

**NHS LANARKSHIRE  
& NHS GREATER GLASGOW & CLYDE**

**CHP SOUTH OPERATING MANAGEMENT  
(PERFORMANCE MANAGEMENT) COMMITTEE**

**Note of a meeting held on Monday 14<sup>th</sup> May 2007 at 9.30 am in  
The Boardroom, Calder Ward, Udston Hospital.**

<b>PRESENT:</b>	<b>Mrs Neena Mahal</b> <b>Mr A Lawrie</b> <b>Ms J Miller</b> <b>Ms F Leckie</b> <b>Mr R Watts</b> <b>Dr L Armitage</b> <b>Mrs I Miller</b> <b>Mr J Mitchell</b> <b>Mrs F Porter</b> <b>Mr P McCrossan</b> <b>Mr H Stevenson</b>  <b>Dr Shiona Mackie</b>	<b>Chair</b> <b>Director CHP South</b> <b>Support Services Manager</b> <b>Associate Director of Nursing</b> <b>Head of Planning</b> <b>Consultant in Public Health Medicine</b> <b>Patient Representative</b> <b>Patient Representative</b> <b>Deputy Director of Finance</b> <b>Associate Director AHPs</b> <b>Executive Director, Social Work Resources, SLC</b> <b>Medical Director, Primary Care</b>
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**IN ATTENDANCE:**      **Alistair Thorburn, Prescribing Adviser**  
                                  **Graeme Walsh, Patient Services Manager**  
                                  **Calvin Brown, Communications Manager**

<b>Item</b>	<b>Action Notes</b>	<b>Action by</b>
<b>1</b>	<b>APOLOGIES</b>  Apologies were received from Ian Ross, Mary Samson, Councillor Handibode, Margaret Nelson and Joyce Mouriki.	
<b>2</b>	<b>MINUTES OF LAST MEETING</b>  Accepted as an accurate record with the following amendments: Spelling error on page 3 “Liaise”  Page 3 para 4.2 should read “quality of initial referral”  The Chair asked the committee to note the new format of the minutes.	

Item	Action Notes	Action by
3	<p><b>MATTERS ARISING:</b></p> <p><b>Rutherglen and Cambuslang</b> AL reported that Robert Peat, Locality General Manager, has been appointed to the post of CHP Delivery Manager with effect from 4<sup>th</sup> June 2007. The Locality post will be advertised in the near future jointly between NHSL and NHS GG&amp;C and Liz Swan, Senior Nurse will act up in the interim.</p> <p><b>Workforce Development – Audit of Sickness absence data</b> Following the discussion at the last OMC, Kate Thomas has identified a range of issues relating to data collection and collation with the Locality General Managers.</p> <p><b>ACTION :A proposal for a formal audit will be submitted to the OMC in July 2007.</b></p> <p><b>South Lanarkshire PPF - Clydesdale</b> IM reported that following the award of funding from the Social Capital Fund, the South Lanarkshire CHP has agreed to match the funding (approx £3,500) to extend the development of the database to all localities within the CHP.</p>	<p>AL</p> <p>RH / KT</p>
4	<p><b>PERFORMANCE</b></p> <p><b>4.1 Financial Position to 31<sup>st</sup> March 2007</b></p> <p>FP discussed her report which showed a year end underspend for Primary Care of £4.247 million, this is in addition to the mid year review monies which have already been returned to the Board and reflects a total of £8.491 million non-recurring savings which have now been delivered from Primary Care. These funds have been delivered mainly from underspends in prescribing, slippage on some of the projects and payments under the Quality and Outcomes Framework (QOF).</p> <p>The NHSL position shows an in year underspend of £15.465 million which has now cleared the brought forward deficit and carried a surplus into 2007/08 which is excellent news.</p> <p>The committee also noted that figures for Rutherglen and Cambuslang are now included in the report and show a year end underspend of £189k.</p> <p>There was a discussion on sharing this with the general public and it was noted that the accounts are currently with the auditors and the full audited position will be reported to the June meeting of NHSL Board.</p>	

