

## APPROVED

## NHS GRAMPIAN

Board Meeting – Thursday 3 September 2020 at 10.00am

The following were in attendance at a virtual meeting held using Microsoft Teams

### Board Members

|                                  |   |
|----------------------------------|---|
| Mrs Rhona Atkinson               | Vice-Chair, Non-Executive Board Member (Chair)          |
| Mrs Amy Anderson                 | Non-Executive Board Member                              |
| Professor Siladitya Bhattacharya | Non-Executive Board Member                              |
| Professor Amanda Croft           | Chief Executive   |
| Mrs Kim Cruttenden               | Chair of Area Clinical Forum/Non-Executive Board Member |
| Cllr Isobel Davidson             | Non-Executive Board Member                              |
| Mr Albert Donald                 | Non-Executive Whistleblowing Champion                   |
| Ms Joyce Duncan                  | Non-Executive Board Member                              |
| Professor Nick Fluck             | Medical Director  |
| Mr Alan Gray                     | Director of Finance                                     |
| Mrs Luan Grugeon                 | Non-Executive Board Member                              |
| Miss Rachael Little              | Employee Director/Non-Executive Board Member            |
| Cllr Douglas Lumsden             | Non-Executive Board Member                              |
| Cllr Shona Morrison              | Non-Executive Board Member                              |
| Mr Jonathan Passmore             | Non-Executive Board Member                              |
| Mr Sandy Riddell                 | Non-Executive Board Member                              |
| Mr Dennis Robertson              | Non-Executive Board Member                              |
| Mr John Tomlinson                | Non-Executive Board Member                              |

### Attendees

|                       |  |
|-----------------------|--|
| Mr Paul Allen         | Director of Facilities and eHealth                       |
| Mr Paul Bachoo        | Medical Director - Acute                                 |
| Mr Simon Bokor-Ingram | Interim Chief Officer, Moray                             |
| Dr June Brown         | Director of Nursing - Health & Social Care Partnerships  |
| Dr Adam Coldwells     | Interim Director of Strategy/Deputy Chief Executive      |
| Dr Noha El-Sakka      | Consultant, Lead Infection Prevention and Control Doctor |
| Miss Lesley Hall      | Assistant Board Secretary                                |
| Mr Stuart Humphreys   | Director of Marketing and Corporate Communications       |
| Ms Grace Johnson      | Interim Infection Prevention and Control Manager         |
| Mr Garry Kidd         | Assistant Director of Finance                            |
| Ms Anne McDonald      | Senior Audit Manager, Audit Scotland                     |
| Mr Gary Mortimer      | Director of Operational Delivery                         |
| Mr Tom Power          | Director of People and Culture                           |
| Mrs Susan Webb        | Director of Public Health                                |
| Ms Gillian Woolman    | Assistant Director, Audit Scotland                       |

### Apologies

|                       |                                      |
|-----------------------|--------------------------------------|
| Dr Caroline Hiscox    | Nurse Director                       |
| Professor Lynda Lynch | Chair, Non-Executive Board Member    |
| Mrs Sandra MacLeod    | Chief Officer, Aberdeen City         |
| Ms Lorraine Scott     | Acting Director of Modernisation     |
| Mrs Angie Wood        | Interim Chief Officer, Aberdeenshire |

## **1 Apologies**

Noted as above.

## **2 Declarations of Interest**

There were no declarations of interest.

## **3 Vice-Chair and Chief Executive's Introduction**

Professor Croft advised that the local COVID-19 outbreak had officially been closed by the Incident Management Team (IMT). She explained that Scotland would learn a lot from the work done in Grampian by the NHS and its partners. She wished to thank Susan Webb and the Public Health team for the tremendous job done to manage the outbreak.

She also wished to send condolences to the families of those who had died in the recent train crash near Stonehaven. She thanked staff for the excellent response, including Gary Mortimer, as the executive director on call, and clinicians at ARI. Again, the response had been another example of excellent partnership working in practice including the helpline and support for people affected.

