

ASC(M) 24/03  
Minutes 28 - 42

## NHS GREATER GLASGOW AND CLYDE

### Minutes of the Meeting of the Acute Services Committee held on Tuesday 7 May 2024 at 9.30am via Microsoft Teams

#### PRESENT

Mr Ian Ritchie (in the Chair)

Cllr Chris Cunningham	Dr Lesley Rousselet
Ms Jane Grant	Dr Paul Ryan
Mr Graham Haddock OBE	Mr Colin Neil
Dr Becky Metcalfe	Prof Angela Wallace
Ms Colette McDiarmid	

#### IN ATTENDANCE

Ms Sandra Bustillo	Director of Communications and Public Engagement
Ms Jacqueline Carrigan	Assistant Director of Finance Acute/Access
Dr Scott Davidson	Deputy Medical Director, Acute
Ms Kim Donald	Corporate Services Manager, Governance
Ms Morag Gardener	Deputy Nurse Director - Acute Services
Ms Katrina Heenan	Chief Risk Officer
Ms Louise Russell	Secretariat (Minutes)
Ms Anne MacPherson	Director of Human Resources and Organisational Development
Mr Scott Wilson	Senior Business and Delivery Manager to CEO
Mr William Edwards	Chief Operating Officer
Ms Susan Groom	Director of Regional Services
Ms Mandy Crawford	Corporate Services Manager - Complaints
Dr Lesley Thomson KC	NHSGGC Chair

			ACTION BY
28.	<b>Welcome and Apologies</b>		
	The Chair welcomed those present to the May meeting of the Committee. The Chair welcomed Mr David Gould who was in attendance to observe proceedings. Mr Gould would be appointed as the Chair of the Committee as of July 2024.		
	Apologies were noted on behalf of Ms Susan McFadyen.		

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<b>29.</b>	<b>Declaration(s) of Interest(s)</b>		
	The Chair invited members to declare any interests in any of the matters being discussed. No interests were declared.  <b><u>NOTED</u></b>		
<b>30.</b>	<b>Minutes of Previous Meeting</b>		
	The Committee considered the minute of the previous meeting, Tuesday, 19 <sup>th</sup> March 2024 [Paper No. ASC(M)24/02], and were content to approve the minute as a complete and accurate record.  <b><u>APPROVED</u></b>		
<b>31.</b>	<b>Matters Arising</b>		
a)	Rolling Action List		
	The Committee considered the Rolling Action List [Paper No. 24/11].  <u>Item 18 – Urgent Items of Business</u> The Committee were content to approve the item recommended for closure. The Committee noted that further work had been agreed in relation to the AMMA Birth report and noted that Clinical and Care Governance Committee would oversee the governance.  <b><u>APPROVED</u></b>		
<b>32.</b>	<b>Urgent Items of Business</b>		
	There were no urgent items of business.  <b><u>NOTED</u></b>		
<b>33.</b>	<b>Acute Update</b>		
	The Committee considered the presentation on the Acute / Winter Update provided by Mr William Edwards, Chief Operating Officer – Acute. The following was highlighted:  <ul style="list-style-type: none"> <li>- Occupancy rates remained above 95% across all NHSGGC sites.</li> <li>- Additional beds had been closed.</li> </ul>		

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	<ul style="list-style-type: none"> <li>- As at April 2024, the Unscheduled Care rate was 70.1%. This was slightly above the national average and in line with other larger Boards.</li> <li>- The Planned Care Programme continued to be delivered.</li> </ul> <p>In response to a question regarding inclusion of NHS Forth Valley and the Golden Jubilee National Hospital in the Planned Care Programme, Mr Edwards reported that the Delivery Plan had been drafted based on the assumption delivery would occur this financial year and dialogue was ongoing.</p> <p>The Committee noted the work was that ongoing in Acute Services and thanked the team recognising the increasing pressure across the sectors.</p> <p><b>NOTED</b></p>		
<b>34.</b>	<b>RHC Front Door Visit</b>		
	<p>The Committee noted the paper 'RHC Front Door Visit [Paper 24/12] presented by Mr Graham Haddock, OBE.</p> <p>The Committee noted the information in the report and noted the observations. Overall the visit was positive. The Committee noted a minor amendment; Dr Scott Robertson to be amended to Dr Scott Davidson. The Committee agreed it would be helpful to circulate the report to other Non-Executive Board members.</p> <p>The Committee were content to note the update provided.</p> <p><b>NOTED</b></p>		Secretary
<b>35.</b>	<b>Acute Services Integrated Performance Report</b>		
	<p>The Committee noted the paper 'Acute Services Integrated Performance Report' [Paper 24/13] presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil provided a summary of performance against the respective Key Performance Indicators (KPI's). He reported that performance in relation to new outpatient, TTG, and endoscopy activity had exceeded the planned position for the period April - March 2024 and imaging activity had exceeded the year end planned position. Mr Neil highlighted that although the number of new outpatients waiting &gt;78 weeks was above the planned position for March 2024,</p>		