	<p>The communications team will issue appropriate press releases at that time.</p> <p>The committee noted the report and the Chair wished to note thanks to all staff who had contributed to the process of clearing the NHSL deficit.</p> <p><b>ACTION : For the July OMC there will be a detailed analysis of the budgets set for 2007/08 which will include the Cash Releasing Efficiency Savings (CRES) targets.</b></p> <p><b>Dr Mackie to give an update on QOF and the targets for 07/08 at the next OMC</b></p>	<p><b>FP</b></p> <p><b>SM</b></p>
	<p><b>4.2 Sickness Absence Management Report</b></p> <p>The report clearly showed that levels of sickness absence had been steadily improving overall since December 2007. This performance was attributed to the consistent and proactive approach of managers within each locality working with colleagues in SALUS. However, the CHP was a distance from the 4% target and even greater efforts will be needed in coming months.</p> <p>It was acknowledged that a range of nursing and AHP vacancies are now being filled which has an effect in reducing pressure in the workplace and thus reduces sickness absence.</p> <p>Figures for Rutherglen and Cambuslang are also now included in the report and with some further work required to ensure that data is being collected and reported in the same way as the other localities in the CHP.</p> <p><b>ACTION : Figures would continue to be provided to the OMC along with actions being taken to address the targets</b></p> <p><b>Workforce Quarterly Report</b> The committee noted the increase in numbers of posts being filled and asked if the full staging complements could be included in future reports (perhaps twice per year).</p> <p><b>ACTION: Ruth Hibbert to include WTE complements in next report and then twice per year thereafter</b></p>	<p><b>RH</b></p> <p><b>RH / AL</b></p> <p><b>RH</b></p>
	<p><b>4.3 Risk Management Register</b></p> <p>JMiller advised that the first draft of the register had been circulated following discussions with each of the LGMs.</p>	<p><b>JM</b></p>

	<p>The South Lanarkshire CHP Register will be presented to the Risk Management Steering Group on 4<sup>th</sup> June for approval.</p> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li><b>1. The register will be transferred into the new Datix format in due course and a full update will be submitted to the September OMC.</b></li> <li><b>2. LGMs will complete their Locality Risk Registers by September and sharing these with the locality PPFs and partnership meetings.</b></li> <li><b>3. A sub-group of the South Lanarkshire CHP Staff Partnership Meeting will be set up to specifically address Risk.</b></li> </ol>	<p><b>JM</b></p> <p><b>LGMs</b></p> <p><b>JM</b></p>
	<p><b>4.4 Performance Management Report</b></p> <p><b>Framework Monitoring Report</b></p> <p>The detailed report outlining performance areas which are either red or amber was discussed in detail by the committee. The issues, actions and progress are highlighted below;</p> <p><u>Emergency Re-admissions</u></p> <p>ISD data shows a downward trend for NHSL which is therefore on target for this year. This did however relate to the period up to March 2006. Information is collected “in year” which show a similar pattern for the SLCHP in 2007. It was noted that a number of initiatives such as Keep Well and Care Management may well be having a positive effect on reducing emergency admissions. The conclusion of the pilots in these areas should provide more positive assurance on this.</p> <p><u>Screening</u></p> <p>The overall NHSL figure is below 80%. Detailed information by practices is now available and as such locality Lead GPs are working with those under the 80% mark to increase the levels of uptake.</p> <p><u>Clinical Governance</u></p> <p>RW advised that the new Medical Director for NHSL, Dr Alison Graham, will be developing a Clinical Governance Strategy for NHSL by the Autumn of 2007. This will include a review of current structures, resources and lines of accountability.</p>	<p><b>Lead GPs</b></p>

