

Orkney NHS Board

Minute of virtual meeting of **Finance and Performance Committee of Orkney NHS Board**
held on **Thursday, 28 May 2020 at 14:00**

Present: Davie Campbell, Non-Executive Director (Chair)
James Stockan, Non-Executive Director (Vice Chair)
Mark Doyle, Interim Director of Finance
Caroline Evans, Non-Executive Director
Meghan McEwen, Board Chair
Gerry O'Brien, Chief Executive

In Attendance: Christina Bichan, Chief Quality Officer
Malcolm Colquhoun, Head of Support Services, Logistics and
Contracts Management (for item 254)
Fiona MacKellar, Employee Director
Keren Somerville, Head of Finance
Iain Stewart, Chief Executive Designate
Jason Taylor, Non-Executive Director
Brenda Wilson, Interim Director of Nursing
Louise Wilson, Director of Public Health
Christy Drever, Committee Support (minute taker)
Derek Anderson, Currie & Brown (for item 254)
David Cunningham, Currie & Brown (for item 254)

241 Apologies

Apologies were noted from David McArthur, Marthinus Roos and Sally Shaw

242 Declarations of Interests – agenda items

No declarations of interest were raised with regard to agenda items.

243 Minutes of Meeting held on 06 May 2020

The minute of the meeting held on 06 May 2020 was accepted as an accurate record of the meeting and was approved.

244 Matters Arising

100 – Annual Operational Plan

The Board Chair queried whether the process for submission of Mental Health figures had been streamlined and they were continuing to be submitted on time. The Chief Quality Officer advised that the most recent submission had been submitted on time, and that her team would work closely with the Mental Health team to ensure they continued to be submitted on time.

106 – Annual Operational Financial Plan

The Chair enquired whether the meeting between the Interim Director of Finance and Alan Morrison had taken place, and was informed that it had not taken place, due to Covid-19.

The Board Chair enquired whether there was an update on the retrospective approval for previous Covid-19 expenditure, however the Interim Director of Finance advised that Richard McCallum was looking into this on behalf of the Directors of Finance meeting.

245 **Action Log**

The action log was reviewed and updated as required.

Performance Management

246 **Performance Management Report – FPC2021-09**

The Chief Quality Officer presented the Performance Report which provided an update on performance with regards to the Local Delivery Plan standards. Key points highlighted were:

- Performance in the Emergency Department continues to be good. It was noted that there had been reduced numbers presenting in the Emergency Department during the Covid-19 pandemic, however these were beginning to increase at times.
- Elective work or had been scaled back to allow for the Covid-19 response, meaning referrals and outpatients procedures had reduced significantly. Concerns were raised by members that there might be a surge in referrals from primary care when we return to business as normal, however the Chief Quality Officer advised that she believed referrals would build up slowly, as services would be reopened gradually. She advised that some services had remained throughout the pandemic, in line with national guidance, whilst other priority services had resumed in the past few weeks.
- Part of the covid-19 response include the rollout of Near-Me. All services areas were making use of this in some way, and some had even moved to almost entirely virtual consulting. Members recognised that this facility had ensured that those patients who needed advice could receive it in a safe way.

The Chief Executive suggested that, given the significant pressure across all services, the numbers reflected well and credit should go to those maintaining services and utilising new ways of working as much as possible. However, he also suggested that perhaps the way numbers were reported for the Emergency Department did not always provide a true reflection. At present many patients were being treated within the department, rather than moving on, meaning they might show as a breach when in fact it was down to new protocols.

The Board Chair praised the level of detail within the report however she highlighted that there were some inconsistencies in how data was presented which the Chief Quality Officer advised she would rectify in future.

J Stockan queried how NHS Orkney compared to other Scottish Boards and the Chief Quality Officer advised that NHS Orkney were in a good position compared to other boards due to the low numbers of positive cases in Orkney. She advised that the uptake of Near Me provisions by NHS Orkney services had been a great benefit to us and allowed us to continue to provide a high level of service.

Members praised the drive from clinicians to ensure that patients were seen in some way, or could be managed safely at home in the interim. J Stockan queried whether

there were any areas which could be improved. The Chief Quality Officer advised that there had been variable uptake within Primary Care, with some practices using Near Me well and others who find using the telephone more suitable. She advised that one practice had suggested they were seeing more patients per clinical session via Near Me than they had in their usual face-to-face consults.