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		ACTION BY
<p>there had been a significant reduction in the numbers waiting, reducing from 632 in March 2023 to six in March 2024.</p> <p>As at March 2024, the Cancer 31 Day waiting times position saw an increase on the previous month, increasing from 94.1% in February 2024 to 95.1. Mr Neil highlighted that a significant increase in urgent suspicion of cancer referrals was having an impact. He also summarised:</p> <ul style="list-style-type: none"> <li>- The number of inpatient/day case patients waiting &gt;52 weeks had increased by 3% compared to the previous month and was now marginally above the planned position for March 2024.</li> <li>- There had been a marginal increase in overall compliance with the A&amp;E four hour waits compared to the previous months' position, however performance was in line with the national trend.</li> <li>- Performance in relation to the Cancer 62 Day Waiting Times saw a marginal decrease when compared to the previous month.</li> <li>- Overall sickness absence decreased marginally on the previous months' position, however performance remained above the local 5% target.</li> </ul> <p>In response to a question regarding the cancer waiting times, the Committee received assurance that work remained ongoing to reduce waiting times including benchmarking exercises and learning from other Boards. It was agreed that trend analysis would be included in future reports. With regards to the urgent suspicion of cancer referrals, the Committee noted that a GP Referral Template was being submitted to the Referral Management Group and three new pathways had been implemented into gynaecology. The National Cancer meetings continued to take place, where innovative ideas were shared.</p> <p>In response to a question regarding TTGs and day cases, the Committee were advised that there had been a steady increase in theatre sessions throughout the year.</p> <p>The Committee recognised the challenges ahead, however received assurance that there was a regular focus reviewing the list of the longest waiting times.</p> <p>The Committee noted the update provided.</p> <p><b><u>NOTED</u></b></p>		<p>William Edwards/ Susan Groom</p>

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<b>36.</b>	<b>Financial Monitoring Report</b>		
	<p>The Committee noted the paper 'Financial Monitoring Report' [Paper 24/14] presented by Mr Colin Neil, Director of Finance.</p> <p>Mr Neil informed the Committee that as at 31<sup>st</sup> March 2024, the Board had managed to break even; subject to the year-end audit. The finance ledger reported a deficit of £62.3m, which was a betterment against the forecast position of £63.6m. He further summarised:</p> <ul style="list-style-type: none"> <li>• Unachieved savings were £30.3m.</li> <li>• Pays were £14.5m over budget with Medical and Nursing pays being the main drivers.</li> <li>• Non Pays were £17.5m over budget.</li> <li>• Medical Salaries were £12.7m over budget, Nursing pays were £8.1m over budget.</li> <li>• Other pays were collectively £6.3m under budget.</li> <li>• A detailed piece of work was being carried out on product reviews to try and reduce surgical sundries further.</li> </ul> <p>The Committee noted the update provided.</p> <p><b>NOTED</b></p>		
<b>37.</b>	<b>Financial Overview of Medical and Nursing Controls</b>		
	<p>The Committee received a presentation on 'Financial Overview of Medical and Nursing Controls' by Ms Jacqueline Carrigan, Assistant Director of Finance Acute/Access and Dr Scott Davidson, Deputy Medical Director.</p> <p>The presentation highlighted that the position across Medical and Nursing Salaries remained challenging due to a range of factors. There had been significant focus on agency spend, which had resulted in a reduction in all areas. The Committee noted the challenges and the actions taken in relation to Senior Medical Pays and Junior Medical Pays, noting the particular challenge in relation to Band 3 Rotas.</p> <p>In response to a question regarding Band 3 Rotas, the Committee were advised that there were rota challenges over a number of different areas. A common theme included natural breaks. The Committee received assurance that non-compliance would be addressed through the correct process. In addition, the Committee</p>		

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	also noted that Band 8a and above posts continued to be monitored on a monthly basis.		
	The Committee noted the update provided.		
	<b><u>NOTED</u></b>		
<b>38.</b>	<b>Committee Annual Report</b>		
	The Committee noted the paper 'Committee Annual Report' [Paper 24/15] which summarised the work that had been carried out over the past year.		
	The Committee were content to approve the report.		
	<b><u>APPROVED</u></b>		
<b>39.</b>	<b>Update on the Corporate Risk Register and Review of Acute Services Risks</b>		
	The Committee noted the paper 'Update on Corporate Risk Register and Review of Acute Services Risks' presented by Ms Katrina Heenan, Chief Risk Officer. The following was highlighted: <ul style="list-style-type: none"> <li>- The risk scores for the three risks relating to Acute Services, around scheduled waiting time targets, remained static.</li> <li>- No proposed changes were put forward for this period.</li> <li>- The Review Notes column in Appendix B had been updated to reflect the changes made to the risks each month, such as control, score or actions changes.</li> </ul> <p>The Committee were content to approve the Corporate Risk Register.</p> <b><u>APPROVED</u></b>		
<b>40.</b>	<b>Annual Cycle of Business</b>		
	The Committee noted the paper 'Annual Cycle of Business [Paper 24/17] presented by Ms Elaine Vanhegan, Corporate Services Manager (Governance).		
	The Annual Cycle of Business continued to be reviewed at agenda setting meetings to ensure a stable process of assurance across the work of the Committee.		

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	<p>The Committee were content to approve the Annual Cycle of Business.</p> <p><b><u>APPROVED</u></b></p>		
<b>41.</b>	<b>Closing Remarks and Key Messages for the Board</b>		
	<p>The Committee noted that Mr Ritchie's tenure as Chair had come to an end and was being succeeded by Mr David Gould. Mr Ritchie thanked the Committee and noted that during his time as Chair he had gained significant assurance of the work carried out by the Board Executive Team.</p> <p>The NHSGGC Chair thanked Mr Ritchie on behalf of the Board and colleagues for his commitment over the last 8 years.</p> <p>Mr Ryan also thanked Mr Ritchie for his work and support as an Organ Donation Champion for NHSGGC.</p> <p><b><u>NOTED</u></b></p>		
<b>42.</b>	<b>Date and Time of Next Scheduled Meeting</b>		
	<p>The next meeting would be held on Tuesday, 10 September 2024 at 9.30am via Microsoft Teams.</p>		