

ACF(M)19/03
Minutes: 41- 52

GREATER GLASGOW AND CLYDE NHS BOARD

**Minutes of a Meeting of the
Area Clinical Forum
held in Meeting Room B, J B Russell House,
Corporate Headquarters, Gartnavel Royal Hospital,
1055 Great Western Road, Glasgow, G12 0XH
on Thursday 1 August 2019 at 2.00pm**

PRESENT

Mrs Audrey Thompson - in the Chair (Chair, APC)

Dr Ruth Hamilton	Chair AAHP & HSC
Dr. Alastair Taylor	Chair AMC
Dr Lesley Rousselet	Vice Chair AOC
Mr. Ian Millar	Chair APC
Dr. Yas Aljubouri	Joint Chair ADC
Ms. Pamela Joanidis	IC Representative

IN ATTENDANCE

Dr. Jennifer Armstrong	Medical Director
Mr. Jonathan Best	Acute Chief Operating Officer
Mr. Tom Steele	Director of Estates and Facilities
Ms. Claire Ritchie	AHP Director
Ms. Susanne Millar	Chief Operating Officer (HSCP)
Ms. Kirsty Orr	Planning Manager OOHs
Mr. Graeme Forrester	Deputy Head of Administration
Mrs. Lorraine Bulloch	Secretariat

ACTION BY

41. APOLOGIES & WELCOME

Apologies for absence were intimated on behalf of Gail Caldwell, Kathy Kenmuir, Mags McGuire, John Brown, Julie Tomlinson, Gayle Cooney, Jane Grant, Ron Alexander, Joanne Findlay, Heather Black, Elaine Vanhegan, and Cerys McGillvary.

Ms. Thompson welcomed Mr. Steele, Director of Estates and Facilities and Mr. Best, Acute Chief Operating Officer to the meeting.

NOTED

42. DECLARATIONS (S) OF INTEREST (S)

No declarations (s) of interest (s) were raised in relation to any of the agenda items discussed.

NOTED

43. MINUTES OF THE PREVIOUS MEETING

The Forum considered the minute of the meeting held on Thursday 4th April 2019 [Paper No. ACF (M) 19/02] and approved the minute as an accurate record, subject to the following amendment:

Mr. Alastair Taylor was amended to Dr. Alastair Taylor

44. INTERNAL REVIEW OF THE QEUH & RHC – REVIEW OF FACILITIES AND ENVIRONMENTAL ISSUES

Mr. Steele advised that Ms. Jeane Freeman, Cabinet Secretary had instructed a technical internal review of the QEUH and RHC. The Board were already conducting their own review that was agreed at a previous Board meeting held on 19 February 2019. Mr. Steele advised that the Estates and Facilities and environmental issues review was one of the three workstreams overseen through a Programme Board chaired by Ms. Jane Grant, Chief Executive. Mr. Steele informed members that Mr. Best would conduct a review of capacity and flow in conjunction with The North of England Commissioning Support Team and Dr. Armstrong would conduct a clinical quality review over the period to provide assurance.

Mr. Steele explained that there were 6 main technical issues being reviewed within Estates and Facilities that included, water hygiene, ventilation system, external face of the building, operation of the heat exchanger units and maintenance of the air cushioned fabric roof.

Mr. Steele advised that external Consultants, AECOM had produced a first draft report which required a high volume of work with third party experts. Mr. Steele noted that a meeting was taking place today to take forward as an Organisation. Mr. Steele advised that the report would be complete by the end of September 2019 to take to the next stage.

In response to questions raised by Forum members in relation to the 6 technical issues being reviewed, Mr. Steele addressed a concern that was raised regarding the Atrium roof. Mr. Steele provided assurance that the air cushioned roof was purposely built to design, with a mechanism to evaporate in the event of a fire with external consultants involved to provide assurance with Health & Safety.

The Forum discussed the issues and varying infection rates nationally and took into consideration vulnerable patient groups, volumes of inpatients, ED and Outpatients with the management of infection control. Dr. Armstrong reported that when benchmarked

across Scotland the infection rates were relatively low at the QEUH and RHC.

Mrs. Thompson thanked Mr. Steele on behalf of the Forum with the intention to invite Mr. Steele to a future ACF meeting to provide an update on the next stage. The Forum discussed and agreed that it would also be helpful to invite a representative from the External Review Team to the next ACF meeting. Mrs. Thompson will speak to Elaine Vanhegan, Head of Administration and Governance to initiate an invite.

**Mrs. Thompson
Secretary**

NOTED

45. INTERNAL REVIEW OF QEUH AND RHC – REVIEW OF CAPACITY AND FLOW

Mr. Best provided an update on the review of capacity and flow to assess the position now, against the original model of planning assumptions. Mr. Best provided an overview of the two main parts of the review. Mr. Best explained that the North of England Commissioning Support Team NECS had been appointed via the Access Team in the Scottish Government to carry out a detailed flow analysis. This work will provide a final planning assumption and a detailed review of activity. Mr. Best also noted that there would be a series of improvement events at the QEUH.

