



Integrated Governance Committee
Thursday 11 June 2020
3pm, MS Teams meeting

Present Mrs Lesley Bowie (Chair)
Mr Bob Martin (Vice Chair)
Mr Michael Breen, Non-Executive Board Member
Ms Linda Semple, Non-Executive Board Member
Miss Lisa Tennant, Non-Executive Board Member
Mr John Rainey, Non-Executive Board Member

In Attendance Mr John Burns, Chief Executive
Prof Hazel Borland, Nurse Director
Mrs Kirstin Dickson, Director of Transformation and Sustainability
Mr Derek Lindsay, Director of Finance
Dr Crawford McGuffie, Medical Director
Mrs Shona McCulloch, Head of Corporate Governance
Ms Ashleigh Kennedy, Corporate Secretary (Minutes)

ACTION

1. Apologies

Apologies were noted from Ms Sarah Leslie.

2. Declaration of Interests

Ms Semple declared an interest in relation to paper 7, item 3.6.2, mobilisation plan phase 2, as a Non-Executive member of the Board of the NHS Golden Jubilee Foundation.

3. Minute of meeting from 15 May 2020

The minute of the meeting held on 15 May 2020 was approved as an accurate record.

4. Matters Arising

The action log had been circulated to Members. Members noted actions completed and those in progress, below:

- 29/01/2020 Item 8.1 - Internal Audit report on the Corporate Governance improvement plan to be shared with Non-Execs once finalised.

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(complete)

5. Caring for Ayrshire (CfA)

5.1 Caring for Ayrshire and recovery

The Director of Transformation and Sustainability, Mrs Kirstin Dickson, provided a report on the Caring for Ayrshire Programme detailing the background and context to the recovery phase. Mrs Dickson highlighted the following points from the paper:

- Recovery and re-setting the CfA programme
- System changes required whilst managing the pandemic
- The need to reformulate engagement and communication plan and restart the CfA Capital Process.

Members discussed public engagement and Mrs Dickson acknowledged that capturing feedback from some members of the public may be challenging due to the current restrictions and lack of access to technology. Mrs Dickson assured Committee that NHS Ayrshire & Arran were working with the Consultation Institute and other organisations to consider the options available to engage and get feedback from difficult to reach groups. Mrs Dickson reminded Members that an initial CfA communication plan had been submitted to Integrated Governance Committee and the Board earlier in 2020 and consideration was been given to future reporting arrangements.

Outcome: Members noted the update of the CfA programme

5.2 East Ayrshire Community Hospital (EACH): End of Private Finance Initiative options

The Director of Transformation and Sustainability, Mrs Kirstin Dickson, advised Members that the private finance initiative (PFI) contract would end in August 2025 and the Board was therefore required to consider options for the future. Mrs Dickson emphasised the trigger dates that require formalised action by August 2021 and August 2023 and the importance of meeting these deadlines.

Members considered the work to date and preferred options to be progressed, as described in the report.

Outcome: Members considered and were assured by work to date and key issues identified in relation to the EACH PFI contract and preferred options to be progressed.

5.3 Arran Initial Agreement

The Director of Transformation and Sustainability, Mrs Kirstin Dickson, presented an updated position on the initial agreement for Arran Integrated Island Services model. Mrs Dickson advised Members that the Scottish Capital Investment Group had provided feedback and the Arran Initial Agreement revised in accordance with this. The main content of the Agreement had not changed.

Outcome: Members were assured that revision work was in line with the feedback received from the Government Capital Investment Group.

5.4 Chemotherapy Review

The Nurse Director, Prof Hazel Borland, provided an update on Caring for Ayrshire and the Chemotherapy Service Review.

Committee Members were advised that the required Major Service Change template for the Chemotherapy Service review was submitted to the Scottish Health Council (now Healthcare Improvement Scotland Community Engagement (HISCE)) on 17 March 2020, accompanied by the appropriate engagement information and the Equality Impact Assessment (EQIA).