Mrs Atkinson explained that she was chairing the meeting as Professor Lynch was on leave. She echoed the thanks to the Public Health team who had gone over and above with the work they had done regarding the recent lockdown and the way in which they done it, with diligent analysis and clear messages. She also wished to thank the people of Aberdeen and Grampian for following the guidance remarkably well. She was also grateful for the effort of the licensees who were being more proactive and had set up a supportive peer group.

She advised that an appointment had been made to the post of Chief Executive and that there would be an opportunity to reflect on Amanda Croft's time in the role at the next Board meeting.

## **4 Minutes of Meeting on 6 August 2020**

The minutes were approved, subject to amendment of spelling of Mr Power's name.

## **5 Governance Committee Assurance Reports**

The Board noted the following reports:

### **5.1 Staff Governance Committee**

Mr Tomlinson stated he had found all the assurance reports helpful this month. In response to his query about the supply of personal protective equipment (PPE) across the system, Mr Allen advised that current and forecast supplies were good. An update was being provided on a weekly basis.

Mr Power advised that there was a group looking at sustainable workforce. The Workforce strategic intent was in place and the System Leadership Team (SLT) subgroup would be restarting under the heading of People and Culture.

## **5.2 Endowment Committee**

Mrs Grugeon explained that the profile of the Endowment Fund was being enhanced by using Twitter, LinkedIn and the local press.

## **5.3 Performance Governance Committee (PGC)**

Mrs Atkinson advised that the Committee's remit had been extended to include an assurance role regarding the delivery of the NHS Grampian Remobilisation Plan. The financial position was challenging and this would require careful financial management and mitigation of risks to ensure financial targets would be met. She advised that other committees, such as the Engagement and Participation Committee, would be involved with specific aspects of the Remobilisation Plan but the PGC would have overall oversight and responsibility.

## **5.4 Clinical Governance Committee**

Mrs Duncan advised that the Committee had been assured by comprehensive reports from Mental Health and Learning Disability Services and the Feedback Annual Report. The Committee had also considered the Healthcare Associated Infection Quarterly Reporting Template (HAIRT) – February 2020 which was being presented to the Board in the next item.

# **6 Infection Prevention and Control/Healthcare Associated infection (HAI) Report**

Dr Fluck introduced the item and welcomed Dr Noha El-Sakka, Lead Infection Prevention and Control Doctor. She explained that the HAI Executive Group had been unable to meet from March – June 2020 because of the work to support the system during the COVID-19 response. However, during this time, Infection Prevention and Control (IPC) relating to HAI continued.

Dr El-Sakka provided assurance about Caesarean section infection rates by explaining that numbers were generally small and therefore any change appeared high as a percentage. This had been looked at in detail in the past and it appeared that a higher body mass index (BMI) was a risk factor for infection. Work continued with the obstetric team to survey and monitor these rates.

She advised that across all the incidents reported and investigated, it was important to close the loop and ensure lessons were learned and that knowledge stayed within the system. The Incident Management Team (IMT) put the action plans onto Datix to ensure performance management. Education and Learning for Infection control was an ongoing process.

With regard to learning lessons from closure of wards as a result of norovirus, Dr El-Sakka advised that last year there had been partial and full closures of wards. This year there were improvements to bed spacing in the acute sector and the use of PPE and education had been enhanced. Measures were in place to manage outbreaks, including surveillance.

The report showed Grampian as an outlier for e-coli. Dr El-Sakka explained that a Short Life Working Group had been set up to work with the wards where rates were higher and measures had been put in place. An observation had been made that the figures could have been a seasonal variation because of summer and dehydration in the population. A report had been sent to Health Protection Scotland (HPS) and the work closed. NHS Grampian was no longer an outlier. Figures could go up and down, similar to other Boards.

