |
|             | b) <u>East Renfrewshire HSCP</u><br><br>Ms Monaghan echoed the financial pressures faced across the IJBs and that they were actively looking at ways to generate income. Ms Monaghan advised that delayed discharges was a standing agenda item, alongside performance monitoring.   |  |           |
|             | c) <u>Glasgow City HSCP</u><br><br>Ms Sweeney reported the opening of the Safer Drug Consumption Facility as well as the first external audit outcome from Ernst and Young (EY). Ms Sweeney was pleased to report all areas were assessed as green apart from financial stability.   |  |           |
|             | d) <u>Inverclyde HSCP</u><br><br>Mr Cowan noted that the IJB external audit report was expected and that they were now beginning the work towards the development of the next strategic plan which is scheduled to be updated in April 2024.   |  |           |

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|             | <p>e) <u>Renfrewshire HSCP</u></p> <p>Rev Matthews also highlighted financial concerns within the IJB, noting that the IJB had 2 financial sessions across January and February 2023 regarding the budget.</p>  |           |
|             |   |           |
|             | <p>f) <u>West Dunbartonshire HSCP</u></p> <p>Ms Sweeney advised that they were awaiting their external audit report and an update would be provided to the December Board.</p>  |           |
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|             | <p>The Chair reflected on the financial risk to the Board should the IJBs fail to break even. Mrs Grant advised that she and Mr Neil were in conversation with the Chief Officers and Chief Finance Officers across the IJBs and the risk was being continually assessed.</p> <p>The Board noted the contents of the IJB Reports.</p> <p><b><u>NOTED</u></b></p>  |           |
| <b>121.</b> | <b>NHSGGC Finance Report</b>  |           |
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|             | <p>The Board considered the paper 'Finance Report' [Paper No. 23/88], presented for assurance by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil presented the month 5 position to the end of August 2023. He said that the NHSGGC was reporting an overspend of £41.5 million with the majority of this attributed to unachieved savings which accounted for just over £26 million of the total.</p> <p>In terms of the Savings and Value Programme (SVP) in year, recurring savings of just under £24.5 million had been achieved. The total capital expenditure incurred to the end of June was £31 million which was 32% of the plan.</p> <p>Mr Neil said that overall, at month 5 the forecast deficit had reduced to £41.9 million which was a reduction of £21 million from the original plan.</p> <p>The Board were assured by the content of the report.</p> <p><b><u>ASSURED</u></b></p> |           |
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| <b>122.</b> | <b>Staff Health Strategy</b>  |           |
|             | <p>The Board considered the paper ‘Staff Health Strategy’ [Paper No. 23/89], presented for approval by Mrs Anne MacPherson, Director of HR and Organisational Development.</p> <p>Mrs MacPherson explained that the previous Staff Health Strategy had been standalone, however, it was appropriate that Staff Health was now integral to the Workforce Strategy. It was noted that staff wellbeing and mental health remains a priority for the organisation, and was reflected within both the Annual Delivery Plan and the Medium Term Plan.</p> <p>Mrs MacPherson noted that the Strategy identified priorities and key deliverables which will be delivered through an action plan.</p> <p>In response to a question regarding the reliance on funding to support the delivery of the Strategy, Mrs MacPherson assured Board Members that areas requiring funding was met from the NHS Charities Together fund and the NHSGGC Healthcare Charity for 2023-25. Funding for the new Workforce Strategy in 2025 will require to be explored. Many of the actions will utilise internal expertise and skills within Occupational Health, Human Resources and Health Improvement.</p> <p>In response to a question regarding the new NHS England sexual safety charter, Mrs MacPherson highlighted several campaigns within NHSGGC, including the recent Speak Up Campaign, our focus on Hate Crime and the rollout of Once for Scotland policies. She also informed the Board of the information received at the Staff Governance Committee for scrutiny and assurance. Regarding the specific workforce within the NHS England report, Mrs MacPherson also noted that the local BMA through the Medical and Dental Partnership Forum and the Boards 3 Staff Equality Forums will review as appropriate any actions to benefit staff in NHSGGC. It was agreed a further discussion would take place at the Staff Governance Committee.</p> <p>In response to a query regarding the mental health of neurodivergent members of staff, Mrs MacPherson reported active discussions through the Workforce Equality Group and the Disability Forum with a new subgroup established specifically on neurodiversity.</p> <p>Board Members welcomed the Staff Health Strategy and it was agreed that following the completion of an EQIA, the strategy would be returned to the December Board for final approval.</p> |           |