Prof Borland explained that due to COVID-19 there was some delay in HISCE responding to this submission, with a response received from the Director, HISCE on 12 May 2020 as outlined at appendix 1.

Prof Borland advised that this review would continue to evolve and would take vulnerable patient groups into account.

Prof Borland explained in response to a question from a Committee Member that Station 15 at University Hospital Ayr was currently being used as a COVID-19 area and future plans were unclear as we continue to respond to the COVID-19 emergency.

Outcome: Members noted the service change letter received from HISCE and were assured of the interim current chemotherapy service position.

6. Mobilisation Phase 2 plan

The Director of Transformation and Sustainability, Mrs Kirstin Dickson, advised Members that all Boards had been asked to prepare a Phase 2 Mobilisation Plan building on phase 1 mobilisation plans submitted at the end of March 2020.

Phase 2 planning involved Boards maintaining a level of service to care for Covid-19 patients alongside an approach to deliver emergency and urgent care activity in primary, secondary and mental health services, and in maternity and paediatric services. The Phase 2 Mobilisation Plan was submitted to Scottish Government on 25 May 2020 (Appendix A).

Committee Members commended this comprehensive plan and timeframe and agreed that national messaging would be an important factor. In response to a question from a Committee member, Mrs Dickson clarified that should additional workforce resources be required to deliver Covid-19 services this would be funded by Scottish Government.

The Chief Executive gave assurance to Members that shielding patients were being identified through the strategic resilience partnership and this work was being led across Ayrshire and Arran by Eddie Fraser, Director of East Ayrshire Health and Social Care Partnership (HSCP).

Members discussed the impact of Covid-19 on some independent contractors. The Chief Executive gave assurance that this issue had been highlighted to Scottish Enterprise and Scottish Government in terms of viability and sustainability going forward.

In response to a question from a Member on waiting list validation the Chief Executive explained that a clinical prioritisation approach was being adopted in mobilisation planning to ensure delivery of safe services.

Outcome: Members noted the development of the Phase 2 Mobilisation Plan and were assured that necessary systems and procedures were in place to scrutinise, monitor and manage delivery against the plan.

7. Care home governance framework

The Nurse Director, Prof Hazel Borland, presented a paper on the Care Home governance framework.

Prof Borland advised Committee Members that the Cabinet Secretary had written to NHS Board Nurse Directors outlining changes to their accountabilities and responsibilities in relation to clinical and care oversight arrangements for care homes. This required NHS Boards and Local Authorities to establish enhanced professional clinical and care oversight arrangements for care homes from 18 May 2020.

A governance framework had been developed in partnership with Health and Social Care Partnership (HSCP) Directors, the joint Directors of Public Health and the Medical Director.

Prof Borland clarified that Nurse Directors had a professional responsibility for Care Homes as set out in the Cabinet Secretary's letter, while Chief Social Work Officers (CSWO) had responsibility for Care at home. The Chief Executive gave assurance to Members that the changes to the Nurse Director's role in relation to care home support and oversight arrangements were supported by close, working in partnership with HSCPs, Scottish Care, Care Homes and Local Authorities.

Prof Borland assured Members that she had advised Integration Joint Board Directors in regard to CSWO accountability for Care at Home services.

Outcome: Members acknowledged the change in accountability for the Nurse Director and noted the Care Home governance framework. Members agreed that assurance reporting

on ongoing work to support care homes would be through Healthcare Governance Committee.

8. Integrated Governance Annual Report

Mrs Lesley Bowie, Board Chair, presented the draft Integrated Governance Committee annual report for 2019-20.

Mrs Bowie highlighted that strategic governance for Caring for Ayrshire had been added to the Committee's remit during the year. The Committee had monitored progress in delivery of the Corporate Governance Improvement Plan. The Committee had supported temporary changes to Governance requirements due to Covid-19.

Outcome: Members approved the 2019-2020 Annual Report and priorities for 2020-2021. Members agreed that item 6.1, Priorities for 2020-21 should be reflected across all Governance Committee annual reports.

