NHS GREATER GLASGOW AND CLYDE

Minutes of the meeting of the Performance Review Group held at 9.30 a.m. on Tuesday, 18 September 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 Cllr. D MacKay
Mr P Daniels OBE Mr D Sime
Ms R Dhir MBE Mrs E Smith
Mr P Hamilton (to Minute 44(c)) Cllr. D Yates

OTHER NHS BOARD MEMBERS IN ATTENDANCE

Sir John Arbuthnott Mr T A Divers
Mr D Griffin

IN ATTENDANCE

Ms H Byrne … Director of Acute Services Strategy, Implementation and Planning
Mr J C Hamilton … Head of Board Administration
Mr A McLaws … Director of Corporate Communications
Mr I Reid … Director of Human Resources
Ms C Renfrew … Director of Corporate Policy and Planning (from Minute 45)

ACTION BY

42. APOLOGY AND WELCOME

An apology for absence was intimated on behalf of Mrs A Stewart MBE.

The Convener welcomed Cllrs. MacKay and Yates to their first meeting of the Performance Review Group and hoped that they found the work of the Group both interesting and rewarding.

43. MINUTES

On the motion of Mr D Sime seconded by Mr R Cleland, the Minutes of the Performance Review Group meeting held on 3 July 2007 [PRG(M)07/04] were approved as an accurate record.

44. MATTERS ARISING

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

In relation to Minute 35(a) – New South-Side Hospital and Children’s Hospital: Update – Ms Byrne referred to the discussion at the NHS Board Seminar earlier in the month and the recent workshop discussions held with Partnerships UK which highlighted the importance of clinical and other support for the design and plans and ensuring that the scheme was affordable.
Funding options would require detailed scrutiny to ensure the most appropriate and affordable model was included in the Outline Business Case and discussions would continue with the Health Directorate of the Scottish Government on the development of the Option Appraisal within the Outline Business Case.

Ms Byrne advised that interviews of the shortlisted teams had taken place for the Technical Advisers but the appointment would await the outcome of the finalised design and plans for the new South-Side Hospital and Children’s Hospital.

Discussions were ongoing with the City Council, Transport Scotland, First Bus (for existing services), Scottish Enterprise (both national and local) and Architecture and Design Scotland on the development of the project.

Mr Griffin updated members on the ongoing discussions with the Health Directorate on the flexible approach to funding which would be required in the Outline Business Case.

Mr Divers advised that further sessions in seminar mode with NHS Board Members would be arranged over the next few months to keep members up-to-date with the detail of the project and finalisation of the Outline Business Case. The Chairman emphasised that the new West of Scotland Cancer Centre at Gartnavel was now open; the two new hospitals at Stobhill and the Victoria were progressing slightly ahead of schedule; Rowanbank Clinic at Stobhill was now open and the new Gartnavel Royal Hospital was progressing well – the new South-Side Hospital and Children’s Hospital was the next major plank of the NHS Board’s modernisation plan.

**NOTED**

b) Scottish Consumer Council – Survey – Call for Improvement

In relation to Minute 36 – Scottish Consumer Council – Survey – Call for Improvement – Ms Dhir asked to be updated on the progress made since the discussion at the last meeting. Mr Reid advised that a paper with a range of proposals had been discussed at the Policy, Planning and Performance Group earlier this month and an Action Plan would now be developed and submitted to the Performance Review Group and the Public Involvement Committee.

**NOTED**

c) Annual Review

In relation to Minute 35(c) – Annual Review – there was submitted a paper [Paper No. 07/29] from the Director of Corporate Planning and Policy setting out the Chairman’s draft Self-Assessment for the Annual Review to be held on 10 October 2007. The annual Review would be chaired by the Cabinet Secretary for Health and Well-Being.
Mr Divers took members through the detail of the draft Self-Assessment and highlighted the Action Plan developed from the 2006 Annual Review. The majority of actions had been completed and the four which were ongoing were on schedule to be completed shortly – namely, proposals to support the Area Partnership Forum, maintain momentum of all aspects of Agenda for Change; achievement by December 2007 of the abolition of Availability Status Codes and, finally, the achievement of financial targets and a Recovery Plan to restore financial balance in the Clyde area (which incorporates proposals contained in the health care strategies for Clyde which will be subject to the new Independent Scrutiny process).

Mr Divers then highlighted key component parts of the draft Self-Assessment, including Supporting Marginalised Communities – Migrant Workers and Health; Inequalities in CHD Mortality; Alcohol; Smoking; Obesity; Promoting Good Mental Health; Promoting Employment; Efficiency issues and Waiting Times targets. Members discussed in detail these areas and offered further suggestions and examples of local projects which supported the NHS Board’s work in areas of physical activity and sexual health.

The Self-Assessment would be amended and discussed with the Department of Health and Well-Being and agreed ahead of the Annual Review meeting. The NHS Board would receive prior notification of the issues to be discussed in detail.

