

YORKHILL DIVISION

Divisional Management Team

Minutes of the seventh meeting of the Divisional Management Team held on Friday 19th November 2004 at 12:30pm in the Conference Room, QMH.

- Present:**
- Mr J Best, Chief Executive
 - Prof. J Connor, Clinical Director for Laboratories
 - Mr C Davis, Clinical Director for Surgery
 - Mrs L Fleming, Director of Corporate Planning
 - Dr A Ford, Chairman, Clinical Board for Medicine, Child Health and Psychiatry and Clinical Director of Medicine
 - Mrs L Hamilton, Head of Integrated Services
 - Mr J Hughan, General Manager, Estates
 - Mr M Jamieson, Medical Director
 - Dr R Lindsay, Clinical Director, Department of Child and Family Psychiatry
 - Mr D MacDonald, General Manager – Operations
 - Mr J Marshall, Planning Manager
 - Mr D Matheson, Director of Finance and Information
 - Ms C McCalman, Local Health Council
 - Mrs H Ostrycharz, Director of Human Resources
 - Mr J Redfern, General Manager, Clinical Board for Medicine, Child Health and Psychiatry
 - Mrs E Stenhouse, General Manager/Head of Midwifery
 - Ms B Townsend, Director of Nursing, Patient Services and Operations
 - Dr T Turner, Clinical Director of Obstetrics and Neonatology
 - Mr J Wallace, Chair of Clinical Board for Laboratories, Diagnostic Imaging and Pharmacy and Clinical Director of Pharmacy
 - Dr A Watt, Clinical Director for Diagnostic Imaging
- In attendance:**
- Mr T Findlay, Divisional General Manger, Primary Care Division (for item 1c)
 - Ms A.M. Knox, Child Protection Advisor (for item 5c)
 - Mrs W Miller, Clinical Services Manager, Clinical Board for Anaesthesia and Surgery
 - Dr G Wilkinson, Specialist Registrar in Child Psychiatry
 - Mr J Mullen, Secretary to the DMT

PRELIMINARY BUSINESS

(a) Apologies for Absence

Apologies for absence were intimated on behalf of Dr J Beattie, Mr D Crawford, Ms S Dick, Ms S Forsyth, Mrs S Kuenssberg, Ms P Mitchell, Dr J Peutrell, and Mrs G Wilson.

(b) Minutes for Approval

It was noted that, at matters arising item ii, the figure recorded as the amount available from the Capital Group for Equipment Group bids should have been £0.303m. At matters arising, item iv, it should be clarified that pressure on Autism services was an issue across the country. The remainder of the minutes of the meeting of the Divisional Management Team, held on the 15th October 2004, were approved as an accurate record.

(c) Matters Arising from the Minutes of the Meeting held on 15th October 2004

(i) Pan-Glasgow Laboratories Review - Update

Mr Matheson reported that the option chosen for the delivery of laboratory services in NHSGG would provide adult services at three sites and paediatric services at Yorkhill. The paediatric laboratories would move with the other services to the new children's hospital that would be built on an adult site. It was anticipated that revenue savings would be made as a result of the changes. A further meeting on management structures had concluded that the current system at Yorkhill would remain in place.

(ii) National Framework for the NHS in Scotland – Child Health

Mrs Fleming briefed members on the progress of the work in which she was involved to inform the national planning report to be compiled by Professor Kerr. A series of interviews had been conducted with NHS Boards and the results of these discussions, together with associated questionnaires would be analysed at a meeting on 24th November. A draft set of recommendations would be circulated to all participants for further discussion at a national conference on 12th January 2005.

(iii) Equipment Group Bids

Mr Jamieson was delighted to report that £85k had been offered by the Yorkhill Children's Foundation and the list of equipment, previously circulated, was now fully funded.

1. SERVICE DELIVERY / DEVELOPMENT

(a) Annual Fire Safety Report 2003/04

Mr Hughan delivered the Annual Fire Safety Report (Ref. 11/04/01). It was noted that, in spite of the difficulties caused by industrial action in the Fire Service, alerts had fallen by 10% while the numbers trained had increased by 30% since the previous year. Fewer risk assessments had been carried out due to the additional work necessary as a result of the industrial action and the design and installation of a sprinkler system for the HDU. Mr Best recorded his appreciation of the efforts and achievements of Mr Hughan and his colleagues.

(b) Fast Paging System

Mr Jamieson invited members to approve Fast Paging System Procedure (Ref. 11/04/02). This system allows individual clinicians to be contacted in an emergency where the full

clinical emergency team is not required. The DMT approved the Fast Paging System Procedure.

