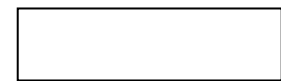


**MINUTES OF A MEETING OF THE
ACUTE OPERATING MANAGEMENT COMMITTEE
HELD ON THURSDAY 21ST AUGUST 2008 AT 1:30 PM
IN THE BOARDROOM, MONKLANDS HOSPITAL**



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 S. Kilpatrick, Head of Cancer Services
Ms J. Hope, General Manager, Women's, and Diagnostics Services
Mr T. Sim, Support Services Manager
Mrs M. Fraser of Human Resources
Dr B. Vallance, Divisional Medical Director
Mrs R. Lyness, Director Acute Services
Mr D. Clark, Non- Executive Director

In Attendance- Mrs S. Welton, Head of Patient Services

1. WELCOME AND APOLOGIES

Apologies were received on behalf of Mr. C Sloey, Director of CHP North, Mrs M. Nelson, Non Executive Director, Mr David Hume, General Manager Emergency and Medical Services and Ms Jan Miller, RCN.

2. MINUTES FROM PREVIOUS MEETING

The minutes of the Acute Operating Management Committee meeting held on 19th June 2008 were approved as a correct record.

3. MATTERS ARISING

3.1 Easy Project

There will be a full update on the Easy Project at the next meeting.

4. ITEMS FOR CONSIDERATION

4.1 Complaints Annual Report

The report presented by Mrs Welton sets out the formal complaints, informal concerns received, and actions taken in the light of complaints during 2007/08. Mrs Welton reported that as in previous years the principal issues raised in formal complaints continued to be around clinical treatment, staff attitude, behaviour or communication and waiting times. The national target for responding to formal complaints is 20 working days. Mrs Welton confirmed that NHS Lanarkshire's response rate to this target was 99%, which compares favourably with available national comparisons. Since September 2006 NHS Lanarkshire have been working closely with a consortium of the local the Citizen's advice Bureau for the provision of an independent advice and support service. The service that Mrs Welton reported is designed to support individuals with queries or complaints who may feel unable to raise the matter directly with NHS Lanarkshire. Mrs Welton also spoke to the series of tables within the report and highlighted some areas where there had been a reduction in complaints such as at Wishaw General Hospital, which reported a 33% reduction when compared to the previous year. Mrs Welton also responded to some questions, which related to the issue of emerging themes, and confirmed that, no one ward or department appeared to account for significant numbers of complaints.

The OMC thanked Mrs Welton for her report and asked her to provide an update in October.

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 June 2008. Mr Goor also verbally reported that the figures for July reflected the same areas of pressure:

- Bank Nursing
- Laboratories
- Theatres

A number of measures were in place to tackle these areas of pressure, and key individuals would be leading initiatives. Mrs James would be looking at the authorisation of Bank Nursing requests, Ms Hope and Mr Carlyle would be looking at where savings could be made in Labs and Mr Dalby would be involved in the LEAN Project looking at maximizing theatre utilization. In addition Mr Goor referred to the CRES event, which will take place on August 28th and will be aimed at bringing a fresh approach to savings. In conclusion Mr Goor reported that the Division would be reporting a break-even position by utilizing uncommitted reserves, and that it was important that cost reduction targets are maintained throughout the coming year.

5.2 WAITING TIMES/ DELAYED DISCHARGE REPORT

Mr Garscadden presented the Waiting Times paper for the period up to 31st July 2008 and informed the OMC that all waiting time guarantees had been achieved in July. These were achieved against the waiting time guarantees that NHS Boards have been asked to deliver by 31st March 2009. Mr Garscadden also touched on Cancer performance and confirmed that during July only two patients had failed to meet the 62 day target for treatment, and that overall NHS Lanarkshire's performance in July was 97% against a national target of 95%. New Ways continues to present challenges particularly in outpatients Mr Garscadden reported. Initiatives in Dermatology were underway, where there are three GPs who have a special interest in Dermatology, are expected to reduce waiting times by seeing around 1200 patients by the end of 2008 Mr Garscadden confirmed. Other initiatives around Theatre productivity will also assist in meeting targets.

In terms of Delayed Discharge Mr Garscadden advised that the NHS Lanarkshire position was at zero with no delayed discharges reported. There was ongoing dialogue with both North and South Lanarkshire Councils to sustain this position.

5.3 DIVISIONAL REPORT

Emergency and Medical Clinical Division

Within the Emergency and Medical Division emergency activity in the first quarter was higher than in the previous year at both Wishaw General Hospital and at Hairmyres, and slightly lower at Monklands Hospital. UCCP performance in June and July has been sustained with NHS Lanarkshire achieving 99% at the end of July 2008.