The Chair advised that a detailed report on Near Me would be brought to the next meeting.

F MacKellar queried the reduction in the waiting list for rheumatology, noting that whilst this had reduced, the breaches in this area had increased. The Chief Quality Officer advised that this was likely to be due to a clinic being run, however the patients who were seen would not always be those who had been waiting longest, as they were taken in order of clinical priority, as had been agreed with the Scottish Government. She stressed that it had been important for clinicians to balance which services could and could not be done safely in the current environment, whilst ensuring patients were seen in some way,

The Chief Quality Officer advised that NHS Grampian had given notice that they wish to remove the visiting rheumatology service in three months. The Chief Quality Officer was in negotiation regarding this and would ensure provisions were in place throughout these negotiations and going forward. She advised that the rheumatology clinicians had been redeployed in Aberdeen Royal Infirmary wards due to Covid-19, so this might present difficulties for NHS Orkney resuming to “business as usual”.

The Chief Executive Designate praised the positive results within Ophthalmology, with a reduction from over 160 patients on 7 April, to just over 100 on 11 May.

The Board Chair acknowledged that there would be some GP practices or clinicians who would perhaps wish to make use of Near Me, however were unable to due to digital connectivity issues. The Board Chair had spoken to the Value and Sustainability Lead, and this would be evaluated and would be discussed with the report at next month’s meeting.

J Taylor praised the very informative performance report, stressing that there would always be some patients who were not capable of using technology to connect for a variety of reasons and that face to face would always be the best option for some consultations, meaning it would be difficult to reach 100% usage. The Chief Quality Officer acknowledged this, noting that if a proportion of the services convert to using Near Me, it would free up space within outpatients, allowing those who do need to be seen face-to-face to do so in a safer environment whilst adhering to social distancing.

The Chair praised the report, whilst querying how we could capture the areas for improvement. The Chief Executive Designate and Chief Quality Officer advised that this had been raised at SMT and they would be working together on this going forward.

F MacKellar queried whether sickness absence rates on the next report should be split between Covid-19 related and other absence reasons as the overall absence levels would be significantly higher. The Board Chair raised concerns that this might present a confidentiality issue, depending on the numbers, however F Mackellar thought that this would not be the case. The Chief Quality Officer advised that she would add this to the next report.

Decision/Conclusion

Members noted the update and were assured of progress.

247 New Balfour Hospital NPD Project Semi-Annual Operations Review – FPC2021-10

This item was taken at the beginning of the meeting to allow the Head of Support Services, Logistics and Contracts Management, D Cunningham and D Anderson to be present for the report.

The Head of Support Services, Logistics and Contracts highlighted that this report was produced completely independently from his team by Currie & Brown who work on behalf of NHS Orkney so their advisors were in attendance to present the report and provide scrutiny.

D Cunningham and D Anderson, Currie & Brown presented the New Balfour Hospital NPD Project Semi-Annual Operations Review. Key points highlighted included:

- The report had been delayed by the Covid-19 outbreak and subsequent lockdown
- Currie & Brown were appointed as the Authority Technical Advisors for the project providing independent reviews of the project to confirm that parties were operating correctly and complying with the agreement. Site visits were arranged twice each year to review the site and facilities and meet with key parties to discuss progress.
- This was the first report for the project, covering the period to the end of January 2020, meaning that it was historic, and did not reflect the impact of the Covid-19 pandemic.
- The report found that the project had been operating and complying with the agreement. There had been significant concerns, including high level reductions made regarding the performance of contractors, with a warning notice issued. Deductions had been made for availability and performance failure events including the long-standing issues surrounding Renal and CDU causing unavailability within those areas.
- Reductions had been incurred as a result of the time taken to resolve problems when reported to Robertson's FM.
- Better communication between parties had been encouraged during the site visit in January 2020 and was noted to have improved since then.
- NHS Orkney Estates Team had needed to assist the contractors more than would be expected at this stage of the project.
- Robertson's FMs performance was adequate, however there had been some difficulties with the supply chain which had impacted overall performance. The Advisors hoped that this would be greatly improved when the next site visit and report take place.