(c) Community Health Partnerships

Mr Findlay, Divisional General Manager with the Primary Care Division, was welcomed to the meeting. Mr Findlay's role included the project management of the development of CHPs in Greater Glasgow. He reported that agreements about the scope of services to be delivered in CHPs were expected within the next three weeks and that the Schemes of Establishment would be approved by the NHS Board in mid-December and submitted to the Scottish Executive by Christmas Eve. There was considerable debate concerning the extent of the services to be managed by CHPs and the timescales for achieving this. Members welcomed the opportunity to discuss these matters with Mr Findlay and expressed their appreciation for the time taken to answer their questions.

2. PERFORMANCE / ACCOUNTABILITY

(a) Six Monthly Review of the 2004/05 Yorkhill Plan

Mr Marshall summarised the half-year progress report against the Division's 2004/05 Plan (Ref. 11/04/03). Progress against objectives is monitored by means of a classification system indicating which initiatives have been completed, commenced or not yet started, supported by commentary where appropriate. Members noted that this document would be placed on the Intranet. Mr Best requested that the Steering Group draw out of the Plan those aspects which may require review as a result of the intention to create a new children's hospital in the next five years..

3. RESOURCES AND INFRASTRUCTURE

(a) Monthly Finance Report at Month 07

Mr Matheson reported that progress towards a break-even position was continuing. A recurring saving of £1m was required and Directors and General Managers continue to meet to review the progress of savings schemes. Members noted that the Division's projected financial deficit now stood at £0.235m. Mr Matheson also reported that Service Level Agreements with West of Scotland Boards had not been signed off and £1m remained at risk due to inflation uplifts that were not fully reflected in the amounts proposed by Boards. Members noted that the NHSGG Board was considering potential solutions.

(b) Capital Expenditure Report

Members noted that the position with regard to Equipment had been reported under matters arising. Mr Matheson reported that agreement had been reached that a £0.35m development at Pollok Health Centre would be funded by the Primary Care Division and the NHS Board.

4. HUMAN RESOURCE ISSUES

(a) Management of Capability Policy and Employee Conduct Policy

Mrs Ostrycharz invited members to consider two policies (Ref. 11/04/04). She reported that the policies had been approved by the Partnership Forum and circulated to Clinical Boards for comments. Members approved the policies in principle and it was agreed that, if no significant issues emerged in comments from the Clinical Boards, the policies would be adopted.

(b) Ratification of Consultant Appointment

Members ratified the appointment of Dr Simpson, Consultant Neonatologist and Dr Fernandez, Consultant Medical Audiologist. Members were pleased to note that Dr Fernandez was the first such consultant to be appointed in Scotland.

5. GOVERNANCE

(a) Quarterly Complaints Report

Miss Townsend invited members to note the Complaints Report for the period 1 July 2004 to 30 September 2004 (Ref. 11/04/05). Members were informed that a number of complaints related to Autism services and Mr Redfern reported that a standard letter would be developed to respond to these. Members noted the report.

(b) Staff Governance Action Plan

Mrs Ostrycharz invited members to note progress against the Staff Governance Action Plan for 2004/05 (Ref. 11/04/06). Members noted that the Staff Governance Audit would be a pan-Glasgow exercise this year but were pleased to note that a Divisional Action Plan would continue to be produced.

(c) Child Protection Guidelines

Ms Knox, Child Protection Advisor, was welcomed to the meeting. Ms Knox invited members to note and comment upon the Child Protection Guidelines (Ref. 11/04/07). These consisted of Child Protection Procedure & Guidance and Guidelines on Chastisement. Members noted that the flow chart of the process on page 7 of the former paper related to Yorkhill Division only but that both North and South Divisions were building on this to produce a consistent, Glasgow-wide approach. Ms McCalman reported concerns about the impact on families of disclosing information to other agencies and this was noted. A number of comments were offered, including a suggestion that guidance on the contact person for non-clinical support staff in the event of an incident should be clearer. Members agreed that there should also be a statement confirming that a child in this context was a person under the age of 16. The guidelines would now be referred to the Rights of the Child Group for implementation.

(d) Over-arching Divisional Risk Management Strategy

Mr Jamieson invited members to approve the Over-arching Risk Management Strategy (Ref. 11/04/08). He reported that this document set out the relationships between the clinical and non-clinical Risk Management committees and their terms of reference. The DMT approved the strategy.

(e) PFPI Spiritual Care Policy

Mr Jamieson invited members to approve the Spiritual Care Policy (Ref. 11/04/09). He reported that members would already be familiar with the contents of the document and that additions and amendments to earlier versions were highlighted in bold type. The DMT approved the policy.