Women's and Diagnostics Clinical Division

Ms Hope advised that the final formal tenders for building works in Neonatal Services have been received, and are being discussed with the users. Within maternity Services CUBS should be in place by March 2011 and a business case is being prepared. There is ongoing work to improve breast-feeding rates in NHS Lanarkshire and focus groups have been set up to progress this. In Gynaecology Services the work of DR Lennox has been shared with primary care colleagues and the key recommendations are being picked up through the RMS/OPD 18 week RTT workstreams. Plans are in place within Diagnostics to reduce waiting times and improve access.

Cancer- Ms Kilpatrick reported that cancer performance for June was 98.6% and that the 12 week average for NHS Lanarkshire was 98.2% compared to a Scottish average of 95%. Ms Kilpatrick informed the OMC that a Cancer Strategy event would take place on 11th September with a wide range of stakeholders attending. The event will launch the Better Cancer Care Strategy and consider its implementation in Lanarkshire together with the development of a cancer centre at Monklands Hospital

Surgical and Critical Care Division

Mr Dalby advised that across the division year to date 93% of planned elective lists had been utilised compared with 86% during the same period last year. Inpatient numbers have decreased, while day cases have increased during the same period. Mr Dalby briefly touched on LEAN and advised that he would be providing a detailed report on this under agenda item 7.1.

Following some discussion it was agreed that HAI and Patient Safety would be added to the Divisional Report and would be included at the next meeting.

5.4 CONSULTANT APPOINTMENTS

The OMC ratified the appointments.

5.5 HR MONTHLY BRIEFING- May 2008

Mrs Fraser presented the report and provided an update to the OMC on the main areas of HR activity in the Acute Division up to 2008. Beginning with Sickness Absence Mrs Fraser indicated that for both the Acute Division and for NHS Lanarkshire in general, sickness absence rates were decreasing in line with achieving the national target of 4% by March 2009. Monitoring of progress is undertaken by a monthly download from payroll data by the Empower Human Resources system, and the data is broken down and analysed.

Ms Fraser provided a brief update on the EASY Project and indicated that there would be a more detailed report coming to the OMC at a later meeting. In terms of MMC Mrs Fraser highlighted that following the intake of new doctors at the beginning of August there were still a number of vacancies to be filled particularly within the junior grade workforce. In order to address this issue a number of short-term measures were being initiated across the three acute hospital sites.

6. CORE AGENDA ITEMS – REPORTED QUARTERLY

6.1 COMPLAINTS QUARTERLY REPORT APR-JUNE 2008

Mrs Welton spoke to the Complaints Report and advised that during the period April – June 2008 the number of formal complaints received remained fairly static, and that all complaints received during the quarter were acknowledged within the national target of 3 working days. Mrs Welton highlighted a small error in the text on page 2 paragraph 5 of the report. The correction should read “cleanliness issues” The OMC thanked Mrs Welton for her report.

7. SPECIAL INTEREST ITEM

LEAN

Mr Dalby provided a presentation on LEAN (Theatres) in NHS Lanarkshire and outlined some of the general principles behind LEAN as well as detailing the benefits of adopting this approach. Mr Dalby advised that LEAN refers to a collection of principles and methods that focus on the identification and elimination of non-value (waste) involved in producing a product or a service to customers, and would be applied to Theatres within NHS Lanarkshire. The training programme would be over 15 days, and the final five days are based around a Kaizen event, which Mr Dalby advised refers to a Japanese phrase meaning "to change for the good" Subgroups were set up, objectives agreed and outcomes would be measured. Considerable improvements were noticed including a reduction in both major and minor changeovers through the formalised use of the theatre preparation room. In addition theatre lists were created four weeks in advance using accurate performance data, and the use of trauma and elective stores was radically improved.

Following Mr Dalby's presentation there was some discussion around the applicability of LEAN to other areas within Acute and whether it might be applied in Primary Care settings.

Mrs Lyness advised that she would be taking a paper on LEAN to the NHS Board and that MHS Lanarkshire may become an early adopter site, which may allow the introduction of LEAN into other settings.

8. ITEMS FOR NOTING

8.1 MINUTES FROM COMMUNITY HEALTH PARTNERSHIP (CHP) NORTH OPERATING MANAGEMENT COMMITTEE (OMC) MEETING HELD ON 11TH JUNE 2008

8.2 MINUTES FROM THE COMMUNITY HEALTH PARTNERSHIP (CHP) SOUTH OPERATING COMMITTEE MEETING HELD ON 19TH MAY 2008

The minutes of the above meetings were noted

9. ANY OTHER COMPETENT BUSINESS

None.

10. DATE AND TIME OF NEXT MEETING

It was agreed that the next meeting would take place on **Thursday 23rd October 2008 at 1:30 pm, in the Boardroom, Hairmyres Hospital.**