Mr. Best provided an overview of the new hospital journey starting with a review in 2002 and the successful build of two ACH's at the Victoria and Stobhill sites in 2009. The full business case was presented in 2010 with the build of the QEUH and RHC between 2012-15. Mr. Best noted that within these timelines single rooms were incorporated into the build. Since the planning assumptions were made there has also been a significant rise in ED attenders and GP referrals. Mr. Best noted that since 2015 there had been between 90-98% occupancy and the numbers at the ED had risen by 4.5-4.6% each year over the past 3 years. The review will consider the assumptions and the actual attendance figures and the QEUH site capacity for these figures. Mr. Best explained that the closure of the other hospitals had been factored in.

The second part of the review commissioned NECS to assess models based on data from 2015 to produce a dynamic model with 4 flow categories. Mr. Best explained the model with the emphasis on key data analysis from experienced Senior Managers working with Nursing teams and the physical space available to develop a tool and consider relevant pathways. Mr. Best advised that a governance structure would be put in place in 2-3 weeks.

In response to questions raised by the members of the Forum relating to Primary and Secondary care taking forward a revised

model in demand and capacity, Ms. Ritchie reported on the successful investment of three Physiotherapists in the ED at the QUEH. The Forum discussed the triaging of patients and the redirection policy in other specialities for minor ailments.

The Forum was assured and content to support the redirection policy. Mr. Best would be happy to come back and update the Forum at the next stage from a system wide approach.

**Ms. Thompson
Secretary**

NOTED

46. UPDATE FROM THE OUT OF HOURS REVIEW

Mrs. Thompson welcomed Susanne Millar, Interim Chief Officer, Glasgow HSCP and Kirsty Orr, Programme Manager of OOHs to discuss the Out of Hours review.

Ms. Millar provided an update on the local review of the Health and Social Care Out Of Hours (OOHs) system across the 6 GG&C partnerships led by Glasgow City HSCP. Ms. Millar explained that a governance structure was agreed to oversee work and Programme Manager, Kirsty Orr was appointed from September 2017 to manage and co ordinate all aspects of the review. Ms. Millar referred to the Sir Lewis Ritchie Report and advised that a whole system wide approach to a patient centred model be developed to enhance joint working across Health and Social Care services during the OOH's period. The work has involved various disciplines and a scale of Services to scope and map the proposal of an Urgent Care Resource Hub (UCRH) for escalations and crisis situations. The role of the UCRH would be to provide a single point of access for community settings from multiple Services based on need with triaging, signposting and rapid escalation.

Ms. Orr explained the next stage moving forward with the Steering Group which would be the implementation agreement with the HSCP and finalising of membership. Ms. Orr advised that the work would change within the Implementation Group locally, with integration working well and maintaining operational planning work with emphasis on engagement in this new phase.

Mrs. Thompson advised that the ACF provide multidisciplinary advice to the Board and it would be beneficial for the Forum to link in with the Chief Officers and the Moving Forward Together (MFT) Group for swift implementation and further development. Discussion took place regarding public involvement and engagement for patients to recognise utilisation of the appropriate Service. Dr. Armstrong informed the Forum of the Data Sharing Agreement with e-health for Boards to align with e-health priorities. Mrs. Thompson noted that sharing of records had been raised at recent annual reviews including the review in March 2019 with Ms. Jeane Freeman, Cabinet Secretary.

Mrs. Thompson summarised that the next step would be to progress implementation through the MFT strategy and acknowledged this would be a welcomed opportunity for the ACF to be involved and provide assurance. Ms. Thompson asked for members to feedback comments from OOHs presentation, once circulated. Mrs. Thompson will feedback to Ms. Millar.

Mrs. Thompson

NOTED

47. MATTERS ARISING

a) Terms of Reference

Mr. Forrester provided an update on the national process for Committee Terms of Reference (ToR) "A Blueprint for Good Governance" as set out in DL(2019)02 and explained that the draft style for ToR would be submitted to the Corporate Governance Steering Group for approval. Mr. Forrester advised that the intention was to put a hold on any changes to the ToR until approval has been made.

In response to a question raised by members of the Forum, Mr. Forrester gave an overview of what would be required from the ToR standing order relating to attendance, quorum, decisions, minutes and elections. The ToR that relate to Board Committees would be standardised nationally.

The ACF were content to hold changes to the ToR and would align nationally when approved. The ToR would be removed from Matters Arising section until national work was concluded.

**Secretary
Mr. Forrester**

NOTED

b) Whistleblowing

Mrs. Thompson noted that the Scottish Government would be recruiting a Non Executive Whistleblowing Champion to the Board.

