

NHS GREATER GLASGOW AND CLYDE

**Minutes of the meeting of the  
Performance Review Group held at 9.30 a.m.  
on Tuesday, 3 July 2007 in  
the Board Room, Dalian House,  
350 St Vincent Street, Glasgow, G3 8YZ**

**PRESENT**

Mr A O Robertson OBE (in the Chair)

Mr R Cleland  
Ms R Dhir MBE

Mr D Sime  
Mrs A Stewart MBE

**OTHER NHS BOARD MEMBERS IN ATTENDANCE**

Sir John Arbuthnott  
Mr T A Divers OBE

Mr D Griffin  
Dr M Kapasi MBE

**IN ATTENDANCE**

Ms H Byrne	...	Director of Acute Services Strategy, Implementation and Planning
Mr R Calderwood	...	Chief Operating Officer, Acute Services Division
Mr B Clark	...	Audit Scotland
Mr J C Hamilton	...	Head of Board Administration
Ms J Quinn	...	Head of Performance and Corporate Reporting
Mr I Reid	...	Director of Human Resources
Ms C Renfrew	...	Director of Corporate Policy and Planning

**ACTION BY**

33. **APOLOGIES**

Apologies for absence were intimated on behalf of Mr P Daniels OBE, Mr P Hamilton and Mrs E Smith.

34. **MINUTES**

On the motion of Mr R Cleland and seconded by Ms R Dhir, the Minutes of the Performance Review Group meeting held on 15 May 2007 [PRG(M)07/03] were approved as an accurate record.

35. **MATTERS ARISING**

a) New South-Side Hospital and Children's Hospital: Update

In relation to Minute 26(a) – New South-Side Hospital and Children's Hospital: Update – Ms Byrne advised on the discussions with the Planning Authorities on the planning application and City Plan; the preparation of the specification for Facilities Management; that 22 expressions of interest in relation to the Technical Adviser Team had been received following the OJEU advert and that tenders were due to be returned later that day; and the ongoing discussions with the Scottish Government – Department of Health and Well-being on the Outline Business Case.

Mr Griffin updated members on the discussions which had been held with the NHS Scotland Director General Health & Chief Executive and Director of Finance on the affordability issues and possible financial models in relation to the new South-side Hospital and Children's Hospital. The financial models described at the June 2007 NHS Board Seminar had been discussed and it was recognised that a flexible partnership approach to funding would be required. The outcome of the National Resource Allocation Committee's review and the Public Expenditure Survey would have an impact on the affordability and financial models for a project of this size.

Ongoing discussions were being maintained with Architecture and Design Scotland on the design considerations of the development.

NOTED

b) Performance Framework – Action Plan

In relation to Minute 28 – Update on Review of Performance Framework – Ms Quinn advised that a review had been undertaken to assess the Board's performance management framework in light of experience, new requirements and developments and to bring about improvements. A finalised Action Plan had been submitted [Paper No. 07/22] for discussion.

Ms Dhir welcomed the Performance Framework: Action Plan and believed that it provided a clear message to CH(C)Ps on the NHS Board's requirements and measurements of performance.

Mr Cleland raised a specific point about the role of the Governance Committees – it would be essential that individual Governance Committee's work plans were consistent with the Performance Framework. In relation to the Staff Governance Committee, this would be the approved Staff Governance Action Plan.

Ms Quinn stated that a 6-monthly update on the implementation of the Action Plan, commencing in the autumn, would be submitted to the Performance Review Group.

**Head of  
Performance &  
Corporate  
Reporting**

NOTED

c) Annual Review

In relation to Minute 29 – Preparation for Annual Review – a paper [Paper No. 07/23] was submitted by the Head of Performance and Corporate Reporting advising on the arrangements for the 2007 Annual Review.

The date had recently been changed from 14 August to 10 October 2007 and the completed self-assessment was now required to be submitted by 24 August 2007.

The arrangements for the Annual Review would be similar to those for the previous year, although this year there would be a concluding 15-minute question/answer session with those who had attended the Annual Review. This would be based on pre-submitted questions to the Department of Health and Well-being.

NHS Greater Glasgow and Clyde was being asked to focus on the work undertaken in tackling health inequalities and shifting the balance of care to the community.

**ACTION BY**

The NHS Board self-assessment would be submitted to the September meeting of the Performance Review Group.

**Head of  
Performance &  
Corporate  
Reporting**

**NOTED**

**36. SCOTTISH CONSUMER COUNCIL – SURVEY: CALL FOR IMPROVEMENT**

There was submitted a paper [Paper No. 07/24] from the Director of Human Resources which gave an overview of the position within NHS Greater Glasgow and Clyde of the Scottish Consumer Council's Survey entitled "Call for Improvement" – published in May 2007.

The Survey was aimed at producing evidence about the ease with which customers could obtain information or advice they had sought about NHS services.

The Survey showed that, for some people, contact with the NHS was straightforward and led them effectively to the information being sought. However, for others, this was not the case.

Ms Dhir felt it would be useful to obtain more detail from the Scottish Consumer Council on the NHS Board's performance in the areas covered by the Survey. This would allow a more effective and targeted response in terms of bringing about improvements to areas of under-performance. Appropriate training was essential for those staff dealing regularly with anxious patients/members of the public.

**Director of  
Human  
Resources**

The Access Glasgow initiative being developed by Glasgow City Council may be a possible way forward in bringing about a strategic solution to the public's contact with the main public authorities involved in health and social care.

The outcome of meetings being held with NHS 24 to discuss its future role will be reported to the Performance Review Group.