The issues to be discussed and the NHS Board’s response would be shared with members for information. In addition, the Director of Corporate Communications would produce a distillation of the key parts of the Self-Assessment for the public. Sir John, in his opening presentation at the Annual Review, will highlight the areas of success of the NHS Board including the role and benefits of Community Health (Care) Partnerships.

NOTED

45. **FINANCIAL MONITORING REPORT TO 31 JULY 2007**

There was submitted a paper [Paper No. 07/30] by the Director of Finance setting out the NHS Board’s financial performance for the first four months of the financial year to 31 July 2007.

Mr Griffin advised that the NHS Board and its operational Divisions were currently reporting a break-even position against their revenue budgets to 31 July 2007 and the year-end out-turn was forecast to be break-even against the overall revenue budget. The NHS Board’s capital expenditure was in line with the forecasted capital under-spend of £2.8m against the Capital Resource Limit.

NOTED

46. **COMMUNICATIONS ISSUES: 3 JULY – 18 SEPTEMBER 2007**

There was submitted a paper [Paper No. 07/31] from the Director of Corporate Communications covering communication actions and issues from 3 July to 18 September 2007.
Mr McLaws highlighted the following:-

- The publication of the special West of Scotland Cancer Network (WOSCAN) edition of Health News on 29 August covering the improvements made in cancer services across the West of Scotland.

- The international media attention at the Royal Alexandra following the terrorist attack at Glasgow International Airport.

- The intense national media interest in the E-Coli outbreak in the Paisley area.

- Discussions with senior management on exploring options for improved internal communications with staff.

Mr McLaws spoke about the establishment of a short-life review group to consider car parking issues at hospital sites. The Cabinet Secretary had acknowledged that car parking charges were a legitimate response by NHS Boards to difficult problems of congestion and ensuring adequate space for patients and visitors. The review, however, would look at existing guidance and charges with an emphasis on the impact on staff, particularly lower paid staff. The NHS Board had not been asked to suspend the implementation plan for car parking charges across its sites. The NHS Board had agreed at its August meeting to review and evaluate its own arrangements at a later date.

Ms Dhir asked about whether stories and briefing were provided to local newspapers and to those running radio phone-ins. Mr McLaws confirmed that both were provided with variable success.

Mr Cleland asked that Mr McLaws contribute to the media launch of the West of Scotland Heart and Lung Centre.

The Convener, on behalf of the Performance Review Group, wished to record his thanks and appreciation to Mr McLaws and his staff for the way in which the Communications Directorate had responded to the intense and sustained media interest over the last few months, in particular following the terrorist attack at the airport and E-Coli outbreak.

**NOTED**

47. **PERFORMANCE REVIEW GROUP: REVISED REMIT – INCORPORATING PROPERTY MATTERS**

There was submitted a paper [Paper No. 07/32] from the Head of Board Administration seeking approval to the establishment of a Property Group reporting to the Performance Review Group and a subsequent revision of the Performance Review Group’s remit.

A unified approach to the oversight and management of property matters had been considered by the Policy, Planning and Performance Group and it was recommended that a Property Group be established to work in parallel with the Capital Planning Group and with accountability to the Performance Review Group. The membership of the Property Group had followed the principles in establishing the Audit Support Group, Clinical Governance Implementation Group and Capital Planning Group.
DECIDED:

1. That a Property Group be established to consider property matters related to the NHS Board and Endowment property holdings and that the draft remit be approved.

2. That the revised remit of the Performance Review Group incorporating property matters be approved.

48. BUILDING A PERFORMANCE IMPROVEMENT CULTURE – PROPOSAL FOR ORGANISATIONAL PERFORMANCE REVIEW

There was submitted a paper [Paper No. 07/33] from the Director of Corporate Planning and Policy proposing the further development of the NHS Greater Glasgow and Clyde performance management arrangements. The proposal was to build on the existing performance system by creating an opportunity for dialogue about the performance information relating to each part of the system, supported by quantitative data.

The Policy, Planning and Performance Group had discussed this proposal and had supported its development to the next level of detail. It was important to balance the organisational effort required to produce performance data with the need to ensure that performance management mechanisms offered assurance that each part of the system was delivering on its core responsibilities. Further work was required to finalise the performance management system which highlighted exceptions and challenges.

DECIDED:

That the next stage of development of Organisational Performance Review be approved.

49. PERFORMANCE REPORT – AUGUST 2007

There was submitted a report [Paper No. 07/34] from the Director of Corporate Planning and Policy on the Performance Reports for Greater Glasgow and for Clyde to August 2007. The performance reports were still work in progress and some data streams required improvement and refinement.

Members were asked to submit any comments on the Report to Ms Renfrew and a fuller and more comprehensive Performance Report would be submitted to the next Performance Review Group.

NOTED

50. DATE OF NEXT MEETING

The next meeting of the Performance Review Group would be held at 9.30 a.m. on Tuesday, 20 November 2007 in the Board Room, Dalian House, 350 St Vincent Street, Glasgow, G3 8YX.

The meeting ended at 11.25 a.m.