The Forum discussed the Whistleblowing Policy and activity from the report. Members of the Forum raised concerns on the level of anonymised Whistleblowers and the timeline to complete the process. Mr. Forrester explained that complainants were anonymised for assurance to the Board and the Clinical Governance Committee within the process. Mr. Forrester advised the Forum that there were three levels of investigation with Director level input and also a Whistleblowing Champion investigation designed to provide a high degree of reassurance in a complex area over a period of time. Mr. Forrester would feedback discussions to Jennifer Haynes, Board Complaints Manager.

Mr. Forrester

NOTED**48. VICE CHAIR ELECTION**

On the motion Dr. Cerys MacGillvray was nominated by Ms. Thompson, seconded by Dr. Taylor. Dr. MacGillvray was elected as Vice Chair of the Area Clinical Forum.

AGREED**49. NATIONAL AREA CLINICAL FORUM CHAIRS GROUP**

Mrs. Thompson reported that no meeting had taken place, therefore no update was available at this time.

NOTED**50. UPDATE FROM THE ACF CHAIR ON ACUTE SERVICES COMMITTEE AND CLINICAL & CARE GOVERNANCE COMMITTEE**

Ms. Thompson provided an overview of topics discussed at the previous Acute Services Committee Meeting on 16 July 2019 and the Clinical & Care Governance Committee on 11 June 2019, which both focused on the issues discussed today regarding unscheduled care and the rate of attendance at ED with a decline in NHS 24 calls. Ms. Thompson advised there was discussion on working to demand in a single system and provided an overview of figures. Older people and patients from the most deprived communities were among the most frequent attenders to EDs and Assessment Units with 615 patients attending ED more than 10 times in 2018.

NOTED**51. CHIEF EXECUTIVE UPDATE**

Dr. Armstrong provided a brief update on the Waiting Times Improvement Plan and the Moving Forward Together strategy and advised that the Board had achieved the year end out turn financial position, with a breakeven position achieved and financial balance maintained for 6 consecutive months.

Dr. Armstrong advised that the Trauma proposal had been approved by the Board and will take forward plans with feedback from Trade Unions.

Moving Forward Together Strategy

Dr. Armstrong would present the Moving Forward Together

Strategy progress paper at the next Board Meeting on 20 August 2019. Dr. Armstrong asked for input and endorsement from members of the Forum to prevent patients directly attending ED without going through the appropriate Services. Discussion ensued with the agreement from members to take responsibility and proactively take back to Committees for discussion and feedback proposals to Dr. Armstrong and Mr. Best. In response to this agreement, Dr Aljubouri suggested examining data on patient attendance patterns and diagnostic requests at the ED. Dr. Armstrong advised that she could source data on diagnostic requests and noted a presentation provided by Dr Linda de Caesteker, Director of Public Health regarding Increased Demand in Acute Services. The Forum agreed it would be beneficial to invite Dr. de Caesteker to the next ACF to provide the presentation.

Dr. Armstrong

**Ms. Thompson
Secretary**

NOTED

52. BRIEF UPDATE FROM EACH ADVISORY COMMITTEE ON SALIENT BUSINESS POINTS AND MINUTES TO NOTE

The Forum reviewed the brief update on salient business points of recent Advisory Committee meetings and noted the minutes of each.

Area Dental Committee

Dr. Aljubouri raised the concern of Dental Practices providing private payment for Dental Nurses to receive a full Hepatitis B vaccination. Dr. Aljubouri considered the shortage of Hepatitis B vaccination and the provision to staff of Independent Contractors unacceptable and sought clarity to resolve.

Mrs. Thompson agreed to discuss with Dr. de Caesteker the provision of the Hepatitis B Vaccination for staff of Independent Contractors and would provide an update at the next ACF meeting.

Mrs. Thompson

Area Allied Health Professionals and Health Care Scientists Committee

Dr Hamilton updated on the Turning the Tide Strategy and advised that Ms. Ritchie would attend the next AHP and HSC Committee. Dr. Hamilton advised that there was no further update on difficulties with respect to the Professional Lead for Health Care Scientist post however; Dr. McGuire would continue with work to resolve this issue.

Area Optometric Committee

Dr. Rousselet provided an update from the Area Optometric Committee meeting and advised that Dr. Angus Cameron attended the last meeting to discuss regional planning with regards to the Ophthalmic review. Dr. Armstrong had noted as an action from a previous meeting to provide a presentation with Ms. Ashley McCann, Project Manager regarding regional planning. The Secretary would invite Dr. Armstrong and Ms. McCann to the next AOC in November 2019.

SecretaryArea Medical Committee

Dr. Taylor advised that the AMC minutes had not been approved due to the last meeting not being quorate.

Area Pharmaceutical

Mr Millar provided an update from the Area Pharmaceutical meeting and gave an overview of internal independent prescribing workstream. Mr Millar also noted that submission for the General Pharmaceutical Society regarding Competency framework for Designated Prescribing Practitioners was due on 2 August 2019.

NOTED**DATE OF NEXT MEETING**

Date: Thursday 3 October 2019
Venue: Meeting Room B, J B Russell House
Time: 2 - 4:30pm