**DECIDED:**

1. That the findings of the Scottish Consumer Council Report: Call for Improvement be noted.
2. That the Director of Human Resources submit a detailed Action Plan on the steps to be taken to address any issues raised to the Performance Review Group and Public Involvement Committee

**Director of  
Human  
Resources**

**37. PROPOSAL TO RE-LOCATE FINANCIAL SERVICES AND PAYROLL SERVICES FOR NHS GREATER GLASGOW AND CLYDE TO A SINGLE SITE**

There was submitted a paper [Paper No. 07/25] submitted by the Director of Finance setting out a proposal for the possible re-location of financial services and payroll services within NHS Greater Glasgow and Clyde to purpose-built accommodation on a single site.

**ACTION BY**

Currently, the management responsibility for both financial and payroll services for the expanded geographical boundary has been vested in a Head of Financial Services and a Payroll Manager. Below this level, parallel organisational structures have continued to exist - one located at Stobhill Hospital and the other at Dykebar Hospital/Ross House.

The need to establish a unified corporate support function to meet the service support needs of the NHS Board; the desire to build on the introduction of a single ledger and putting in place unified work practices and procedures for a single organisation; the ability to contribute towards the costs savings targets in the Corporate Costs Savings Plan and the consistency with the NHS Scotland initiative to introduce shared support services for finance and payroll services have all led to the development of this proposal.

An extensive search was undertaken to locate accessible, suitable and affordable accommodation for bringing financial and payroll services on to a single site. In carrying out this search it has emerged that NHS 24 have also been seeking accommodation to facilitate their own re-location. A property has been identified which would suit both parties and is amenable to sharing.

Mr Griffin advised that the proposal would be taken forward in partnership with staff employee representatives and expected draft proposals to be issued following the end of July 2007 to initiate discussion thereafter.

Ms Dhir stressed the importance of good public transport links and staff safety in terms of the new accommodation and Mr Cleland asked that the negotiations on the lease consider the need for a break-clause in a 15-year lease. Mr Griffin acknowledged both points although recognised the location of the identified property was such that the NHS would have a requirement for property in that area should the financial and payroll services ever move before the end of the lease.

**DECIDED:**

1. That the proposal to negotiate terms and enter into an agreement to lease Caledonia House, Cardonald for joint (50:50) occupancy by the NHS Board and NHS 24 be approved.
2. That approval to enter into negotiations with NHS 24 to jointly lease Caledonia House be approved.

**Director of  
Finance**

**Director of  
Finance**

**38. QUARTERLY PERFORMANCE REPORT TO MARCH 2007**

There was submitted a paper [Paper No. 07/26] from the Head of Performance and Corporate Reporting setting out the performance across a range of key targets for the period January to March 2007. The information was split into two geographical areas – Greater Glasgow and Clyde. It was noted that some challenges remained in Clyde.

Ms Quinn highlighted from the report some areas of incomplete data. She also highlighted the resultant impact on the scope, format, structure and process of future performance management and reporting as a result of the review of the Performance Framework earlier in the year.

The report covered in detail the following areas – Improve Services, Improve Health Status, Reduce Health Inequalities, Public Engagement, Human Resources, Finance and Systems and Processes.

Mr Cleland enquired about the reductions in the rates of health care associated infection and whether it was possible to measure the number of staff carrying out the new hand-washing procedures. There were infection control processes in place with local targets to be met in respect of reductions in rates. Local management was responsible for ensuring compliance and the Medical Director and Clinical Governance Committee were responsible for structure, process and ensuring that the targets were met.

Sir John emphasised that the report was a moment in time for many targets and adverse performance would be highlighted and reported on by Directors as appropriate.

Mrs Stewart sought (and received) confirmation that CH(C)P data included mental health services and Mr Robertson enquired about any differences in suicide rates with those who had contact with the service and those who had not. It was recognised that the work of other agencies in partnership with the NHS was essential and the NHS did not have the sole responsibility for this area.

NOTED

39. **PERFORMANCE MANAGEMENT FOR HEALTH IMPROVEMENT**

There was submitted a report [Paper No. 07/27] by the Head of Performance and Corporate Reporting which advised that NHS Health Scotland had been tasked to work with NHS Boards to consider effective methods for performance managing health improvements, including making recommendations for the revision of the HEAT targets for 2008/09.

The Director of Corporate Policy and Planning was a member of the Steering Group and the Head of Performance and Corporate Reporting was a member of the Working Group.

A workshop in April 2007 attended by leads in health improvement, public health and planning and performance identified a number of health improvement themes. These were being worked up in greater detail and suggestions would be taken forward for possible amendments to the HEAT system in 2008/09.

NOTED

40. **COMMUNICATIONS ISSUES: 5 MAY – 2 JULY 2007**

There was submitted a report [Paper No. 07/28] from the Director of Corporate Communications covering communications actions and issues from 5 May to 2 July 2007.

Mr Sime commented on the helpful and timely Core Briefs issued to staff as a result of the incident at Glasgow Airport on 30 June 2007 and the impact thereafter on the Royal Alexandra Hospital. Mr Divers provided a brief update on this matter, including the liaison and communications with Strathclyde Police.

The impact of the incident was being well documented to ensure learning for the future and Mr Calderwood had written to the staff involved to thank them for their efforts and commitment at this particularly stressful time.

NOTED

**ACTION BY**

41. **DATE OF NEXT MEETING**

The next meeting of the Performance Review Group would be held at 9.30 a.m. on Tuesday, 18 September 2007 in the Board Room, Dalian House, 350 St Vincent Street, Glasgow, G3 8YX.

The meeting ended at 11.00 a.m.