The Chief Executive Designate thanked the advisors for the report, praising the good working relationship had between Currie & Brown and NHS Orkney.

The Board Chair noted that the maintenance reserve account was stated to have had a shortfall and enquired whether this was still the case. She was advised that the cash flow forecast should detail this and was updated on a monthly basis. This could be explained further by Robertson's within the monthly operational meetings.

The Head of Support Services, Logistics and Contracts Management advised that a number of defects had been carried over when Robertson's Construction handed over to Robertson's FM, and that NHS Orkney had received the biggest payment returned in Scotland, suggesting that this would be due to how the contract had been managed. He further advised that the Chief Executive had scrutinised all figures and, upon his retirement the Interim Director of Finance and Head of Finance would continue this level of scrutiny.

The Head of Support Services, Logistics and Contracts Management advised that members were working with Project Co to ensure all monies owed came back to NHS Orkney, advising that these would come back in the form of revenue. The Chief Executive advised that £978k was held by Project Co on our behalf.

The Chief Executive suggested that at the Board meetings regarding the contract, there had been discussions surrounding the downturn in the construction industry due to the Covid-19 pandemic which might present a cash flow issue for Robertson's in future.

Members were reminded that NHS Orkney was in a 25-year partnership with Robertson's.

The Chair enquired whether there had been any issues since January 2020 which would not be covered in this report which the advisors thought members should be made aware of and was advised that there was not and that this would be covered in the next report. The Head of Support Services, Logistics and Contracts Management advised that this report goes back to when the building first began to be used by NHS Orkney. He advised that discussions had taken place throughout the development of the contract and that NHS Orkney had suggested that it might be challenging at times due to the Boards location. National advisors and lawyers had scrutinised the contract carefully which had allowed for reductions to take place.

The Chair praised members for the high level of scrutiny and thanked the Head of Support Services, Logistics and Contracts Management, D Cunningham and D Anderson for their report.

The Head of Support Services, Logistics and Contracts Management, D Cunningham and D Anderson left the meeting.

Decision/Conclusion

Members noted the update and were assured of progress.

Financial Management and Control

248 Covid-19 – Local Mobilisation Plan Weekly Finance Return – FPC2021-11

The Interim Director of Finance delivered the Covid-19 – Local Mobilisation Plan update advising that this paper had been reviewed at the Board meeting earlier that day and had been discussed by members at length.

The Board Chair raised concerns over the use of multiple terms throughout reports to describe the Integration Joint Board, including the Health and Social Care Partnership. She stressed that it would be helpful if both sides of the partnership, and those within it, used the same terms to allow us to discuss important matters. Members agreed that

in order to deliver savings as a partnership, it was important to use the correct dialogue and begin having meaningful conversations.

Decisions/Conclusion

Members noted the update and were assured of progress.

249 NHS Orkney Annual Accounts for year ended 31 March 2020 – FPC2021-12

The Interim Director of Finance delivered an update on the Annual Accounts for the year ended 31 March 2020 advising that this paper had been reviewed at the Board meeting earlier that day and had been discussed by members at length.

Decisions/Conclusion

Members noted the update and were assured of progress

Governance

250 Issues raised from Governance Committees / Cross Committee Assurance

No issues had been raised.

251 Agree key items to be brought to Board or other Governance Committees attention

Board

- Positive Performance Management Report including use of Near Me facilities by services
- Detailed review of Balfour Contract

252 Any Other Competent Business

There was no other business raised for discussion

Items for information and noting only

253 Next meeting

Members noted that the next meeting would be held virtually on 18 June 2020

254 Record of attendance

Members noted the record of attendance.

255 Committee Evaluation

The Chair praised the discussion of two big subjects, noting that some items on the agenda had already been reviewed at the NHS Orkney Board meeting earlier that same day, meaning minimal discussion had been needed.

Members discussed the potential for continuing the more frequent meeting schedule,

allowing for shorter, more focused meetings each time. However, it was agreed that this might be problematic as the burden for providing reports might fall on the same people each time, which might prove difficult for the with shorter turnaround times. J Stockan also noted that more frequent meetings might make it more difficult for members to attend all meetings.

The meeting closed at 15:05