(f) Divisional Nutrition Policy

Miss Townsend invited members to approve the Nutrition Policy (Ref. 11/04/10). In the course of discussion a number of concerns were expressed about the wording used in section 2. Whilst supportive of the principles of the policy some felt that the wording was unduly prescriptive. It was agreed that the wording would be amended and the document circulated to Clinical Boards. The document would be returned to the DMT when this process had been completed.

6. ANY OTHER COMPETENT BUSINESS

(a) Retirement

Mr Best reminded members that this would be Miss Townsend's last DMT meeting as she was shortly to retire. Members joined Mr Best in expressing their heartfelt appreciation of her significant contribution during her time at Yorkhill and best wishes for her retirement.

7. DATE AND TIME OF NEXT MEETING

The next meeting would be held at 12:30pm on Friday 17th December 2004 in the Conference Room, QMH.

The Chief Executive delivered the November Core Brief.

YORKHILL DIVISION

Divisional Management Team

Minutes of the eighth meeting of the Divisional Management Team held on Friday 17th December 2004 at 12:30pm in the Committee Room, RHSC.

Present: Mrs S Kuenssberg, Chairman
Mr J Best, Chief Executive
Mrs L Fleming, Director of Corporate Planning
Dr A Ford, Chairman, Clinical Board for Medicine, Child Health and Psychiatry and Clinical Director of Medicine
Mrs S Forsyth, Partnership Forum
Mrs L Hamilton, Head of Integrated Services
Mr J Hughan, General Manager, Estates
Mr M Jamieson, Medical Director
Dr R Lindsay, Clinical Director, Department of Child and Family Psychiatry
Mr D Matheson, Director of Finance and Information
Ms C McCalman, Local Health Council Representative
Miss I McKune, Acting Director of Nursing & Patient Services
Mrs H Ostrycharz, Director of Human Resources
Dr J Peutrell, Clinical Director of Anaesthesia
Mr J Redfern, General Manager, Clinical Board for Medicine, Child Health and Psychiatry
Dr T Turner, Clinical Director of Obstetrics and Neonatology
Dr A Watt, Clinical Director for Diagnostic Imaging

In attendance: Mr D Daniels, Service Manager, Clinical Board for Anaesthesia and Surgery
Dr F Russell, Consultant, Accident & Emergency (for item 1b)
Mr J Mullen, Secretary to the DMT

PRELIMINARY BUSINESS

(a) Apologies for Absence

Apologies for absence were intimated on behalf of Dr J Beattie, Prof. M Connor, Mr D Crawford, Mr C Davis, Ms S Dick, Mr D MacDonald, Mr J Marshall, Ms P Mitchell, Mrs E Stenhouse, Mr J Wallace and Mrs G Wilson.

(b) Minutes for Approval

The minutes of the meeting of the Divisional Management Team, held on the 19th November 2004, were approved as an accurate record. It was noted that "Pollok" had been misspelled on page 3.

(c) Matters Arising from the Minutes of the Meeting held on 15th October 2004

(i) Pan-Glasgow Laboratories Review - Update

Mr Matheson reported that there had been little change to the position reported to members at the last meeting. He informed members that he would be attending the Laboratories Review Steering Group meeting this afternoon and would provide further updates.

(ii) National Framework for the NHS in Scotland – Child Health

Mrs Fleming informed members that Mr Peter Bates, who was leading one of the strands of the National Framework, would visit the PICU and Neonatal Unit in January. She also reported that Dr Linda De Caestecker had met with the Surgeons at their most recent Clinical Board meeting. Members noted that the National Framework conference would be held on 12 January 2005.

(iii) Management of Capability Policy and Employee Conduct Policy

Mrs Ostrycharz reported that these policies had been circulated to the Clinical Boards after the last DMT meeting. She reported that no concerns had been raised and, in accordance with the decision taken at the November DMT meeting, these policies would now be implemented.

(iv) Divisional Nutrition Policy

Mr Jamieson reported that the wording of this policy had been amended to reflect the points raised during discussion at the November DMT meeting and had been circulated to Clinical Boards. It was agreed that, if no further concerns were raised by the Clinical Boards, the policy would be approved.

1. SERVICE DELIVERY / DEVELOPMENT

(a) Community Health Partnerships

Mrs Hamilton tabled a Scottish Executive advice note on the planning and delivery of Community Health Partnerships for integrated child health services (Ref. 12/04/08). She reported that this paper was welcomed, particularly in relation to integration and working with vulnerable children. She added that she would be working with clinicians on the development of a model of delivering services to vulnerable children, with the emphasis being placed on assessing the feasibility of joint assessment by Social Work and Health agencies.

