

NHS Greater Glasgow & Clyde	Paper No. 21/01
Meeting:	NHS Board
Date of Meeting:	19th February 2021
Purpose of Paper:	For Approval
Classification:	Board Official
Sponsoring Director:	Chairman

Paper Title - Greater Glasgow and Clyde NHS Board, Amended Governance Arrangements - January 2021.

Recommendation

The Board is asked to formally approve the amendment to the current focussed governance arrangements, acknowledging this will be reviewed in early March.

Purpose of Paper

The purpose of this paper is to update Board members on proposed alterations to the governance arrangements of the Board, acknowledging the current pressures with the COVID-19 Pandemic.

Key Issues

As agreed at the Board meeting in December 2020, a review has been undertaken of the current governance arrangements in light of the latest situation concerning the COVID-19 Pandemic.

Account has been taken of the latest data provided by the Scottish Government on the spread of the virus and the Government's guidance on what they expect from the population and all Health Boards. The impact of the significant increase in COVID-19 cases on our urgent and scheduled care services has been considered, particularly during what is always our most challenging time of year. The additional demands on our managers, staff and other resources in both primary and secondary care are clearly significant, as are the ongoing requirements for providing vaccinations, and testing and tracing services.

Our Corporate Directors have considered the organisation's current capacity to continue to operate within the more focussed governance framework that has been in place during November and December. Acknowledging this, and the issues highlighted above, it is evident that we require to further amend our governance approach to ensure the risks to effective operations management and good governance remain at an acceptable level, whilst supporting the Corporate Management Team as this difficult time.

The Chair led discussion with Standing Committee Chairs and Board members via email to consider the impact of implementing the following changes to our governance arrangements for the next two to three months. Positive comments have been received, with approval requested at the Board meeting.

It is proposed to cancel the Standing Committee meetings in January, February and into early March utilising the Board meetings scheduled for 19 January and 23 February to maintain appropriate corporate governance during this period. At this stage these Committees include; the Acute Service Committee (19 January), the Public Health Committee (20 January), the Staff Governance Committee (2 February) the Finance Planning and Performance Committee (16 February) and the Clinical and Care Governance Committee (2 March).

The Board meetings will focus on the priorities that were previously agreed by the Board. These remain:

- The vaccination programmes – initially flu vaccination and now COVID-19 vaccination.
- The Test & Protect programme – including the effectiveness of contact tracing.
- The response to the pandemic in the community – including the services provided by the HSCPs.
- The response to COVID infections in the hospitals – including the maintenance of critical scheduled care services.
- The Remobilisation Plan – including the redesign of unscheduled care.
- The management of Infection Prevention & Control – including in Care Homes.
- The workforce and recruitment plans – including training requirements.
- The wellbeing of staff – including their mental wellbeing.
- The financial impact of COVID – including the end of year forecast.
- The issues around the design, build and maintenance of the QEUH campus – including the legal case and the liaison with the Oversight Boards and the Public Inquiry.

The Board meeting, scheduled for the 19 January, to consider the position in respect of the QEUH legal claim in closed session, will now include an open session where the Chief Executive will update the Board on our response to the pandemic that covers the COVID vaccination programme, the response to the latest surge in the pandemic, and the impact on workforce plans.

The Board meeting on 23 February will present the opportunity to give the Board a more comprehensive update on the Board's priorities, focussing on urgent items that require consideration by the Board at that time. To ensure that the Board agenda meets the expectations of Members, Standing Committee Chairs will be invited to discuss with the Chair, any urgent issues that they consider need to be included in the agenda for the 23 February meeting. This meeting will also receive any outstanding Standing Committee minutes that will have been approved by correspondence due to the cancellation of the latest round of Standing Committee meetings.

It is considered appropriate that the Area Clinical Forum and Area Partnership Forum continue to meet with short and focussed agendas. In addition, the Endowment Management Committee will continue to meet to ensure the process for agreeing bids which we make to Charities Together to access COVID related funds continues.

The Standing Committee Chairs Network has a role to play in supporting the amended governance arrangements and a meeting will be arranged between the Board meetings scheduled in January and February.

The effectiveness of the proposed revised arrangements will be reviewed by the Chair, Chief Executive and Standing Committee Chairs in early March 2021 when a proposal will be made regarding the governance arrangements for the following two months.

Board Members will be kept up to date over the coming months and will continue to receive weekly updates. The Chair will continue to share information from the Scottish Government and remains available for 1:1 discussions with Board Members. The Vice Chairs and the Standing Committee Chairs will also keep in regular touch with the other Board Members.

Any Patient Safety /Patient Experience Issues

N/A

Any Financial Implications from this Paper

N/A

Any Staffing Implications from this Paper

Key aim is to ensure staff have capacity to manage the COVID-19 Pandemic

Any Equality Implications from this Paper

No

Any Health Inequalities Implications from this Paper

No

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome.

No.

Highlight the Corporate Plan priorities to which your paper relates.

Relates to all priorities.

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