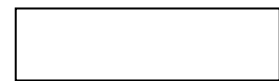


**MINUTES OF A MEETING OF THE  
ACUTE OPERATING MANAGEMENT COMMITTEE  
HELD ON THURSDAY 23RD OCTOBER 2008 AT 1:30 PM  
IN THE BOARDROOM, HAIRMYRES HOSPITAL**



Present: Mr T Currie, Non- Executive Director (Chair)  
Mr A. Dalby, General Manager, Surgical and Critical Care Services  
Mrs. J. James, Divisional Nurse Director  
Mr A. Goor, Deputy Director of Finance  
Mr R. Garscadden, Head of Planning, Acute Division  
Ms J. Hope, General Manager, Women's, and Diagnostics Services  
Mr T. Sim, Support Services Manager  
Mrs R. Lyness, Director Acute Services  
Mrs M. Nelson, Non- Executive Director

In Attendance-

### **1. WELCOME AND APOLOGIES**

Apologies were received on behalf of Mr. C Sloey, Director of CHP North, Mr D Clark, Non Executive Director, Mr D Hume, General Manager Emergency and Medical Services, Ms J Miller, RCN, Dr B. Vallance Divisional Medical Director, Mrs L. Khindria, Director, Human Resources and Ms S. Kilpatrick, Head of Cancer Services.

### **2. MINUTES FROM PREVIOUS MEETING**

The minutes of the Acute Operating Management Committee meeting held on 21<sup>st</sup> August 2008 were approved as a correct record. It should be noted that papers were not distributed to Non-Executive members in enough time to allow consideration prior to the meeting. It was agreed that papers would be sent out to Non-Executive members seven days before meetings.

***Action: All papers for the Operating Management Committee meetings to be with Tom Sim at least seven days prior to the meetings to allow adequate time for distribution.***

### **3. MATTERS ARISING**

#### *3.1 HR Report -Easy Project*

It was agreed that there would be more information on the EASY Project at the next meeting and that it would be included as a Special Interest Item at an Operating Management Committee meeting in 2009.

## 4. ITEMS FOR CONSIDERATION

### 4.1 CRES

Mr Goor outlined the half-day CRES event which had been organised around NHS Lanarkshire finances, and was held on Thursday August 28<sup>th</sup>. Mr Goor reported that feedback from the four workshops, facilitated by the Organisational Development Department at the event had been very positive, and that the range of savings initiatives and proposals which had emerged from the day had been included in the paper presented to the OMC. Mr Goor drew attention to the proposals which have been broken down into two initial prioritisation categories, and also those items which would not be taken forward such as Car Parking charges, and advised that prioritisation had not yet been finalised and would be subject to further discussion within the Divisional Management Team and Clinical Partnership Group.

Following Mr Goor's presentation there was some discussion around issues such as parental and sick leave and it was agreed since Dr Valance's withdrawal from the Operating Management Committee, clinical representation would be required to allow fuller discussions to take place on particular areas.

***Action: Mr Sim to contact the Divisional Associate Medical Directors to canvas for cover at the OMC meetings during 2009.***

## 5. CORE AGENDA ITEMS – REPORTED BI-MONTHLY

### 5.1 FINANCE REPORT

The financial report presented by Mr Goor provided an overview of the NHS Lanarkshire Financial position up to the end of September 2008. Mr Goor reported that the figures for September continue to reflect the same areas of pressure reported at previous OMC meetings during 2008 namely

- Laboratories
- Bank Nursing
- Theatres

Mr Goor also highlighted the spending on drugs within NHS Lanarkshire and tabled a spreadsheet that outlined current spending to 30<sup>th</sup> September 2008, potential increases in drug spending in 2009, as well as service implications, and confirmed that there had been an increase in certain categories of drugs such as cancer and rheumatology.

Following some questions on the increased spending and use of drugs Mr Goor advised that there was not a high level of waste within the acute setting, and that a postcode lottery for prescribing was not an issue within NHS Lanarkshire where standardisation was the norm. The OMC thanked Mr Goor for his presentation and asked that an update be brought to a later meeting.