Mrs Hamilton informed members that discussions were continuing with Local Authorities to determine the range of children's services to be managed in CHPs. She added that these were at different stages in different areas and members noted that the submission of Schemes of Establishment for CHPs would now be postponed until January 2005.

(b) NHS24

Dr Russell, Consultant in Paediatric Accident & Emergency Care, was welcomed to the meeting. She informed members that NHS24 had alerted other NHS providers to potential difficulties in meeting the demands that were expected to be placed upon it during the festive holiday period. A combination of vacancies and an increased range of responsibilities had already led to difficulties in recent weeks which had resulted in members of the public attending A&E departments because they could not wait for NHS24 to respond to their enquiries.

Dr Russell informed members of the steps that had been taken to ensure that Yorkhill could respond appropriately to an increase in A&E attendances during the holiday period. These included additional staff on duty, agreements with wards for additional support if required, a protocol for triaging some patients to the Primary Care Division if necessary, a dedicated telephone advice line and authorisation for staff to arrange taxis home for patients. Costs would be obtained for additional expenditure incurred and NHS24 would be approached for reimbursement. Members thanked Dr Russell for her efforts and for keeping them informed about this issue.

2. PERFORMANCE / ACCOUNTABILITY

(a) Quarterly Waiting List Report (Qtr ended 30th September 2004)

Mrs Fleming delivered the Waiting List report for the quarter ended 30th September 2004 (Ref. 12/04/01). She also informed members of developments since the period to which the paper relates. A proposal for a Waiting List Initiative, aimed at reducing the number of patients waiting longer than 6 months, had been submitted to the NHSGG Board and a response was awaited. She invited Mr Redfern to update members on the latest developments in relation to Autism services. Mr Redfern advised members that £70k of non-recurring funding had been identified for the service, which would reduce the waiting time to less than one year in advance of a longer-term development of an integrated centre for diagnosis that would eliminate long waits. He added that there were concerns about the possible adverse effect of Agenda for Change on the recruitment of some staff groups, notably Speech & Language Therapists.

3. RESOURCES AND INFRASTRUCTURE

(a) Monthly Finance Report at Month 08

Mr Matheson reported that there had been a small reduction in the deficit in the last month, bringing it to £0.229m although there was some concern that the provision made for Agenda for Change may be insufficient. He added that of the additional savings required of £1.292m, £1.098m had been achieved so far and £0.865m is recurring into the next financial year.

(b) Capital Expenditure Report

Mr Matheson referred members to the Capital expenditure report (Ref. 12/04/02). He reported that the PICU/HDU capital scheme would be completed in February 2005 and that the Division's aspirations for the next financial year had been submitted to the NHSGG Board. Members noted that there would be a further update next month.

4. HUMAN RESOURCE ISSUES

(a) Policy on Managing Workforce Change

Mrs Ostrycharz referred members to the NHSGG policy on Managing Workforce Change (Ref. 12/04/03). She advised members that this policy would be discussed at the Partnership Forum and the NHSGG Board. Members noted that staff affected by service change would have to be considered for vacancies before these could be advertised externally.

(b) Fair for All Annual Report

Mrs Ostrycharz invited members to note the Fair for All Annual Report (Ref. 12/04/04). This reminded members of the Division's statutory duties under Race Relations legislation and informed them of the actions being taken. Members noted the report.

(c) Human Resources Quarterly Report (Qtr ended 30th September 2004)

Mrs Ostrycharz tabled the Human Resources quarterly report for the quarter ended 30th September 2004 (Ref. 12/04/05). Mr Best added that a Ministerial Variation Order was now required to employ staff on non-standard terms and conditions. Members noted the report.

5. GOVERNANCE

(a) Pan-Glasgow Risk Management Strategy

Mrs Ostrycharz referred members to the Pan-Glasgow Risk Management Strategy paper (Ref. 12/04/06). She invited members to consider the document and submit their comments to her. Some concern was expressed at the lack of separation of clinical and non-clinical risk.

(b) Serious Clinical Incident Investigation/De-briefing Policy

Mr Jamieson invited members to consider the Serious Clinical Incident/De-briefing Policy (Ref. 12/04/07). The question of the retention or return of statements made as part of the investigation process required to be resolved. It was agreed that the policy would be circulated to the Partnership Forum and the Clinical Boards for comment. The policy would then be considered again at the next DMT meeting.

6. ANY OTHER COMPETENT BUSINESS

(a) Non-executive Directors

Mrs Kuenssberg informed members of the non-executive membership of the Yorkhill Division's Clinical Governance, Audit and Remuneration Committees.

7. DATE AND TIME OF NEXT MEETING

The next meeting would be held at 12:30pm on Friday 21st January 2005 in the Conference Room, QMH.

The Chief Executive delivered the December Core Brief.