

Performance Governance Committee Assurance Report to Grampian NHS Board

Purpose of Report

This report summarises the key matters considered by the Committee under the governance arrangements approved by the Board. In line with the revised arrangements, the business of the Committee has been focused on the key matters in relation to performance governance relevant to the Board's response during the period of Operation Iris.

This report covers the Committee meeting held on 16 February 2022.

Recommendation

The Board is asked to note the following key points and assurances from the Committee:

Performance

The members scrutinised the system pressures report and the quarterly summary of progress against the remobilisation plan (v4) performance trajectories and milestones. The key matters arising from the scrutiny of these reports is summarised below:

- (1) the system wide challenges and higher than normal levels of occupancy continue, including the increasing challenges in maintaining support for care packages in community and home settings. The Committee noted the positive position regarding whole system working, the challenges in responding to winter pressures and the excellent work with partners in restoring services and supporting communities during the recent storms. The members were re-assured as to the steps that were being implemented to manage our unscheduled care pathways and asked that a paper be brought back to a future meeting of the Committee, setting out the learning from the winter period and how this would be reflected in the unscheduled whole system planning post Operation Iris.
- (2) the waiting list for a first outpatient appointment has continued to stabilise with the percentage of patients in Grampian waiting over 26 weeks below the national average. However, due to the impact of wider system pressures the waiting list for elective care treatment has continued to rise for all categories of patient within the Clinical Prioritisation and Escalation System, including cancer. The members noted the challenges facing the remobilisation of elective care and requested that the Committee receive a full report on the proposed recovery plan being discussed with Scottish Government. Given the significance of the backlog and proposed investments that would be made in additional capacity and the new National Treatment Centre – Grampian (in due course), the Committee has a key assurance role on behalf of the Board in relation to the plan and improvement trajectories which would be agreed with Scottish Government.

- (3) the members welcomed the ongoing positive position in relation to access to Children and Adolescent Mental Health Services and that our activity within the service was higher than had been predicted. The Committee agreed that an update on the use of the additional Scottish Government funding should be scheduled for a future meeting; and
- (4) the members noted the RMP4 milestones and trajectory summary which had been discussed and agreed at the Board meeting on 3 February 2022.

The members noted the wider report and acknowledged the significant efforts of staff given the challenges that the current situation was presenting.

Finance position at 31 January 2022

The Committee received a presentation on the finance position at the end of January. The key points noted were:

- An overspend of £3.0m against revenue budget after 10 months. The Director of Finance confirmed that Scottish Government will support Boards and Integration Joint Boards to meet their financial targets and on this basis the Board will achieve a break even position at the end of March 2022.
- The overspend is mainly attributable to medical pay (locum costs) and non-pay (medical supplies, equipment, maintenance) cost pressures.
- Scottish Government have also confirmed additional COVID costs will be fully funded this year. The NHS Grampian monthly spend has been steady at £4-5m a month (£47.5m YTD), with the main elements being the vaccination programme, contact tracing, testing and additional staff input (overtime & excess hours).

The members were provided with an update on the development of the NHS Grampian budget for 2022/23 (and the medium term financial framework) following the announcement of the draft Scottish Government budget. Members were advised that a briefing for non-executives had been arranged for 24 February which would be led by the Deputy Chief Executive and Deputy Director of Finance.

Baird and ANCHOR projects

The meeting of the Performance Governance Committee was then extended to include other Board members who had been invited to attend the item in relation to the Baird Family Hospital and ANCHOR project.

A presentation was provided by the Baird and ANCHOR project team covering all key aspects of the project – quality, cost and programme – together with a recap on the significant benefits both projects will deliver, the service redesign being undertaken in advance of commissioning and the community engagement and fundraising that has been progressing.

The key points were as follows:

- The comprehensive arrangements being implemented across Quality in Design and Quality in Construction were noted and members were re-assured regarding the quality approach which was being adopted. Members were advised that quality would remain a key area of focus and that the independent processes introduced by NHS Scotland Assurance would provide additional assurance to the Board as the project progresses through the next stages of construction and commissioning.

- Members noted the ongoing review of cost and programme, recognising the challenges around market forces, supply chain across the globe, the impact of COVID and changes in the labour market. A detailed update would be provided at the April Board meeting given the likely pressure on the project budget and changes to the commissioning dates.
- The members were assured that despite the significant service pressures over the last 24 months, good progress was being made with the relevant clinical teams in terms of service redesign and preparing for the implementation of new models of care, such as transitional care within the neo-natal service.

The members thanked the Project Team for their comprehensive update and acknowledged that despite the challenges significant progress had been made in the first year of the construction programme.

Matters referred to other Board Committees

Whilst, there were no matters referred to any other Board Committee the members noted the requirement for a continued co-ordinated approach to the monitoring of the implementation of the remobilisation plan across the individual committees of the Board.

Rhona Atkinson
Chair, Performance Governance Committee

Attachment: Agenda of Performance Governance Committee meeting of 16 February 2022

Appendix 1

NHS Grampian

Performance Governance Committee

Wednesday 16th February 2022 – 14.00 to 16.00
(Microsoft Teams Meeting)

Agenda

1.	Welcome and Apologies		
2.	Minutes of Previous Meeting – 16 December 2021 (any matters arising)		*
3.	Items for Discussion		
	3.1	Finance Report	*
	3.2	Performance Summary (Health System Pressures Report and Comparisons with National Standards)	*
4.	Matters to Highlight to Board		*
All Board members invited			
5.	Baird and ANCHOR		
	5.1	Directors Report and presentation from the project team on key issues	
	Date of Next Meeting Wednesday 20th April 2022 14.00		

* Paper
attached #
Verbal

Chair: Rhona Atkinson