**Action: Mr Goor to bring a detailed update to an OMC meeting before the end of the financial year.**

## **5.2 WAITING TIMES/ DELAYED DISCHARGE REPORT**

Mr Garscadden provided a verbal update on Waiting Times/Delayed Discharge for the period up to 30<sup>th</sup> September 2008 and informed the OMC that in terms of Inpatients and Day Cases NHS Lanarkshire were in line with trajectory. Outpatients were however not in line with trajectory and plans to increase activity were in place concentrating in Orthopaedics and Dermatology, and that this extra activity would continue until early in 2009. Mr Garscadden reiterated that Orthopaedics represented a significant challenge and that sustainable solutions were being sought. Similarly with Dermatology Mr Garscadden advised that there was detailed ongoing work being undertaken across NHS Lanarkshire with himself and Dr Gregor Smith. In terms of Diagnostics Mr Garscadden reported that NHS Lanarkshire was in line with targets and that within Cancer Services performance remained steady and that the main challenges were in Upper GI, Colorectal and Lymphoma.

Moving on to Delayed Discharges Mr Garscadden advised that NHS Lanarkshire were meeting current Waiting Time guarantees, but that there were pressures in the system which were being addressed through the Older People's Service groups.

Mrs Lyness advised that on December 3<sup>rd</sup> 2008 the 18 week "Where are we At" event would be taking place at Airdrie Football Club and that Non-Executive Directors would be invited.

## **5.3 DIVISIONAL REPORT**

### *Emergency and Medical Clinical Division*

In the absence of Mr Hume, Mrs Lyness provided an update on the Emergency and Medical Division emergency activity and advised that UCCP performance at 30<sup>th</sup> September 2008 was 99% which represented a very good performance with the individual sites recovering quickly from high pressure days in which performance had dipped below 98%. Particular pressure remains on A&E at Wishaw with regard to Medical manpower. This is subject to considerable discussion at operational and CMT level. Short term solutions were being put in place but the overall position remains fragile. The Emergency Response Centre will become operational on November 24<sup>th</sup> and a detailed implementation plan was being drawn up.

### *Women's and Diagnostics Clinical Division*

Ms Hope advised that there is ongoing work to increase capacity, improve diagnostics and reduce waiting times within Radiology and Diagnostics. Ms Hope also advised on plans to extend the working day and that at the request of the West of Scotland Regional Planning Group a local group co - chaired by Ms Hope had been established to review the current opposition and establish a regional approach to both the definition and remuneration of Imaging Out of Hours working arrangements.

Ms Hope also provided an update on the Maternity Services Strategy which had been approved by the NHS Lanarkshire Board in September 2008. Ms Hope advised that a Maternity Services Away Day had taken place on October 1<sup>st</sup> aimed at launching the strategy and also progressing the operational delivery of key recommendations within the strategy.

#### *Surgical and Critical Care Division*

Mr Dalby advised that across the division year to date 92% of planned elective lists had been utilised compared with 87% during the same period last year. There was a slight increase in elective inpatient numbers, and daycases within the division. In terms of emergency activity Mr Dalby provided figures which indicated that there had been a decrease in overall emergency activity of around a 3% decrease on the same period last year. Outpatient attendances have also risen by 14% (3674 cases) against the same period last year.

Mr Dalby provided a brief update on LEAN and provided dates for both LEAN and Kaizen events during 2008.

#### *Cancer Services*

In the absence of Ms Kilpatrick Mrs Lyness updated the OMC on cancer performance for August 2008 and advised that the 12 week average performance for NHS Lanarkshire was 98.4% compared to a Scottish average of 96%. The NHSL Cancer event took place on September 11<sup>th</sup> and was well attended with representation across a wide range of stakeholders, and presentations from a number of individuals, covering both national and regional perspectives. The event report once finalised will be distributed to various for a across NHS Lanarkshire

### **5.4 CONSULTANT APPOINTMENTS**

The OMC ratified the appointments.