	<p><u>JPIAF</u> The 3 areas of exception noted at the last committee meeting; delayed discharges, waiting times in single shared assessment and housing adaptations are all now being closely monitored.</p> <p><b>ACTION :</b> <b>The chair asked for information on dental and smoking cessation targets to be included in the next report.</b></p> <p><b>Proxies</b> The report detailed the proxies adopted or proposed by the Joint North and South CHP Performance Management Group and RW gave a brief overview of what has been developed to date and noted that this is still work in progress.</p> <p><b>Waiting Times Monitoring Report</b> RW noted that there were 3 elements to the report this time; Rutherglen and Cambuslang performance information, Waiting Times March 2007, and Capacity Planning.</p> <p><u>Rutherglen and Cambuslang</u> RW has met with NHSGG&amp;C and agreed a detailed schedule of information that will be furnished to the OMC at appropriate intervals. It was also agreed that the two boards will collaborate on the development of performance data for Rutherglen and Cambuslang. The main information flows will be in place for reporting at the September 2007 OMC</p> <p><u>Comparative Waiting Times March/January 2007</u> RW reported that the total was now up by 17% mainly in physiotherapy and dietetics in specific localities due to capacity issues which are now being taken forward. RW also tabled a 1 page summary of the actions being taken to address waiting times within each discipline.</p> <p>The chair noted the good progress with Rutherglen and Cambuslang.</p> <p><b>ACTIONS:</b></p> <p><b>1. Further detail on the key waiting time “pressure” areas must be produced for the OMC in July</b></p> <p><b>2. The committee asked for an update on AHP services and structures for the September meeting.</b></p>	<p><b>RW</b></p> <p><b>RW</b></p> <p><b>RW</b></p> <p><b>RW</b></p> <p><b>RW</b></p> <p><b>PMcC</b></p>
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	<p><u>Capacity Plans</u> RW noted that there is now a formal group looking at capacity planning which will produce an overview report by mid June.</p> <p>Figures for podiatry (capacity against actual) have declined over the last 3 years due to more robust assessment criteria which increases capacity without the need for further investment.</p> <p>RW also advised the committee that the programme had now been agreed to roll out the PMS system to the rest of the AHP disciplines.</p> <p>The committee noted the report.</p>	
5	<p><b>PLANNING</b></p> <p><b>5.1 Local Delivery Plan</b> RW reported that the final version of the LDP is now available following some comments received from the Scottish Executive. It is proposed that this document be circulated to members for discussion at the next OMC.</p> <p><b>5.2 Financial Plan</b> FP reported that the NHSL financial plan for 2007/08 assumed a £3 million CRES target on a recurring basis commencing in 2007/08. Significant work had been undertaken by the operating divisions and the finance department over the past two months to minimise the target in this year. As a result £1 million had been re allocated from the prescribing budget to cover the CRES , and the remaining £2 million is currently being reviewed with the object of removing that in this year.</p> <p><b>ACTION: Fiona Porter to provide further detail of the final plan at the next OMC.</b></p> <p><b>5.3 Joint Health Improvement Plan</b> LA reported on the consultation event held on 4<sup>th</sup> April which involved a wide range of people. A report is currently being prepared looking at how some of the recommendations can be implemented and how the can contribute towards the HEAT Targets. Michele Dowling has agreed to present the work to date to the September OMC</p>	<p><b>JM/RW</b></p> <p><b>FP</b></p> <p><b>JM</b></p>

	<p><b>5.4 Prescribing Action Plan 4</b></p> <p>Alistair Thorburn attended the meeting to discuss the proposed PAP4 document and give the committee some of the background to the development of the report.</p> <p>He reported that prescribing costs within NHSL had increased year on year and that NHSL is above the national average due to the levels of illness burden within the county.</p> <p>The presentation included data on trends within various disease groups and demonstrated that although the illness ratio within Lanarkshire has increased, prescribing costs have come down due to the quality of prescribing and the development of the Lanarkshire Formulary which all practices are asked to sign up to.</p> <p>PAP4 also contains various other actions which the practices are asked to sign up to, supported by the Community Pharmacists, such as the prescription of generic drugs, targeting of medicines wastage and review of repeat prescriptions.</p> <p>It was agreed that a number of other initiatives could also ultimately reduce prescribing costs such as smoking cessation, counselling, diet, exercise and the implementation of the new Pharmacy contract.</p> <p><b>ACTION</b>  <b>The committee thanked Alistair for his presentation and asked him to come back to a future meeting to report on how we are performing against the targets.</b></p>	<p><b>AT/FP</b></p>
	<p><b>5.5 Corporate Objectives</b></p> <p>AL advised that Corporate Objectives (previously circulated) are set every year in line with Scottish Executive and HEAT Targets. The Corporate Objectives inform the objectives set by the CHP Director and are then cascaded down through the organisation.</p> <p>The Corporate Objectives for 2007/08 have been endorsed by the NHSL Board and senior managers will now have their individual objectives agreed by 1<sup>st</sup> June 2007.</p>	<p><b>AL</b></p>