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Committee
Chairs
(Complete)**

9. Corporate Governance Improvement Plan

The Head of Corporate Governance, Mrs Shona McCulloch, presented the draft Corporate Governance Learning and Improvement Plan for 2020/2021 and highlighted key points.

- On 25 May 2020, the NHS Board had agreed an approach to resume the normal Governance Committee meeting timetable and committee business.
- The Improvement plan included actions brought forward from 2019 and new areas that had been identified through feedback from colleagues, best practice in other boards, internal audit and internal auditor discussions.
- The improvement plan would be presented to Board twice a year for assurance, with detailed scrutiny and monitoring to remain the responsibility of Integrated Governance Committee.

Mrs Bowie highlighted that a short life working group would be convened to consider how the Board was using data to inform effective decision making with outcomes reported to the Board Chair and Chief Executive for consideration. An update would be provided to Members in due course.

Outcome: Members approved the Corporate Governance learning and improvement plan for 2020/2021.

10. Whistleblowing Monitoring

The Board Chair, Lesley Bowie advised Members that new national Whistleblowing Standards and a Once for Scotland policy has been due to come into effect in July 2020, however, this had been paused due to the Covid-19 situation. In the meantime the current Whistleblowing Policy remains in force. Committee Members were advised that any new

whistleblowing cases would be advised to the Head of Corporate Governance and reported to the Board's Whistleblowing Champion, Dr Sukhomoy Das.

Committee Members were advised that there had been one anonymous Whistleblowing concern raised during the reporting period November 2019 to April 2020. This related to patient safety concerns in the Emergency Department at University Hospital Crosshouse. The Board had provided a comprehensive response to Healthcare Improvement Scotland in January 2020 and no further action was required.

The Nurse Director, Prof Hazel Borland advised that a group had been set up to look at local implementation of the new whistleblowing standards however this work had been paused due to Covid-19. There were plans to restart this work in the near future so that the Board was able to progress once the national position had changed.

Outcome: Members were assured of the arrangements for monitoring whistleblowing concerns, noted the number of concerns raised and were assured of the outcome from the investigation.

11. Governance Committee work plans 2020-2021

The Head of Corporate Governance, Mrs Shona McCulloch gave assurance that the Governance Committees would be returning to the normal timetable and consideration would be given to work plans for 2020-2021. Committee Chairs were being asked to consider if an additional meeting was required to discuss matters that could not wait until the next scheduled meeting.

Outcome: Members noted the update.

12. Integrated Governance Committee work plan 2020-2021

The Head of Corporate Governance, Mrs Shona McCulloch presented the draft Integrated Governance Committee work plan for 2020-21. Mrs McCulloch advised that CfA updates would come to each Committee meeting. As previously agreed, quarterly updates would be provided from the Ethical Advice Group. Reporting on whistleblowing monitoring would continue, however future reporting arrangements may change in line with new Whistleblowing Standards.

Mrs McCulloch reminded Members that the work plan was flexible and could be amended in response to emerging issues.

Outcome: Members approved the Committee work plan for 2020-2021.

13. Meeting schedule for 2020-2021

The Head of Corporate Governance, Mrs Shona McCulloch presented the meeting schedule for 2020-21. Members were advised that additional meetings may be required to discuss the phase 3 mobilisation plan and CfA.

Outcome: Committee Members noted the 2020-21 meeting schedule.

14. Key issues to report to the NHS Board

Members agreed that the following key issues should be reported to the NHS Board:

- Caring for Ayrshire updates
- Phase 2 mobilisation plan
- Care Home governance framework and accountability for care homes
- Integrated Governance Committee Work Plan

15. Risk issues to report to the Risk and Resilience Scrutiny and Assurance Group

There were no risk issues to report.

16. Any Other Competent Business

There was no other business.

17. Date of Next Meeting

Next planned meeting 12 November 2020, 2pm.