### **The Board**

- **Considered the Healthcare Associated Infection Reporting Template (HAIRT) quarterly report**
- **Acknowledged the summary of the COVID outbreaks and the learning from these during the COVID-19 pandemic**
- **Agreed the reporting of HAI and the HAIRT as part of the quarterly Clinical Governance Committee reporting to the Board**
- **Supported the reporting of the Incident Management Teams on Datix to ensure action and shared learning.**

## **7 NHS Grampian Remobilisation Plan**

Professor Croft confirmed that there had been a positive meeting with Scottish Government on 1 September 2020 and feedback had been that the plan was clear, detailed and well-structured. She congratulated Alan Gray who had led the huge piece of work which had engaged with staff and partners; and received over 2,500 individual contributions or feedback. Mr Gray acknowledged the team work in preparing the plan which will be presented to the Board in October 2020 for formal endorsement. The plan had been developed as a result of significant and comprehensive consultation with staff and partners including Board members, Integration Joint Boards, System Leadership Team and system leaders across the North East, public sector, third sector and staff and patient representative focus groups. In particular, he acknowledged the significant contribution from the Health and Social Care Partnerships, Local Authorities and Local Resilience Partnership (LRP) which had provided invaluable support, resources and advice during the pandemic response and in planning for remobilisation. Learning had been embedded in the plan. He advised that, as mentioned in Item 5.3 above, the Performance Governance Committee would be the single point of contact for assurance around the Remobilisation Plan.

Mr Humphreys explained that the full plan was necessarily detailed to meet Scottish Government requirements. To make it more accessible, an abbreviated version has been produced and would be made available following Scottish Government approval of the plan.

In response to a comment about determinants of good health delivered by partners having an impact on health inequalities and on NHS Services, Professor Croft advised that links had been made through the North East Transformation Group and that there had been a recognition that better use could be made of Community Planning Partners. She acknowledged that four weeks had not allowed time for as comprehensive engagement as necessary.

Dr Coldwells reminded the Board of the output from the Short Life Working Group – Renewal, discussed at the previous Board meeting, one of the key themes from which was Enhancing the North East collaborative leadership. There was a commitment from IJB chairs and vice-chairs to discuss at the IJBs and to cross-organisation working, acknowledging there would be differences between the three areas.

Along with others, Mr Passmore commended the level of work and detail that had gone in to preparing such a complex plan. He suggested that the plan, when approved, should not be an evolving “living plan” as that could lead to confusion and variation. Instead, it was necessary to maintain focus on the plan, evaluate it and then change it at an appropriate time, if necessary.

Mr Robertson looked forward to the simplified version and hoped that NHS Grampian could be an exemplar in the production of such documents. He offered to assist with the review process.

Additional comments included adding timescales and chronology for key activities, short, medium and long-term objectives relating to health inequalities and the role as an “anchor” institution, to change living conditions and bring people out of poverty.

Mrs Atkinson concluded by suggesting that the plan required to have an end point so that it could be properly evaluated. She acknowledged the sheer effort to produce the plan in a strict timescale and in determining what could realistically be delivered. She thanked everyone involved and particularly Mr Gray for leading the process.

**The Board noted that:**

- **The Re-mobilisation Plan for the period to 31 March 2022 had been submitted to the Scottish Government Health and Social Directorates on 31 July 2020 in accordance with the required deadline; and**
- **An abbreviated version of the plan had been developed for the purposes of staff and public communication and ongoing engagement.**

**8 2019/20 Audit Report**

Ms Woolman advised that the annual audit report had been presented to the recent Audit Committee at which there had been good discussion. She drew attention to the key messages stated on page 4. There had been unprecedented circumstances this year and she recognised the burden on the finance team and commended their ability to deal with the annual accounts process.

Most importantly, she was proposing an unqualified audit opinion. She explained that the accounts presented a true and fair account of the state of affairs of the board and of the results for the year 2019/20.

She highlighted an “emphasis of matter” paragraph which drew attention to additional uncertainty about the valuation of the Board’s land and buildings caused by the pandemic. There was “material uncertainty” at the end of March 2020 and a degree of uncertainty from looking at the balance sheet. She explained that Grampian was not the only Board in this position.