<p><b>6</b></p>	<p><b>GOVERNANCE</b></p> <p><b>6.1 HMIE Inspection on Child Protection</b></p> <p>FL reported that the Child Protection Unit is now co-located from today at High Patrick Street in Hamilton where all agencies are now based.</p> <p>Interviews are to be held for two further Child Protection Facilitators, and 2 candidates have been identified for the Nurse Consultant post which is very positive.</p> <p>The self assessment process against the standards is continuing and an action plan has been developed to address any areas of weakness or concern. The exact date of the visit is still to be confirmed.</p> <p><b>ACTION: Frances Leckie to report on progress to the next OMC</b></p> <p><b>6.2 Staff Partnership Forum Minutes</b></p> <p>There were none submitted as the last meeting was cancelled.</p> <p><b>6.3 South Lanarkshire PPF Minutes</b></p> <p>The committee noted receipt of the SL PPF Minutes.</p> <p>JMitchell discussed the minutes and advised that a meeting had taken place between representatives of North and South PPFs with Paul Wilson, Director of Nursing and AHPs to discuss links with the Acute Sector which had been very useful.</p> <p>He also advised that SL PPF was now represented on Programme Boards 2 and 3 with reps also on some of the sub groups. There are almost 80 people now involved with PPFs in South Lanarkshire, with 18 representatives on the SL PPF.</p> <p>The replacement for the Facilitator was discussed and RW is currently taking this forward and hopes to have an early resolution.</p> <p>JMitchell also advised that a draft handbook had been circulated to each Locality PPF, together with a draft Action Plan.</p>	<p><b>FL</b></p> <p><b>RW</b></p>
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	<p><b>6.4 Communications Report</b></p> <p>Calvin Brown joined the meeting to discuss the report previously circulated. He advised that the report was not entirely typical of a normal quarter due to the recent Election.</p> <p>CB advised that he had also been in discussion with PPFs to look at the specific messages for each area.</p> <p>The committee noted the positive press articles and some more controversial issues. CB advised that Picture of Health was still the main focus for the Communications Team.</p> <p>The committee thanked Calvin for his report.</p> <p><b>ACTION: Calvin Brown to provide regular updates to future meetings, and include PPFs and non-executive Directors in the circulation of the PULSE.</b></p> <p><b>6.5 Complaints Report</b></p> <p>Graeme Walsh joined the meeting to discuss the report previously circulated which outlines the numbers and content of complaints received in the previous quarter. The report also includes an action plan which addresses the specific issues and lessons learned from those complaints.</p> <p>He reported that the percentage of complaints responded to within the specified time frames had reached 97% which is the highest to date.</p> <p>The committee thanked Graeme for his report.</p>	<p><b>CB</b></p>
<p><b>7</b></p>	<p><b>FOR INFORMATION</b></p> <p><b>7.1 North Lanarkshire CHP OMC Minutes</b></p> <p>The committee noted receipt of the minutes.</p> <p><b>7.2 Acute Division OMC Minutes</b></p> <p>The committee noted receipt of the minutes.</p> <p><b>7.3 Joint CHP Strategy Development and Implementation Committee</b></p> <p>The committee noted receipt of the minutes.</p>	

	<p><b>7.4 South Lanarkshire Health and Care Partnership Minutes</b></p> <p>The committee noted receipt of the minutes.</p>	
<b>8</b>	<p><b>FUTURE BUSINESS</b></p> <p>The Chair asked members to submit items for future business to either Jayne or Alan</p>	<b>ALL</b>
<b>9</b>	<p><b>AOCB</b></p> <p>There was no other business</p>	
<b>10</b>	<p><b>DATE OF NEXT MEETING</b></p> <p>The dates of the next meetings will be as follows:</p> <p>Monday 9 July 2007                      Boardroom, Calder Ward, Udston Hospital</p> <p>Monday 3 September 2007              Boardroom, Calder Ward, Udston Hospital</p> <p>Monday 12 November 2007              Committee Room 1, Strathclyde Hospital</p>	