### **5.5 HR MONTHLY BRIEFING-**

Mrs Lyness spoke to the paper and reported that within the Acute Division sickness absence rates had increased slightly and that measures had been taken to correct this, including a re-prioritisation of the EASY Project and an audit of all absence during August including a review of actions taken to reduce the figures, and an increased resource in staff Physiotherapy. Dr MacDonald has been asked to bring an update to the next meeting.

A total of 29 junior Medical vacancies are currently being processed within NHS Lanarkshire and Dr Vallance and colleagues are in the process of reviewing contracts for Specialty and Associate Specialist Doctors and an update will be provided in the next HR report.

Mrs Lyness also advised that the NHSL Workforce Plan has now been published and is available on the publications section of NHS Lanarkshire's website.

## **5.6. HAI Update**

.Mrs James referred to a number of papers which were distributed for the meeting in relation to HAI and advised that an action plan to tackle C-Diff had been drawn up. Mrs James provided an update on work in relation to signage and hand hygiene compliance to achieve the 90% national target. There is a review of signage within the three acute sites to ensure that there is a consistent approach in both wards and departmental areas. Mrs James confirmed that the evaluation of hand hygiene trial products is now almost complete, and a final report with options and costs will be submitted shortly to Mrs Anne Armstrong.

From June 2008 there is now weekly recording taking place of C-Diff rates, and these are discussed at the Core DMT meetings each Tuesday, and the incidence has fallen. Antimicrobial Policy Posters have been enlarged, laminated and circulated to Wards and Departments, and two pharmacists are to be employed to monitor and support the antimicrobial agenda across NHS Lanarkshire.

The OMC thanked Mrs James for her report and asked that regular updates on HAI to be provided at meetings.

**Action: Mrs James to provide reports on HAI at future OMC meetings**

## **6. CORE AGENDA ITEMS – REPORTED QUARTERLY**

### **6.1 COMPLAINTS QUARTERLY REPORT JULY –SEPTEMBER 2008**

In the absence of Mrs Welton Mrs James provided a brief update on the Complaints Report for July-September 2008. Mrs James covered that number of complaints received during the quarter and advised that overall the figure was 19% down compared with the previous quarter, and that 99% of complaints received during the quarter were acknowledged within the national target of 3 working days. Similarly during the last quarter 99% of responses were also sent within the national target of 20 working days. Mrs James also advised that there were four outstanding ombudsman reports at the end of September 2008.

**Action: It was agreed that a Complaints Report would come to the next meeting**

## **7. SPECIAL INTEREST ITEM**

### **CATH LAB**

The members of the OMC were invited to visit the recently installed Cath Lab within Hairmyres Hospital.

## **8. ITEMS FOR NOTING**

8.1 MINUTES FROM COMMUNITY HEALTH PARTNERSHIP (CHP) NORTH OPERATING MANAGEMENT COMMITTEE (OMC) MEETING HELD ON 20<sup>TH</sup> AUGUST 2008

8.2 MINUTES FROM THE COMMUNITY HEALTH PARTNERSHIP (CHP) SOUTH OPERATING COMMITTEE MEETING HELD ON 21<sup>ST</sup> JULY 2008

The minutes of the above meetings were noted

**9. ANY OTHER COMPETENT BUSINESS**

9.1 Mrs Lyness advised that the Acute Division is in the process of reviewing its Performance Management arrangements and that the reports from the Quarterly Performance Review meetings will be brought to OMC meetings.

9.2 Mr Goor will be covering as Director of Finance until January 2009. Ms Carol Potter will support the Acute Division until Mr Goor's return.

**10. DATE AND TIME OF NEXT MEETING**

It was agreed that the next meeting would take place in January as several core members of the DMT would not be available to attend in December.

***Action: Mr Sim to arrange dates for meetings in 2009 and circulate dates to OMC members***