With regard to financial management, the Board had achieved its financial targets including the revenue resource limit. The budget process had been appropriate. However, as a result of COVID-19 all formalities has not taken place but compensating measures had provided assurance. Regarding financial sustainability, the three-year plan had identified a significant funding gap.

Assurance had been given that the Board had continued to review and strengthen its governance arrangement during the year including ongoing support and scrutiny of service development at Dr Gray’s Hospital. With reference to value for money, the transitional phase of implementing a new Assurance Framework continued. Performance relative to waiting times targets had reflected improvement in 2019-20.

In reply to query about mitigating the risk of fraud because of the manual system for health roster, Mr Kidd advised that this had been discussed at the March 2020 Audit Committee. The Business Systems Programme Board has agreed that a new interface will be in place by December 2020 for those using the Allocate system.

Mrs Atkinson formally thanked the Audit Scotland team who had worked well alongside colleagues during a very strange year. She highlighted that the key messages were taken seriously. Performance prior to COVID-19 to address waiting times had been exceptional thanks to the efforts of colleagues. She had confidence in the senior team to deal with the challenges ahead.

**The Board noted the Annual Audit Report from Audit Scotland on the 2019/20 Audit.**

**9 Approval of Grampian Health Board’s Annual Report and Accounts 2019/20**

The Board noted that the consolidated accounts included the Endowment Accounts and the results of the three Integration Joint Boards.

The Endowment Committee’s Annual General Meeting had approved the accounts of the Endowment Trustees which had been given a clear audit report.

It was noted that Professor Croft, as Accountable Officer, had to sign off the overall governance and risk management statement and that Board Committee chairs had provided assurance statements regarding the work of the individual committees.

Following feedback from Board members, minor changes had been made to the draft accounts: the Engagement and Participation and Spiritual Care Committees

had participated as part of the Performance Governance Committee during the COVID-19 response; the Acute Strategy section had been amended to reflect that the Board had supported the plan in February 2020 but that it had not been formally approved; Lesley Hall had joined the Endowment Committee following Laura Gray's retirement.

Mr Gray thanked Audit Scotland and his own finance team colleagues, including Mr Kidd and Mr Clark Paterson, Senior Finance Manager, for their hard work to produce the accounts.

Mr Riddell, as chair of the Audit Committee commented that the reporting period was mostly pre-COVID-19 and reflected the positive financial position. He was pleased that the Board had achieved its three financial targets. He thanked all those involved in the production of the accounts including PricewaterhouseCoopers (internal auditors) and Audit Scotland along with the NHS Grampian finance team.

The Audit Committee had been given the appropriate assurances and were happy to recommend the accounts to the Board for approval.

Mrs Anderson echoed thanks to all those involved including Audit Scotland and the NHS Grampian finance team for reporting clearly and in a way that was easy to understand.

Mrs Atkinson concluded by acknowledging the effort from lots of people behind the scenes and thanked both audit teams and the finance team. She acknowledged Mr Gray, as leader of the finance team, and Gary Kidd and Clark Paterson, in particular, who had dedicated considerable time to get the accounts finalised.

**The Board approved the 2019/20 annual report and accounts.**

## **10 Patients' Private Funds – Approval of the Abstract of Receipts and Payments 2019/20**

Mr Gray advised that the Audit Committee had considered the 2019/20 Abstract of Receipts and Payments for Patients' Private Funds at its recent meeting and Mr Riddell confirmed that the committee had recommended them for approval.

**The Board approved the 2019/20 abstract of receipts and payments for Patients' Private Funds.**

## **11 Date of Next Meeting**

The next meeting will be on Thursday 1 October 2020 at 10.00am by MS Teams.

(Please note that subsequently a single item Board meeting was arranged for Infrastructure Investment - Board and ANCHOR Project for 10.00am on Thursday 17 September 2020 by MS Teams)