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|             | <b><u>NOT APPROVED</u></b>  | Mrs<br>MacPherson |
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| <b>123.</b> | <b>Implementing an Active Governance Approach</b>   |                   |
|             | <p>The Board considered the paper ‘Implementing an Active Governance Approach’ [Paper No. 23/90] presented for assurance by Ms Elaine Vanhegan, Director of Corporate Services and Governance.</p> <p>Ms Vanhegan reminded Board members of the progress made to date with the Active Governance Action Plan referencing the detail within Appendix 1 on the document. She highlighted that many aspects of the action plan were now business as usual, but where actions was still to be completed, this was clearly noted within the paper. With regards to the action plan, amendments were requested to initials noted as leads Finance Planning and Performance Committee and Audit and Risk Committee Chair details.</p> <p>Ms Vanhegan noted the upcoming Board Self-Assessment and said that the Board Secretary would issue out the relevant guidance and link to the survey which was due to close on 1<sup>st</sup> December 2023. Further details on the Development Session that will consider the findings of the survey would be discussed after the appointment of the new Board Chair. The overall Active Governance Action Plan would be updated thereafter.</p> <p>Ms Vanhegan went onto to highlight the Board Members Responsibility Template noting dates were in place for the Committee Chairs Network and the IJB Leads Network. The Chair highlighted vacancies in the Equality and Diversity Champion and Global Citizen Champion positions and asked that interested members email the Board Secretary.</p> <p>Finally, Ms Vanhegan presented the Board Calendar dates for the forthcoming year.</p> <p>The Board were assured by the contents of the paper and approved the Board Members Responsibility Template and the Calendar of dates.</p> <p><b><u>APPROVED</u></b></p> | Secretary         |
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| <b>124.</b> | <b>Assurance Information Framework</b>  |                   |
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|             | <p>The Board considered the paper 'Assurance Information Framework' [Paper No. 23/91] presented for approval by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil highlighted the refinements made to the framework since it was last reviewed by the Board in August. He said that the operational priorities and objectives were aligned within the framework and that all measures have been aligned to their lead committees and incorporate the frequency and format of reporting to the Board. With regards to the targets set, Mr Neil highlighted that there were still some areas that required conclusion and that the framework would be brought back to the December Board with this information updated.</p> <p>In response to a question regarding the roll out of the framework, it was agreed that it would be piloted from February 2024 with official roll out taking place in April 2024 to align with the new Board Calendar.</p> <p>The Board were content to approve the framework.</p> <p><b><u>APPROVED</u></b></p> | Mr Neil   |
|             |  |           |
| <b>125.</b> | <b>Pharmacy Practices Committee - Decision</b>   |           |
|             | <p>The Board considered the paper 'Pharmacy Practices Committee - Decision' [Paper No. 23/92] presented for awareness by Rev John Matthews, the Chair of the Committee.</p> <p>The Board were content to note the update.</p>  |           |
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| <b>126.</b> | <b>Date of Next Meeting</b>  |           |
|             | <p>The next meeting of the Board would be held on Tuesday 19 December 2023 at 9.30 am via MS Teams.</p> <p>The Chair took the opportunity to highlight that it had been a privilege to act as Chair of NHSGGC for the past eight years. He noted that over his two terms in office the organisation had faced so many demands and challenges, which highlighted the dedication of all staff to deliver the best possible service.</p> <p>The Chair thanked the Board Members for their ongoing support, and expressed his gratitude to the support received from Mrs</p>   |           |

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|  | Grant, Ms Gillian Duncan, Ms Leanne Law, Ms Elaine Vanhegan and Rev John Matthews. |  |                  |

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